



**PORT COLBORNE**

**City of Port Colborne  
Council Meeting Agenda**

**Date:** November 8, 2021  
**Time:** 6:30 pm  
**Location:** Council Chambers, 3rd Floor, City Hall  
66 Charlotte Street, Port Colborne

**Pages**

1. **Call to Order**
2. **National Anthem**
3. **Land Acknowledgment**
4. **Proclamations**
  - 4.1. International Day for the Elimination of Violence Against Women - November 25, 2021 1
5. **Adoption of Agenda**
6. **Disclosures of Interest**
7. **Approval of Minutes**
  - 7.1. Regular Meeting of Council - October 25, 2021 6
  - 7.2. Committee of the Whole-Budget - October 28, 2021 18
8. **Recommendations Arising from Committees**

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| 8.1. | 2022 Levy Budget, 2021-275 | 22 |
|------|----------------------------|----|

That the Corporate Services Department, Financial Services Division, Report 2021-275 Subject 2022 Levy Budget **BE RECEIVED**;

That By-law 6733/97/19 be amended to have 100 percent of residential and non-residential development charges put in place by May 1, 2022;

That the Acting Director of Planning and Development/City Clerk be directed to facilitate a review of the Development Charges after May 1, 2022 for the year 2023; and

That the 2022 Levy Budget as outlined in Report 2021-275, **BE APPROVED**, as amended.

|    |  |     |
|----|--|-----|
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|----|--|-----|

|      |   |     |
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|------|---|-----|

That Corporate Services Department Report 2021-277 be received;

That the 2022 Proposed User Fees and Charges schedules attached as Appendices A to U of Corporate Services Report 2021-277 be approved;

That Item 3 in the draft by-law attached as Appendix V of Corporate Services Report 2021-277 be amended by adding "This waiver shall be applied only once per event"; and

That the draft by-law attached as Appendix V of Corporate Services Report 2021-277, as amended, be brought forward to Council for consideration.

## 9. Staff Reports

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| <b>12.</b> | <b>Delegations</b>  |     |
|            | <p>Due to COVID-19 this meeting will be conducted virtually. Anyone wishing to speak to Council is asked to submit a written delegation that will be circulated to Council prior to the meeting. Written delegations will be accepted until noon the day of the meeting by emailing <a href="mailto:deputyclerk@portcolborne.ca">deputyclerk@portcolborne.ca</a> or submitting a hard copy in the after-hours drop box in front of City Hall, 66 Charlotte Street, Port Colborne. Written delegations accepted after this time will be circulated with the minutes and included as public record.</p> |     |
| <b>13.</b> | <b>Mayor's Report</b>   |     |
| <b>14.</b> | <b>Regional Councillor's Report</b>   |     |
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| <b>16.</b> | <b>Councillors' Remarks</b>   |     |

|            |  |     |
|------------|--|-----|
| <b>17.</b> | <b>Consideration of Items Requiring Separate Discussion</b>  |     |
| <b>18.</b> | <b>Motions</b>   |     |
| <b>19.</b> | <b>Notice of Motions</b>   |     |
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**22. Confidential Items**

Confidential reports will be distributed under separate cover. Items may require a closed meeting in accordance with the Municipal Act, 2001.

22.1. Chief Administrative Office Report 2021-289, Nyon Energy Lands and the Nyon Tank Farm Property

23. Procedural Motions

24. Information items

25. Adjournment

Dear Mayor Steele,

I am reaching out on behalf of Women's Place to request your participation in the **2021 Wrapped in Courage Campaign**, which focuses on ending gender-based violence in our community and beyond.

Women's Place provides vital services and support for survivors of gender-based violence and their children. Our agency is a proud agency partner of the provincial Wrapped in Courage 2021 campaign, which has been raising awareness related to gender-based violence in Ontario for the past eight years.

November 25th marks both the International Day for the Elimination of Violence Against Women and the first day of the 16 Days of Activism Against Gender-Based Violence. **We are asking you consider proclaiming November 25th as the International Day for the Elimination of Violence Against Women and raising a Wrapped in Courage flag on November 25th to raise awareness and promote gender equality.**

A sample proclamation is attached to this email for your consideration. This document also includes an image of the 36 x 72 inch flag, which we can arrange to deliver to City Hall.

Thank you for your consideration of this request. If there is additional information that we need to provide, such as forms formalizing either of these requests, please let me know.

Kindest regards,

Jennifer McQuestion



**Jennifer McQuestion B.A., B.Ed.**

Community Engagement Manager

**Women's Place of South Niagara Inc. | [www.womensplacesn.org](http://www.womensplacesn.org)**

8903 McLeod Rd, Niagara Falls ON, L2H 3S6

P:905-356-3933 ext. 239 | F:905-356-5522



**smile cookie™**

100% of the proceeds from all Niagara Falls Tim Hortons will support Women's Place and Big Brothers Big Sisters. Learn more or download a bulk pre-order form by clicking anywhere on this image!



**WILL  
POWER™**  
Support a charity in your Will



**Its quick and easy to support Women's Place. Make an online donation through Canada Helps – [click here!](#)**

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### Sample Proclamation

**WHEREAS** violence continues to be the greatest gender inequality rights issue for women, girls and gender-diverse individuals; and

**WHEREAS** November is Woman Abuse Prevention Month; and

**WHEREAS** Gender-based violence is a human right issue which our community must work together to address, prevent and address through public awareness and education; and

**WHEREAS** 1 in 3 women will experience gender-based violence in their lifetime and these numbers increase exponentially for Black, Indigenous and Women of Colour; and

**WHEREAS** the COVID-19 pandemic has increased barriers to support and services for survivors of gender-based violence and their children; and

**WHEREAS** last year in Ontario, every 13 days a woman or child was killed by a man known to them, with the majority being their current or former intimate partner

**WHEREAS** this month and throughout the 16 Days of Activism Against Gender-Based Violence, we acknowledge our community's support of the Wrapped in Courage campaign and commitment to ending gender-based violence; and

**WHEREAS** on November 25th, The International Day for the Elimination of Violence Against Women, a Wrapped in Courage 2021 Campaign flag will be raised in recognition that the courage of a woman alone is not enough, it takes an entire community to end gender-based violence; and

**NOW THEREFORE I**, Bill Steele, Mayor of the city of Port Colborne, on behalf of the City Council do hereby proclaim November 25th, 2021 shall be known as

**“The International Day for the Elimination of Violence Against Women”**

In the City of Port Colborne and urge all citizens to recognize this day by taking action to support survivors of gender-based violence and becoming part of Ontario wide efforts to end gender-based violence.

**1. Flag Design**





## PORT COLBORNE

November 8, 2021

Moved by Councillor  
Seconded by Councillor

**WHEREAS** violence continues to be the greatest gender inequality rights issue for women, girls and gender-diverse individuals; and

**WHEREAS** November is Woman Abuse Prevention Month; and

**WHEREAS** Gender-based violence is a human right issue which our community must work together to address, prevent and address through public awareness and education; and

**WHEREAS** 1 in 3 women will experience gender-based violence in their lifetime and these numbers increase exponentially for Black, Indigenous and Women of Colour; and

**WHEREAS** the COVID-19 pandemic has increased barriers to support and services for survivors of gender-based violence and their children; and

**WHEREAS** last year in Ontario, every 13 days a woman or child was killed by a man known to them, with the majority being their current or former intimate partner; and

**WHEREAS** this month and throughout the 16 Days of Activism Against Gender-Based Violence, we acknowledge our community's support of the Wrapped in Courage campaign and commitment to ending gender-based violence; and

**WHEREAS** on November 25th, The International Day for the Elimination of Violence Against Women, a Wrapped in Courage 2021 Campaign flag will be raised in recognition that the courage of a woman alone is not enough, it takes an entire community to end gender-based violence; and

**NOW THEREFORE** I, Mayor William C. Steele, do hereby proclaim November 25th, 2021 as: "**The International Day for the Elimination of Violence Against Women**" in the City of Port Colborne, and urge all citizens to recognize this day by taking action to support survivors of gender-based violence and becoming part of Ontario wide efforts to end gender-based violence.

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William C. Steele  
Mayor





**City of Port Colborne**  
**Council Meeting Minutes**

**Date:** Monday, October 25, 2021  
**Time:** 6:30 pm  
**Location:** Council Chambers, 3rd Floor, City Hall  
66 Charlotte Street, Port Colborne

**Members Present:** M. Bagu, Councillor  
E. Beauregard, Councillor  
R. Bodner, Councillor  
G. Bruno, Councillor  
F. Danch, Councillor  
A. Desmarais, Councillor  
W. Steele, Mayor (presiding officer)  
H. Wells, Councillor

**Member(s) Absent:** D. Kalailieff, Councillor

**Staff Present:** A. LaPointe, Acting Director of Planning and Development/City Clerk  
S. Luey, Chief Administrative Officer  
C. Madden, Deputy Clerk (minutes)  
B. Boles, Director of Corporate Services/Treasurer  
C. Kalimootoo, Director of Public Works  
S. Lawson, Fire Chief

- 1. Call to Order**  
Mayor Steele called the meeting to order.
- 2. National Anthem**
- 3. Land Acknowledgment**
- 4. Proclamations**
  - 4.1 Poppy Week, October 29th - November 11th, 2021**

Moved by Councillor G. Bruno  
Seconded by Councillor M. Bagu

That October 29, 2021 to November 11, 2021 be proclaimed as “Poppy Week” in the City of Port Colborne.

Carried

## **5. Adoption of Agenda**

Moved by Councillor R. Bodner  
Seconded by Councillor A. Desmarais

That the agenda dated October 25, 2021 be confirmed, as circulated.

Carried

## **6. Disclosures of Interest**

### **6.1 Councillor E. Beauregard - Memorandum from Mayor Steele - Rezoning of Lot 71 Plan 59M-428**

The Councillor has an indirect pecuniary interest as he is employed by Upper Canada Consultants which are the consultants who worked on this subdivision development.

## **7. Approval of Minutes**

### **7.1 Regular Meeting of Council - October 12, 2021**

Moved by Councillor H. Wells  
Seconded by Councillor E. Beauregard

That the minutes of the regular meeting of Council, held on October 12, 2021, be approved as presented.

Carried

## **8. Staff Reports**

Moved by Councillor F. Danch  
Seconded by Councillor H. Wells

That items 8.1 to 8.4 be approved, and the recommendations contained therein be adopted.

Carried

**8.1 Contribution Agreement – Canada Community Revitalization Fund, 2021-273**

That Chief Administrative Office Report 2021-273 be received;

That Council approve the Contribution Agreement with the Federal Economic Development Agency for Southern Ontario for the Canada Community Revitalization Fund and the City's waterfront centre project, attached as Appendix A to Chief Administrative Office Report 2021-273; and

That a by-law to enter into the Contribution Agreement with the Federal Economic Development Agency for Southern Ontario, be brought forward.

**8.2 Canada Summer Games - Niagara 2022, 2021-259**

That Chief Administrative Office Report 2021-259 be received for information.

**8.3 Billing of the Howie Municipal Drain Maintenance, 2021-262**

That Public Works Department Report 2021-262 be received; and

That the billing for the Howie Municipal Drain be invoiced in accordance with the *Drainage Act*, as outlined in Appendix A of Public Works Department Report 2021-262.

**8.4 COVID Update – October 2021, 2021-264**

That Chief Administrative Office Report 2021-264 be received for information.

**9. Correspondence Items**

Moved by Councillor F. Danch  
Seconded by Councillor H. Wells

That items 9.1 and 9.2 be received for information.

Carried

**9.1 City of Niagara Falls - Request for School Board Professional Development Day on Monday, October 24, 2022**

**9.2 Township of Adelaide Metcalfe - Support Township of Scugog - Federal and Provincial Funding of Rural Infrastructure Projects**

**10. Presentations**

**11. Delegations**

**12. Mayor's Report**

A copy of the Mayor's report is attached.

**13. Regional Councillor's Report**

**14. Staff Remarks**

**15. Councillors' Remarks**

**15.1 Erie Street Update (Danch)**

In response to Councillor Danch's request for an update on the Erie Street Watermain, the Director of Public Works reported that submissions should be coming in over the next couple of weeks and due to the time of year, the work will not begin until the Spring of 2022.

**16. Consideration of Items Requiring Separate Discussion**

**16.1 235-241 Welland Street Draft Design Guidelines, 2021-270**

Moved by Councillor A. Desmarais

Seconded by Councillor M. Bagu

That Chief Administrative Office Report 2021-270 be received;

That the design guidelines outlined in Appendix A be approved for 235-241 Welland Street; and

That Council direct the Economic Development Officer to issue the Request for Proposal (RFP) regarding the sale and redevelopment of 235-241 Welland Street.

**Amendment:**

Moved by Councillor H. Wells

Seconded by Councillor E. Beauregard

That Chief Administrative Office Report 2021-270 be received; and

**That the design guidelines be brought back to Council for approval prior to issuing the Request for Proposal (RFP) regarding the sale and redevelopment of 235-241 Welland Street.**

Carried

**16.2 Canalside Restaurant Inn and Kitchen Store - Request to Extend Patio Season to Year-Round, 2021-272**

Moved by Councillor A. Desmarais

Seconded by Councillor M. Bagu

That Chief Administrative Office Report 2021-272 be received;

That the patio season for any sidewalk-based patios with existing encroachment agreements and all other rules followed be permitted as a trial from November 1, 2021 through to April 30, 2022, and that it be re-evaluated in April for future years; and

That the Economic Development Officer be directed to consult with the Port Colborne Wainfleet Chamber of Commerce, local Business Improvement Areas and businesses on a permanent policy regarding patio season length.

Carried

**16.3 Access Protocols for Existing Beach Road End Gates - 2021-253**

Moved by Councillor R. Bodner

Seconded by Councillor H. Wells

That Public Works Department Report 2021-153 be received;

That key access to the currently barriered and locked Road Ends, being Lorraine Road, Silver Bay Road, Wyldewood Road and Pleasant Beach Road be restricted to construction matters and be facilitated through the Municipal Consent process;

That the fee for key access be \$700, of which \$600 is refundable after return of key and lock in working condition to Public Works staff; and

That a fee be included in the 2022 Fees and Charges By-law for any validated site visit investigations required by City staff because of misuse of the key.

**Amendment:**

Moved by Councillor H. Wells

Seconded by Councillor E. Beauregard

5

**That Public Works Department Report 2021-153 be referred to Sierra Planning and Management to investigate during their fulsome review of the road allowances.**

Carried

- a. **Delegation material from Erin Lococo, resident**
- b. **Delegation material from Calvin Burger, resident**
- c. **Delegation material from Carol Domenicucci, resident**
- d. **Delegation material from the Miranda family, residents**
- e. **Delegation material from the McCreadie family, residents**
- f. **Delegation material from Mike McCreadie, resident**
- g. **Delegation material from Rick Froese (Lorraine Bay Association), resident**

**16.4 Review of Council Composition, Remuneration, and Ward Boundaries, 2021-274**

Moved by Councillor A. Desmarais

Seconded by Councillor G. Bruno

That Corporate Services Department Report 2021-274 be received; and

That the City Clerk be directed to include a proposal for a comprehensive review of council composition and ward boundaries in the 2023 budget; and

That the Director of Corporate Services be directed to include a wage in line with the 2022 average of local comparators for the position of city councillor in the 2023 budget.

**Amendment:**

Moved by Councillor A. Desmarais

Seconded by Councillor G. Bruno

That Corporate Services Department Report 2021-274 be received; and

That the City Clerk be directed to include a proposal for a comprehensive review of council composition and ward boundaries in the 2023 budget; and

That the Director of Corporate Services be directed to include a wage in line with the 2022 average of local comparators for the position of city councillor in the 2023 budget, **to begin at the start of the new term of Council.**

Carried

**Amendment:**

Moved by Councillor G. Bruno  
Seconded by Councillor M. Bagu

That Corporate Services Department Report 2021-274 be received;

That the City Clerk be directed to include a proposal for a comprehensive review of council composition and ward boundaries in the 2023 budget;

That the Director of Corporate Services be directed to include a wage in line with the 2022 average of local comparators for the position of city councillor in the 2023 budget, to begin at the start of the new term of Council;

**That the Ward 1 and Ward 3 boundaries be amended to make Killaly Street West the center line boundary to divide the wards; and**

**That the City Clerk be directed to bring forward a requisite by-law prior to the January 1, 2022 deadline to reflect this amendment.**

Carried

**16.5 Accessible Parking – Fares Street, 2021-271**

Moved by Councillor A. Desmarais  
Seconded by Councillor M. Bagu

That Community Safety & Enforcement Department Report 2021-271 be received;

That Council approve installing an accessible parking space on Fares Street from 36m north of Bell Street to 8m north therefrom, south of Dewitt Carter Public School; and

That by-laws to amend By-law No. 89-2000, Being a By-law to Regulating Traffic and Parking on City Roads, and By-law 4310/146/02, Being a By-

law Prescribing On and Off Street Parking for Persons with Disabilities within the City of Port Colborne, be brought forward.

Carried

**16.6 2021 Drinking Water Operational Plan, 2021-267**

Moved by Councillor M. Bagu  
Seconded by Councillor A. Desmarais

That Public Works Department Report 2021-267 be received; and

That Council endorse the Port Colborne Water Distribution System Quality Management System Operational Plan attached as Appendix A of Public Works Report 2021-267.

Carried

**16.7 Winter Equipment Rental, 2021-276**

Moved by Councillor H. Wells  
Seconded by Councillor R. Bodner

That Public Works Department Report 2021-276 be received;

That Council approve entering into a five-year rental contract with the low bidder, AMACO Equipment Incorporated for a sidewalk tractor in order to complete the City's winter control maintenance; and

That staff prepare the Contract By-law, and the City Clerk and Mayor be authorized to execute the Contract Agreement.

Carried

**17. Motions**

**17.1 Memorandum from Mayor Steele - Rezoning of Lot 71 Plan 59M-428**

Councillor E. Beauregard declared a conflict on this item. (The Councillor has an indirect pecuniary interest as he is employed by Upper Canada Consultants which are the consultants who worked on this subdivision development.)



Moved by Councillor M. Bagu  
Seconded by Councillor G. Bruno

That the Acting Director of Planning and Development be directed to initiate a zoning by-law amendment on Westwood Estates Phase 2, Lot 71, Plan 59M-428 to rezone the property to R2; and

That the fees for the zoning-by law amendment application be waived.

Carried

**18. Notice of Motions**

**19. Minutes of Boards & Committees**

Moved by Councillor M. Bagu  
Seconded by Councillor F. Danch

That item 19.1 be approved, as presented.

Carried

**19.1 Port Colborne Library Board Minutes - September 7, 2021**

**20. By-laws**

Moved by Councillor H. Wells  
Seconded by Councillor A. Desmarais

That items 20.1 to 20.6 be enacted and passed.

Carried

**20.1 By-law to Authorize Entering into an Agreement with Canada Community Revitalization Fund**

**20.2 By-law to Amend By-law No. 89-2000, as Amended, Being a By-law Regulating Traffic and Parking on City Roads (Fares Street)**

**20.3 By-law to Amend By-law No. 4310/146/02 Being a By-law Prescribing On and Off Street Parking for Persons with Disabilities within the City of Port Colborne**

**20.4 By-law to Authorize Entering into a Contract with AMACO Equipment Incorporated for a Five-Year Rental of a Sidewalk Tractor in order to complete Winter Control Maintenance**

**20.5 By-law to Amend the Assessment Schedule and to Levy the Actual Costs Incurred for the Maintenance of Drainage Works known as the Howie Municipal Drain**

**20.6 By-law to Adopt, Ratify and Confirm the Proceedings of the Council of The Corporation of the City of Port Colborne**

**21. Confidential Items**

**22. Procedural Motions**

**23. Information items**

**24. Adjournment**

Mayor Steele adjourned the meeting at approximately 8:22 p.m.

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William C. Steele, Mayor

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Amber LaPointe, City Clerk



**PORT COLBORNE**

## **Mayor's Report**

October 25, 2021 Council Meeting  
COVID-19

On October 22, 2021, the Ontario government, in consultation with the Chief Medical Officer of Health, released A Plan to Safely Reopen Ontario and Manage COVID-19 for the Long-Term.

This plan, which can be viewed at [www.ontario.ca](http://www.ontario.ca), outlines the province's approach to lifting the remaining public health and workplace safety measures by March 2022. The plan will be guided by the ongoing assessment of key public health and health care indicators and supported by local or regional tailored responses to COVID-19.

Effective this morning, capacity limits have increased for restaurants, bars and other food or drink establishments where dance facilities are not provided, facilities used for sports and recreational fitness activities, including areas for spectators within those facilities, areas where personal physical fitness trainers provide instruction within those facilities, and waterparks, casinos, bingo halls and other gaming establishments

Ensuring you get vaccinated is also important. Visit [Ontario.ca](http://Ontario.ca) for vaccination locations.

A reminder that you must show proof of vaccination to enter certain businesses and recreation facilities. Please ensure you carry this with you. If you need assistance in getting a printed copy of your vaccination record, stop by the Public Library and they can assist you.

Please watch our social media pages for complete updates as we receive them from the province. At this time, it will still be important for you to wear a mask and maintain social distancing.

Staff are continuing to offer customer service support for residents, businesses, and visitors by phone, email, website, and social media channels.

If you have questions in regards to City Hall services or would like to report a concern, you can contact a Customer Service representative Monday – Friday 8:30 a.m. to 4:30 p.m. by calling 905-835-2900 or via email [CustomerService@portcolborne.ca](mailto:CustomerService@portcolborne.ca).

Alternatively, you can visit our website [www.portcolborne.ca](http://www.portcolborne.ca) and submit a service request or inquiry by clicking on the “Request A Service” tab, located on the top right corner of our website page.

#### H.H. Knoll Lakeview Park

Thank you to Bell Media for hosting the Best of Niagara Awards and to the residents of Niagara for PORTicipating and voting H.H. Knoll Lakeview Park as your favourite! With a beautiful scenic backdrop of the marina and Lake Erie, a Discovery Spray Pad, accessible playground equipment, and recently updated walking trails, it’s no wonder it is a favourite Niagara park.

#### Fall Maintenance in the City

Just a reminder to everyone that our Public Works Department has started their fall street sweeping. You can help by not sweeping your leaves and sticks onto the road – place these in paper or compost bags for pick-up weekly on your regular garbage day. Also please try to minimize parking on the roadways and remove all hockey and basketball nets from the edge of the road.

For the past several years, fall has brought some significant wind storms to Port Colborne – I’m sure everyone remembers October 31, 2019. During these high-volume rain and wind events, residents are being asked to keep their culvert and catch basins free of debris to minimize the potential of flooding and avoid any creeks, ditches or streams with high water levels or fast-moving water. This includes the roadway around H.H. Knoll Lakeview Park which has been the scene of heavy flooding due to rising lake water levels.

Take care and be safe.

**City of Port Colborne**  
**Committee of the Whole - Budget Meeting Minutes**

**Date:** Thursday, October 28, 2021  
**Time:** 6:30 pm  
**Location:** Council Chambers, 3rd Floor, City Hall  
66 Charlotte Street, Port Colborne

**Members Present:** M. Bagu, Councillor  
E. Beauregard, Councillor  
R. Bodner, Councillor  
G. Bruno, Councillor  
F. Danch, Councillor  
A. Desmarais, Councillor  
W. Steele, Mayor (presiding officer)  
H. Wells, Councillor

**Members(s) Absent:** D. Kalailieff, Councillor

**Staff Present:** A. LaPointe, Acting Director of Planning and Development/City Clerk  
S. Luey, Chief Administrative Officer  
C. Madden, Deputy Clerk (minutes)  
B. Boles, Director of Corporate Services/Treasurer  
C. Kalimootoo, Director of Public Works  
S. Lawson, Fire Chief

- 1. Call to Order**
- 2. Adoption of Agenda**

Moved By Councillor E. Beauregard  
Seconded By Councillor A. Desmarais

That the agenda dated October 28, 2021 be confirmed, as circulated.

Carried

3. **Disclosures of Interest**

4. **Staff Reports**

4.1 **2022 Levy Budget, 2021-275**

Moved By Councillor F. Danch  
Seconded By Councillor G. Bruno

That the Corporate Services Department, Financial Services Division, Report 2021-275 Subject 2022 Levy Budget **BE RECEIVED**; and

That the 2022 Levy Budget as outlined in Report 2021-275, **BE APPROVED**.

**Amendment:**

Moved By Councillor H. Wells  
Seconded By Councillor E. Beauregard

That the Corporate Services Department, Financial Services Division, Report 2021-275 Subject 2022 Levy Budget **BE RECEIVED**;

**That By-law 6733/97/19 be amended to have 80 percent of residential and non-residential development charges put in place by March 1, 2022;**

**That By-law 6733/97/19 be amended to have 100 percent of residential and non-residential development charges put in place by March 1, 2023; and**

That the 2022 Levy Budget as outlined in Report 2021-275, **BE APPROVED, as amended**.

**Amendment:**

Moved By Councillor G. Bruno  
Seconded By Councillor A. Desmarais

That the Corporate Services Department, Financial Services Division, Report 2021-275 Subject 2022 Levy Budget **BE RECEIVED**;

**That By-law 6733/97/19 be amended to have 100 percent of residential and non-residential development charges put in place by May 1, 2022;**

**That the Acting Director of Planning and Development/City Clerk be directed to facilitate a review of the Development Charges after May 1, 2022 for the year 2023; and**

That the 2022 Levy Budget as outlined in Report 2021-275, **BE APPROVED, as amended.**

Carried

#### **4.2 2022 Proposed User Fees and Charges, 2021-277**

Moved By Councillor M. Bagu  
Seconded By Councillor G. Bruno

That Corporate Services Department Report 2021-277 be received;

That the 2022 Proposed User Fees and Charges schedules attached as Appendices A to U of Corporate Services Report 2021-277 be approved; and

That the draft by-law attached as Appendix V of Corporate Services Report 2021-277 be brought forward to Council for consideration.

##### **Amendment:**

Moved By Councillor H. Wells  
Seconded By Councillor M. Bagu

That Corporate Services Department Report 2021-277 be received;

That the 2022 Proposed User Fees and Charges schedules attached as Appendices A to U of Corporate Services Report 2021-277 be approved;

**That Item 3 in the draft by-law attached as Appendix V of Corporate Services Report 2021-277 be amended by adding "This waiver shall be applied only once per event"; and**

That the draft by-law attached as Appendix V of Corporate Services Report 2021-277, **as amended**, be brought forward to Council for consideration.

Carried

**5. Correspondence Items**

**6. Presentations**

7. **Delegations**
8. **Procedural Motions**
9. **Information Items**
10. **Adjournment**

Mayor Steele adjourned the meeting at approximately 9:36 p.m.

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William C. Steele, Mayor

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Amber LaPointe, City Clerk





**Subject: 2022 Levy Budget**

**To: Committee of the Whole - Budget**

**From: Corporate Services Department**

Report Number: 2021-275

Meeting Date: October 28, 2021

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**Recommendation:**

That the Corporate Services Department, Financial Services Division, Report 2021-275 Subject 2022 Levy Budget **BE RECEIVED**; and

That the 2022 Levy Budget as outlined in Report 2021-275, **BE APPROVED**.

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**Purpose:**

The purpose of this report is to present the proposed 2022 Levy Budget to the Budget Committee of the Whole.

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**Background:**

The 2022 Levy Budget is presented in accordance with the timeline approved by Council through Report 2021-174.

Financial Services would like to thank City staff from all departments for their leadership and support in developing this 2022 Levy Budget.

Should the 2022 Levy Budget be approved by the Budget Committee of the Whole on October 28, 2021, it will move forward to be ratified at the November 8, 2021, Council meeting.

Similar to the 2022 Capital and Related Project budget, the 2022 Levy Budget was developed through a process that requested Council and staff input. Staff have based their recommendations after considering:

- The City's established Vision/Mission/Values
- The Strategic Pillars identified in the City's Strategic Plan

- A need to connect the community
- A desire to come out of the COVID-19 pandemic stronger
- Planning and building for growth
- Organizational capacity
- Organizational financial flexibility

The budget document should be read in conjunction with:

- The 2022 Capital and Related Project Budget (Report 2021-240) approved by the Budget Committee of the Whole on September 16, 2021 and ratified by Council on September 27, 2021.
- The 2022 Proposed User Fees and Charges (Report 2021-277) presented to the Budget Committee of the Whole on October 28, 2021.

Financial Services acknowledges that the format of the 2022 Levy Budget has evolved from the 2021 Levy Budget. One main differential this year is the inclusion of the prior year (2021) re-forecasted budget and the 2021 forecast. Financial Services would like to thank Council for their support and encouragement with respect to the account structure changes that have been made to date. Staff's hope is Council will find the new format as a continued movement towards increasing accountability and transparency.

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## **Discussion:**

Financial Services highlights the budget is a plan to allocate resources in advance for the maximum benefit of City residents and stakeholders. It is a method to authorize revenue and expense authority. In preparing the 2022 Levy Budget, certain assumptions and estimates are necessary. They are based on information available to staff at the time of preparing the budget. Actual results will vary although as regulated through the *Municipal Act*, a balanced budget is required.

### ***Property Tax Impact***

If the proposed 2022 Levy Budget is approved as presented the blended tax increase to the average residential property valued at \$207,501 would be 2.8% or \$104.

This is inclusive of the 1.1% blended rate increase or \$41 to the average residential property valued at \$207,501 approved by Council in the 2022 Capital and Related Project Budget.

The estimated impact provides for assessment growth of approximately 1%. This estimate has been made after discussions with staff at the Municipal Property Assessment Corporation (MPAC). At the time of presenting this 2022 Levy Budget, staff are assured that MPACs reporting tools identify the City's assessment growth has achieved this 1% growth assumption. Should growth end the year higher or currently

reported growth be adjusted lower the estimated impact to the same residential property noted above would increase or decrease.

**Budget Summary**

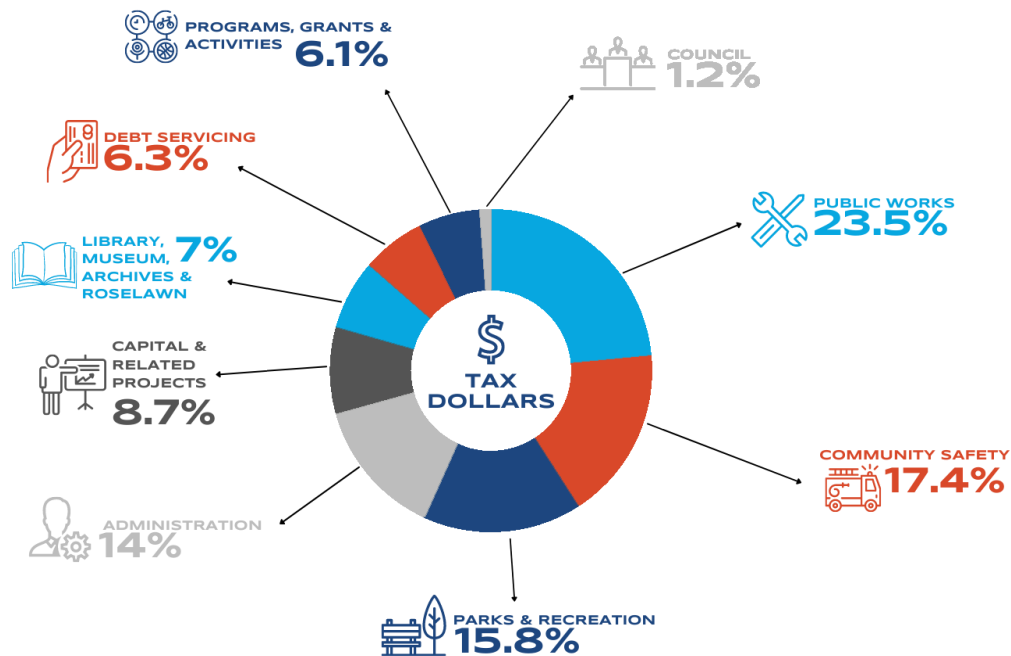
This budget was developed recognizing City services continue to remain operational and active during the COVID-19 pandemic, departments have developed budgets that maintain current services levels while continuing to strengthen the City.

The number of initiatives and actions that are funded within this budget is significant.

This year, each department had an opportunity to present their operations to Council through departmental updates. These started in May and continued through September. In addition to those presentations, staff from each department will be available at the upcoming budget meeting to respond to specific questions about new and existing programs and service levels, if required. Staff encourage Council to reach out to department heads with any questions in advance, if possible.

The 2022 Levy Budget as outlined in Appendix A – 2022 Levy Budget Presentation and Appendix B – Levy Budget Appendices totals \$31,245,829.

In percentage terms tax dollars support the following (as allocated in Appendix G):



Some highlights of the 2022 Levy Budget include:

- Re-Activating Roselawn through the Museum operations. The estimated net operating cost of this initiative is \$267,000.

- Fibre WiFi costs for the Library, Museum, HH Knoll and Vale Health & Wellness Centre plus the self-sustaining entity (Sugarloaf Marina). The total cost of this initiative is \$40,000. Staff underwent a project to review City wide telephone and internet costs. After including this new cost, the total budget for telephone and internet has reduced by \$23,400.
- Enhanced Community Improvement Program funding (CIP) from \$67,000 to \$125,000 to encourage redevelopment and support growth. Staff identify that a Council approved CIP review is currently underway.
- Increased patching and spraying budgets from a combined \$70,000 to \$100,000 to help extend the useful life of City roads.
- Playground equipment repair and maintenance budget increased from \$3,000 to \$20,000.
- This budget forecasts a transition to the Niagara Region Transit (NRT) OnDemand service. At the time of writing this report details of the transfer have not been finalized. A transition date later than January 2022 may need to be considered. The funding model for the transition is not anticipated to have any impact on the 2022 levy other than the revenue and expense lines the related revenue and expense appear in.

Some significant budget pressures included in the 2022 Levy budget are:

- On October 21, 2021 the Province reduced our Ontario Municipal Partnership Fund (OMPF) by 5.3% which is equivalent to \$143,400. This lost revenue was offset by a reduction to the tax reassessment and uncollectible account. The budget in that account has been reduced to approximately \$187,000. Should additional funding be required to offset tax reassessments and uncollectible amounts the General Stabilization could be utilized.
- Employee benefits related to the fire department increased \$287,000, primarily related to changes in insurance coverage related to presumptive cancer legislation.
- Employee benefits, excluding the Fire department increased \$375,000. Approximately half of this was related to increases related to OMERS, CPP, EI, and Health and Dental. The other half relates to the requirement for a “true-up” representing 2021 under budget based on forecast.
- Utilities are budgeted \$169,100 or 12% higher than in the past based on best estimate pricing increases.

- Facility maintenance costs are budgeted to increase by \$71,100 or 12% based on need and inflationary factors.
- Legal costs are budgeted to increase by \$71,100 to align with the 2021 forecast. As the City plans for growth and reviews older contracts these costs are anticipated to remain elevated. In this respect this increase relates to administrative activities and are not a result of litigation.
- Insurance costs have increased by \$130,800 per contracts. As directed by Council, staff will be taking the insurance program to market in 2022.
- Computer software costs have increased \$71,000 to align with the 2021 forecast. The City's cost structure around software costs changed significantly as COVID-19 progressed and a move to modernize method of service took hold. Similar to the work staff did with the telephone and interest costs, staff plan to review software costs and related options in the coming year.

Other salient changes include:

- Ensuring self-sustaining entities (SSEs) are self sustaining continues to be a work in progress. This budget moves the overhead allocation from 5% to 10% of revenue for the Marina and Beaches. In this budget the Cemetery and Building Inspection division overhead have been left at 5% of revenue. Fees for the Cemetery and Building Inspection division are being reviewed at the time of presenting this budget. Financial Services identifies these allocation rates will be proposed for revision for the second trimester (T2) of 2022 (being August 31, 2022).
- As identified in the 2022 Capital and Related Project budget, \$530,000 of transportation related costs have been moved to the Transportation operating budget from the capital budget. Readers of this report should identify this artificially makes the Public Works increase appear significantly greater than actual.
- The administrative levy cost recovery for administrative (including staff time), related facility, insurance, and fleet costs from the rate budgets (Water, Wastewater and Storm) was reviewed by staff during 2021. This review was noted during the 2021 budget process. The 2022 budget, similar to the Trimester 2 Report 2021-263, reflects a change in the transfer from \$607,100 to \$988,000. As a percentage of the rate program this reflects approximately an 8% overhead charge. Staff will be presenting Council with options to hold the residential (meters that are 5/8 to 3/4) water and wastewater rates constant on a combined basis for 2022.

- COVID-19 related costs have been budgeted at \$92,000 to be funded from the remaining COVID-19 related grants provided by the Provincial Government.
- In the 2021 budget, staff budgeted \$340,000 as an efficiency target on the personnel line of the budget. This target was achieved through the reorganization of certain departments. As identified in the appendices the City's headcount is up by 4 from 237 to 241 (excluding volunteer fire fighters) over the prior year. That increase includes 6 additional students. Net the additional students the City was down 2 employees, a Director and Manager position. In the 2022 Global Revenue budget, Staff have budgeted \$326,600 as another efficiency target.
- As highlighted in the 2022 Capital and Related Project budget, the 2022 Budgets require no external borrowing. The 2022 Levy Budget identifies outstanding borrowing related to levy operations is projected to decline by approximately \$889 thousand to \$15.6 million in 2022.

## Looking Forward

As identified on many occasions, "everyday is budget day" in a municipality. Financial Services anticipates this new budget layout may provide the opportunity for new questions and direction from Council. Corporate Services continues to identify continuous improvement is a process. Looking forward to 2022, staff identify the following activities that will help determine the financial outcomes of the City going into the 2023 budget process:

- Development of departmental tactical plans to mobilize the City's Strategic Plan.
- Implementing Human Resources' new Performance Management program.
- Human Resources to complete Post-Retirement benefits review.
- Tender insurance contract.
- Complete a review of computer software programs.
- Review PGA Tourism activities and related other sources of revenue.
- Review fees and costs associated with the cemetery to ensure the active cemetery is self sustaining.
- Review fees associated with the Building Inspection division.

- Develop a fee framework and related reporting mechanism for all fees.
- Complete the cost allocation model started in 2021 that is consistent with the Provincial Financial Information Return (FIR) guidelines to approximate full cost accounting for programs.
- Establishing Key Performance Indicators (KPIs) and related benchmarks, where applicable.
- Complete the Infrastructure Needs Assessment to support future capital and related project budgets and related budgets.
- Enhancing drainage, ditching and storm sewer financial planning. Specifically reviewing the \$132,900 of drain costs (in addition to the \$85,000 budgeted for City drains) on the levy.
- Develop a multi-year fleet plan.
- Implement a new purchasing by-law.
- Complete the beach and road end studies.

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### **Internal Consultations:**

As stated, Financial Services would like to thank City staff from all departments for their leadership and support in developing this 2022 Levy Budget.

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### **Financial Implications:**

Financial Services identifies the proposed 2022 Levy Budget is a staff recommendation that Council can adjust, if required.

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### **Public Engagement:**

The timeline for the 2022 Levy Budget was approved at the June 28, 2021 Council meeting. The 2022 Levy Budget was published on the City's website on October 14, 2021 and submitted through the agenda process at the end of the week of October 18, 2021. The 2022 Levy Budget will be considered by the Budget Committee of the Whole on October 28, 2021 and, if approved by the Budget Committee of the Whole, Council on November 8, 2021.

Following the budget process, staff will continue to review service levels and operations. Should changes be requested or sought, staff will seek input and where necessary approval from Council.

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### **Strategic Plan Alignment:**

The initiative contained within this report supports the following pillar(s) of the strategic plan:

- Service and Simplicity - Quality and Innovative Delivery of Customer Services
  - Attracting Business Investment and Tourists to Port Colborne
  - City-Wide Investments in Infrastructure and Recreational/Cultural Spaces
  - Value: Financial Management to Achieve Financial Sustainability
  - People: Supporting and Investing in Human Capital
  - Governance: Communications, Engagement, and Decision-Making
- 

### **Conclusion:**

Staff recommend Council approve the 2022 Levy Budget.

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### **Appendices:**

- a. Appendix A – 2022 Levy Budget Presentation
- b. Appendix B to H – Levy Budget Appendices

Respectfully submitted,

Bryan Boles, CPA, CA, MBA  
Director of Corporate Services/Treasurer  
(905) 835-2900 Ext. 105  
[Bryan.Boles@portcolborne.ca](mailto:Bryan.Boles@portcolborne.ca)

### **Report Approval:**

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.



# 2022 Levy Budget

October 28, 2021



**PORT COLBORNE**

# Agenda

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- Recommendation
- Tax and Rate Capital Impacts
- Highlights
- Inflation and City Growth
- Process
- Comparisons
- Debt/Reserves Outlook
- Funding Sources
- Projects
- Thank You
- Recommendation



In preparing the 2021 Levy Budget, certain assumptions and estimates are necessary. They are based on information available to staff at the time. Actual results will vary although as regulated through the Municipal Act, a balanced budget is required.

# Recommendation

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That the Corporate Service Department, Financial Services Division, Report No. 2021-275 Subject: 2022 Levy Budget, BE RECEIVED; and

That the 2022 Levy Budget as outlined in Report 2021-275, BE APPROVED.



# Tax and Rate Capital Impacts

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## Levy

2.8% (1.1% from the Capital and related Project Budget) on the blended tax rate or \$104 increase to the average residential property valued at \$207,501.

*Note: The Levy figure forecasts 1% assessment growth that at the time of presenting this budget has been achieved per MPAC's database.*

# Highlights

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- Supports on-going operational improvements within departments (see departmental presentations)
- Re-Activating Roselawn
- WIFI costs for the Library, Museum, HH Knoll and Vale
- Enhanced Community Improvement Funding (CIP) from \$67,000 to \$125,000 to encourage redevelopment and support growth
  - CIP review and update approved by Council currently underway.
- Increased patching and spraying from \$70,000 to \$100,000 to help extend useful life of roads
- Playground equipment repair and maintenance budget increased from \$3,000 to \$20,000
- No new debt is proposed...Levy debt will be paid down by \$889 thousand to \$15.6 million.



# Inflation Environment

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Industrial Product Price Index

**15.4%**

Past Year\*

Consumer Price Index

**3.7%**

Past Year\*





# Potential Growth Outlook

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Preliminary, pre-consultation or draft plan approvals

**3,207 units**



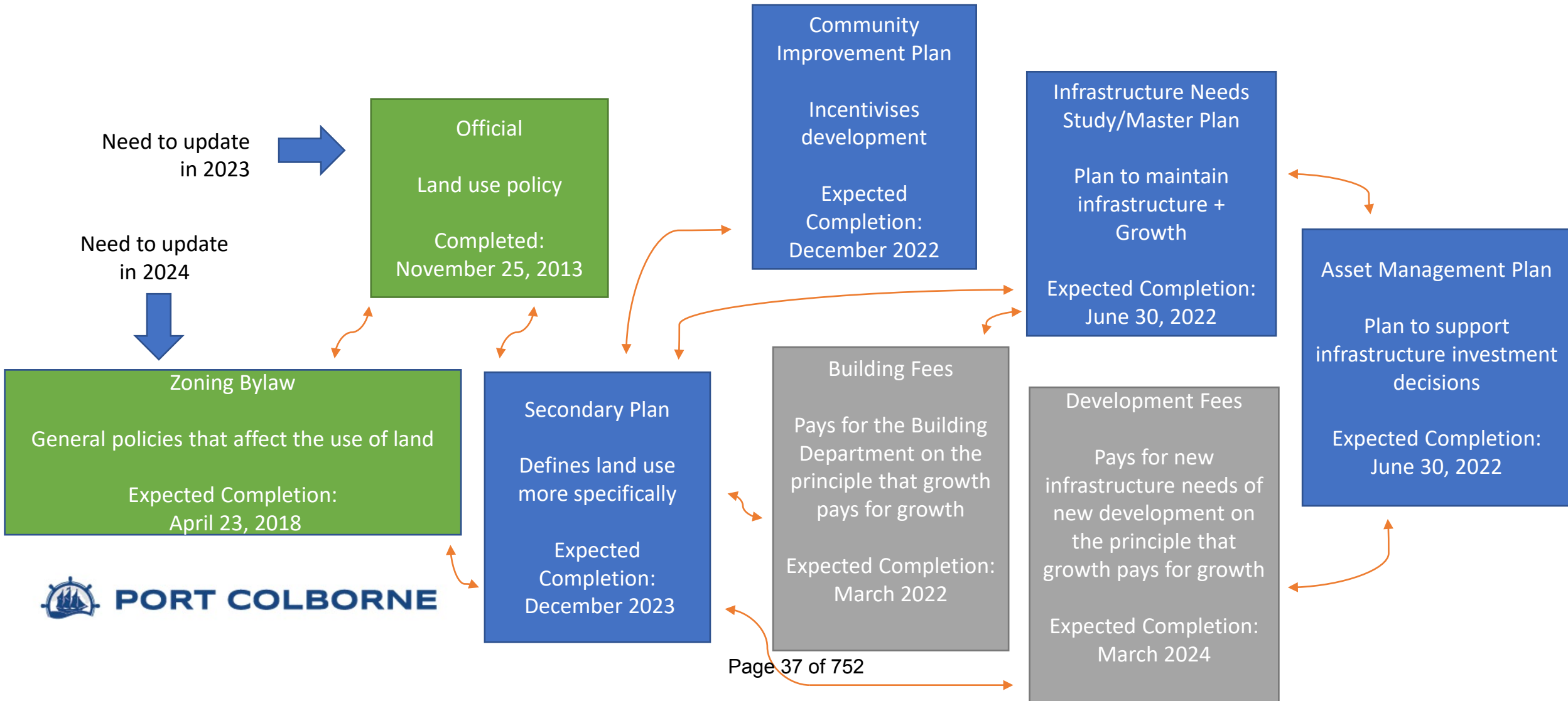
**8,017 new residents**

Assuming 2.5 persons per household

Other development opportunities total 1,585 units representing potentially 3,962 new residents



# Preparing for Growth







# Process

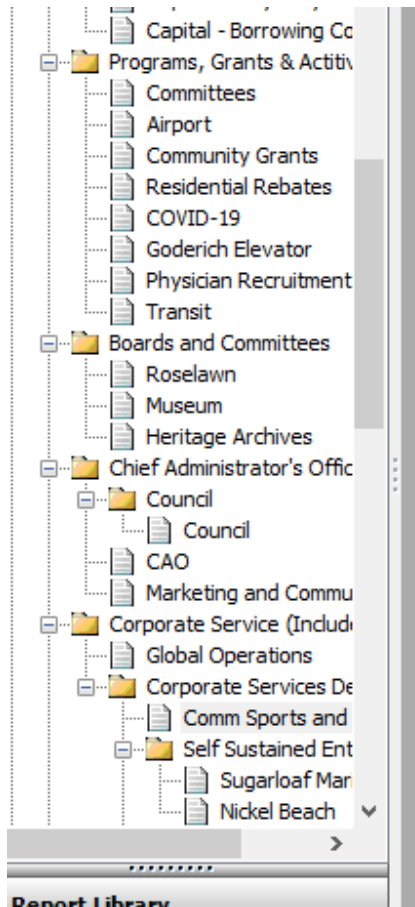
Developed through a process that obtained both Council and Staff input.

|                                       | Capital        | Levy           | Rate          |
|---------------------------------------|----------------|----------------|---------------|
| Final to Financial Services           | August 12th    | September 23rd | October 28th  |
| Final Senior Leadership Review        | August 26th    | October 7th    | November 10th |
| Draft Package Available               | September 2nd  | October 14th   | November 18th |
| Budget Committee Package              | September 9th  | October 21st   | November 25th |
| Committee of the Whole Budget Meeting | September 16th | October 28th   | December 2nd  |
| Council Approval                      | September 27th | November 8th   | December 13th |



# Reporting – P&L

New reporting tool to help staff keeping track of spending and managing budget.



**Comm Sports and Rec (VHWC)  
For the Ten Months Ending October 31, 2021**

|                                | YTD<br>Oct<br>ACTUAL | 2021<br>BUDGET      | VARIANCE            | VAR %           |
|--------------------------------|----------------------|---------------------|---------------------|-----------------|
| <b>Revenue</b>                 |                      |                     |                     |                 |
| Advertising and Sponsorship    | \$10,000.00          | \$35,000.00         | (\$25,000.00)       | (71.43%)        |
| Lease Income                   |                      | 18,700.00           | (18,700.00)         | (100.00%)       |
| Rentals                        | 84,834.26            | 497,000.00          | (412,165.74)        | (82.93%)        |
| Other Revenue                  | 38.10                |                     | 38.10               | 0.00%           |
| Fees                           | 1,428.76             | 70,000.00           | (68,571.24)         | (97.96%)        |
| Sales                          |                      | 4,800.00            | (4,800.00)          | (100.00%)       |
| <b>TOTAL REVENUE</b>           | <b>96,301.12</b>     | <b>625,500.00</b>   | <b>(529,198.88)</b> | <b>(84.60%)</b> |
| <b>Expense</b>                 |                      |                     |                     |                 |
| Salaries and Wages - Full Time | 337,680.38           | 478,600.00          | (140,919.62)        | (29.44%)        |
| Salaries and Wages - Part Time | 2,882.08             | 120,600.00          | (117,717.92)        | (97.61%)        |
| Overtime Pay                   | 9,801.68             |                     | 9,801.68            | 0.00%           |
| Employee Benefits              | 139,379.12           | 177,900.00          | (38,520.88)         | (21.65%)        |
| Association/Membership Fees    | 23.75                |                     | 23.75               | 0.00%           |
| Cleaning Supplies              | 7,439.34             | 21,500.00           | (14,060.66)         | (65.40%)        |
| Contract Services              | 183,319.91           | 382,100.00          | (198,780.09)        | (52.02%)        |
| Cost of of Goods Sold          |                      | 500.00              | (500.00)            | (100.00%)       |
| Equipment - Purchase           | 994.19               | 8,500.00            | (7,505.81)          | (88.30%)        |
| Equipment - Rental             |                      | 3,400.00            | (3,400.00)          | (100.00%)       |
| Office Supplies                | 31.27                | 3,100.00            | (3,068.73)          | (98.99%)        |
| Postage & Courier              | 6.51                 | 100.00              | (93.49)             | (93.49%)        |
| Program Supplies               | 883.43               | 13,600.00           | (12,716.57)         | (93.50%)        |
| Protective & Uniform Clothing  | 1,081.27             | 1,000.00            | 81.27               | 8.13%           |
| R&M Grounds                    | 18,669.90            | 27,800.00           | (9,130.10)          | (32.84%)        |
| R&M Consumables and Parts      | 10.58                |                     | 10.58               | 0.00%           |
| Staff Training & Development   | 2,200.00             | 15,000.00           | (12,800.00)         | (85.33%)        |
| Telephone/Internet             | 6,525.26             | 8,700.00            | (2,174.74)          | (25.00%)        |
| Travel                         | 161.32               | 3,000.00            | (2,838.68)          | (94.62%)        |
| <b>TOTAL EXPENSE</b>           | <b>711,089.99</b>    | <b>1,265,400.00</b> | <b>(554,310.01)</b> | <b>(43.81%)</b> |

\* Embedded drill-down function allows system user to go into the transaction level and analyze information.



# Reporting - Activity Code

New reports on Activity Codes are being developed to report on different dimensions, e.g. separate facilities, individual service areas, etc.



**PORT COLBORNE**

**2021 Facilities  
For the Ten Months Ending October 31, 2021**

| <u>Facilities</u>          | <u>Gas Actual</u> | <u>Gas Budget</u> | <u>Hydro Actual</u> | <u>Hydro Budget</u> | <u>Water Actual</u> | <u>Water Budget</u> | <u>Repair&amp;Mtn<br/>Parts/Consum<br/>Actual</u> | <u>Repair&amp;Mtn<br/>Parts/Consum<br/>Budget</u> |
|----------------------------|-------------------|-------------------|---------------------|---------------------|---------------------|---------------------|---|---|
| General                    |                   |                   |                     |                     |                     |                     | \$755.46  |   |
| City Hall                  | 5,512.03          | 7,400.00          | 44,996.23           | 73,000.00           | 2,389.76            | 3,500.00            | 3,190.81  | 10,500.00   |
| Fire Station 1             | 5,227.04          | 11,800.00         | 13,466.47           | 23,000.00           | 3,172.29            | 3,700.00            | 5,371.90  | 15,200.00   |
| Humberstone Hall           | 1,160.91          | 1,900.00          | 737.64              | 1,600.00            | 781.99              | 1,000.00            | 323.91  | 1,100.00  |
| PCOC                       | 15,616.28         | 23,600.00         | 30,388.52           | 54,700.00           | 16,107.50           | 18,400.00           | 14,612.18   | 5,500.00  |
| City Yard - 11 King        |                   |                   | 1,218.93            | 2,400.00            | 564.17              | 600.00              | 19.84   |   |
| Roselawn                   | 6,365.16          | 8,100.00          | 4,401.33            | 13,300.00           | 3,359.07            | 4,200.00            | 2,166.03  | 10,900.00   |
| Soccer Complex             |                   |                   | 1,988.82            | 3,600.00            | 2,349.03            | 4,300.00            | 46.84   | 1,700.00  |
| Street Lights              |                   |                   | 119,373.87          | 194,000.00          |                     |                     |   |   |
| Traffic Signals            |                   |                   | 6,541.35            |                     |                     |                     |   |   |
| VHWC                       | 29,862.75         | 87,800.00         | 182,790.06          | 617,000.00          | 21,694.79           | 84,500.00           | 15,988.60   | 37,300.00   |
| Harbourmaster Building     |                   |                   | 464.63              | 1,700.00            | 867.11              | 1,200.00            | 81.41   | 1,700.00  |
| <b>Subtotal</b>            | <b>63,744.17</b>  | <b>140,600.00</b> | <b>406,367.85</b>   | <b>984,300.00</b>   | <b>51,285.71</b>    | <b>121,400.00</b>   | <b>42,556.98</b>                                  | <b>83,900.00</b>                                  |
| Library Facility           | 4,943.22          | 7,700.00          | 8,776.98            | 18,900.00           | 1,355.97            | 1,900.00            | 4,302.05  | 4,500.00  |
| Historical Marine Museum   | 4,669.65          | 6,100.00          | 2,897.42            | 6,600.00            | 2,884.21            | 3,000.00            | 79.03   | 4,000.00  |
| Heritage Reseach Archives  | 1,329.91          | 2,100.00          | 1,474.10            | 2,600.00            | 963.24              | 1,100.00            |   | 1,000.00  |
| <b>Subtotal</b>            | <b>10,942.78</b>  | <b>15,900.00</b>  | <b>13,148.50</b>    | <b>28,100.00</b>    | <b>5,203.42</b>     | <b>6,000.00</b>     | <b>4,381.08</b>                                   | <b>9,500.00</b>                                   |
| Bethel Community Centre    |                   |                   |                     |                     |                     |                     | 267.60  | 4,500.00  |
| Sherkston Community Centre |                   |                   |                     |                     |                     |                     | 268.31  | 2,000.00  |
| Animal Shelter             |                   |                   |                     |                     |                     |                     | 181.45  | 1,600.00  |
| Market Square              |                   |                   | 586.00              | 1,100.00            |                     |                     | 200.27  | 300.00  |
| <b>Subtotal</b>            |                   |                   | <b>586.00</b>       | <b>1,100.00</b>     |                     |                     | <b>917.63</b>                                     | <b>8,400.00</b>                                   |



**PORT COLBORNE**

# Vision/Mission/Values

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## Vision Statement:

A vision statement expresses an organization's desires for the future. This is our vision statement:

***A vibrant waterfront community embracing growth for future generations***

## Mission Statement:

A mission statement expresses the immediate goals of an organization, clearly and concisely. This is our mission statement:

***To provide an exceptional small-town experience in a big way***

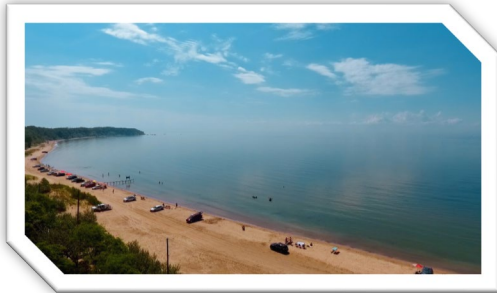
## Corporate Values:

Corporate Values are guiding principles and beliefs supported by everyone in an organization so that they can work toward common goals in a cohesive and positive way. These are our corporate values:

**Integrity** – we interact with others ethically and honourably **Respect** – we treat each other with empathy and understanding **Inclusion** – we welcome everyone **Responsibility** – we make tomorrow better **Collaboration** – we are better together

# Strategic Pillars

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## Community Pillars

These pillars are areas that directly benefit our residents, businesses, and visitors.

1. **Service and Simplicity - Quality and Innovative Delivery of Customer Services**
2. **Attracting Business Investment and Tourists to Port Colborne**
3. **City-Wide Investment in Infrastructure and Recreational/Cultural Spaces**



## Corporate Pillars

These pillars are the day-to-day practices, processes, and governance that Council and staff are focused on to ensure maximum value and benefit for our residents.

1. **Value: Financial Management to Achieve Financial Sustainability**
2. **People: Supporting and Investing in Human Capital**
3. **Governance: Communications, Engagement, and Decision-Making**

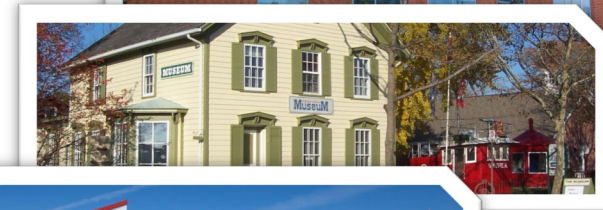






# Department Operations

- Museum (2021-125), May 10, 2021
- Corporate Services & Recreation (2021-153), May 25, 2021
- Fire and Emergency Services (2021-161), June 14, 2021
- Bylaw Enforcement Services (2021-159), June 14, 2021
- CAO (2021-187), June 28, 2021
- Public Works (2021-198), July 12, 2021
- Clerk's, Planning and Building (2021-210), July 26, 2021
- Library (2021-247), September 27, 2021



# Process

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Staff based their recommendations after considering:

- ✓ Vision/Mission/Values/Strategic Pillars
- ✓ Organization capacity
- ✓ A need to connect the community
- ✓ Organizational financial flexibility
- ✓ A desire to come out of the COVID-19 pandemic stronger
- ✓ Planning and building for growth





# Comparison: Property Taxes

|  | <b>CVA</b> | <b>Niagara Region</b> | <b>City</b> | <b>Education</b> | <b>Total</b> |
|--|------------|-----------------------|-------------|------------------|--------------|
| City of Port Colborne                  | \$207,501  | \$1,411               | \$1,929     | \$317            | \$3,657      |
| Average Local Area Municipality (LAMs) | 300,671    | 1,933                 | 1,600       | 460              | 3,993        |
| Median LAMS                            | 268,156    | 1,742                 | 1,647       | 409              | 3,796        |

The above uses a “simple” calculation for the average and medium of LAM averages, CVA represents all properties and not just single family residents (not on water) as report in previous years. The comparison of property taxes is as of 2021.





# Comparison: Property Taxes

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- Service Levels
- Growth – Achieve Economies of Scale
- Impact of leading a reduction in the Infrastructure Deficit





# Comparison: Property Taxes

|                      | Residential  | Commercial   | Industrial  | Other       |
|----------------------|--------------|--------------|-------------|-------------|
| <b>Port Colborne</b> | <b>77.8%</b> | <b>10.8%</b> | <b>9.4%</b> | <b>2.0%</b> |
| <b>LAMs</b>          | <b>80.3%</b> | <b>11.9%</b> | <b>4.1%</b> | <b>3.7%</b> |

\* Excludes Niagara Falls and Wainfleet as their 2019 Financial Information Returns (FIRs) are not yet available.

# Comparison: Revenue / Expenses



| Revenue       | Property Taxes | Grants | User Fees/Rate | Other |
|---------------|----------------|--------|----------------|-------|
| Port Colborne | 46.7%          | 12.7%  | 34.9%          | 5.7%  |
| LAMs          | 45.2%          | 8.6%   | 29.0%          | 17.2% |

Due to wastewater

| Expenses      | Salary | Interest Expense | Enviro | Operating |
|---------------|--------|------------------|--------|-----------|
| Port Colborne | 39.1%  | 2.4%             | 24.5%  | 34.0%     |
| LAMs          | 40.7%  | 1.6%             | 21.1%  | 36.6%     |

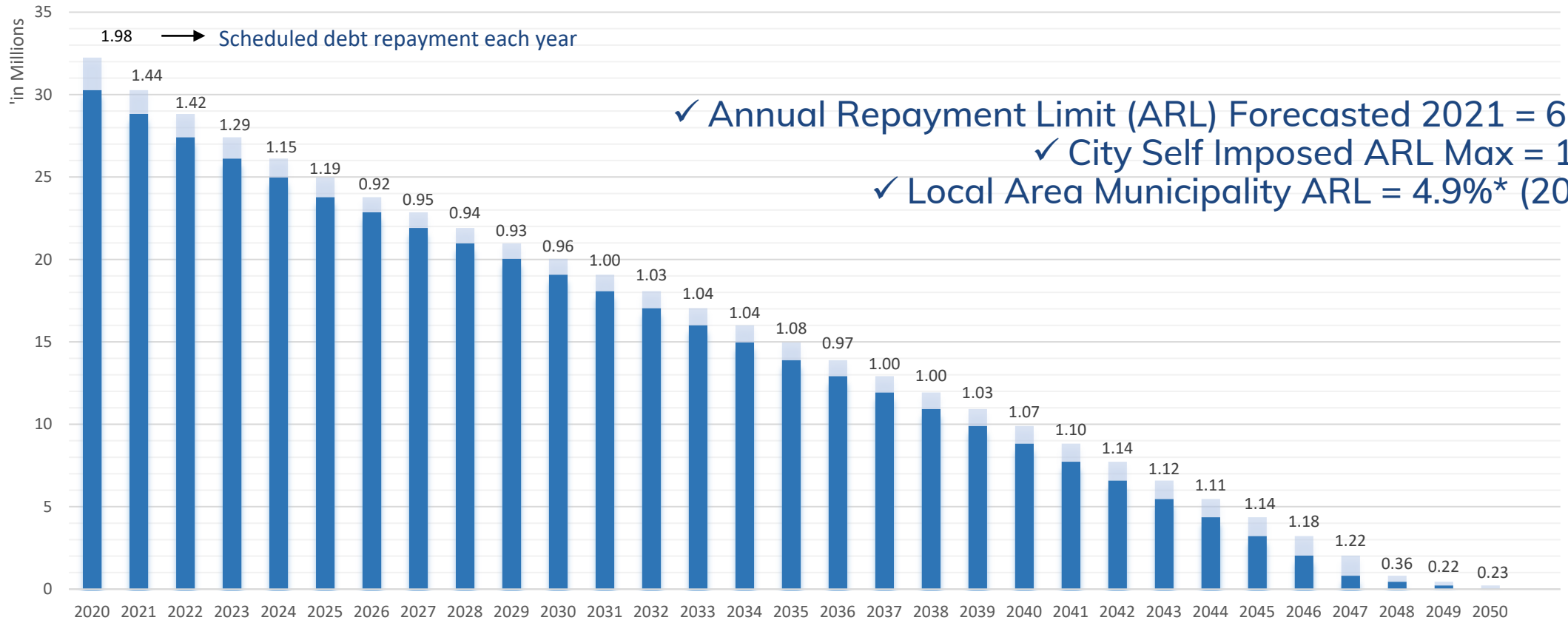
Due to one-time asset sales

Due to wastewater

\* Excludes Niagara Falls and Wainfleet as their 2019 FIRs are not yet available.



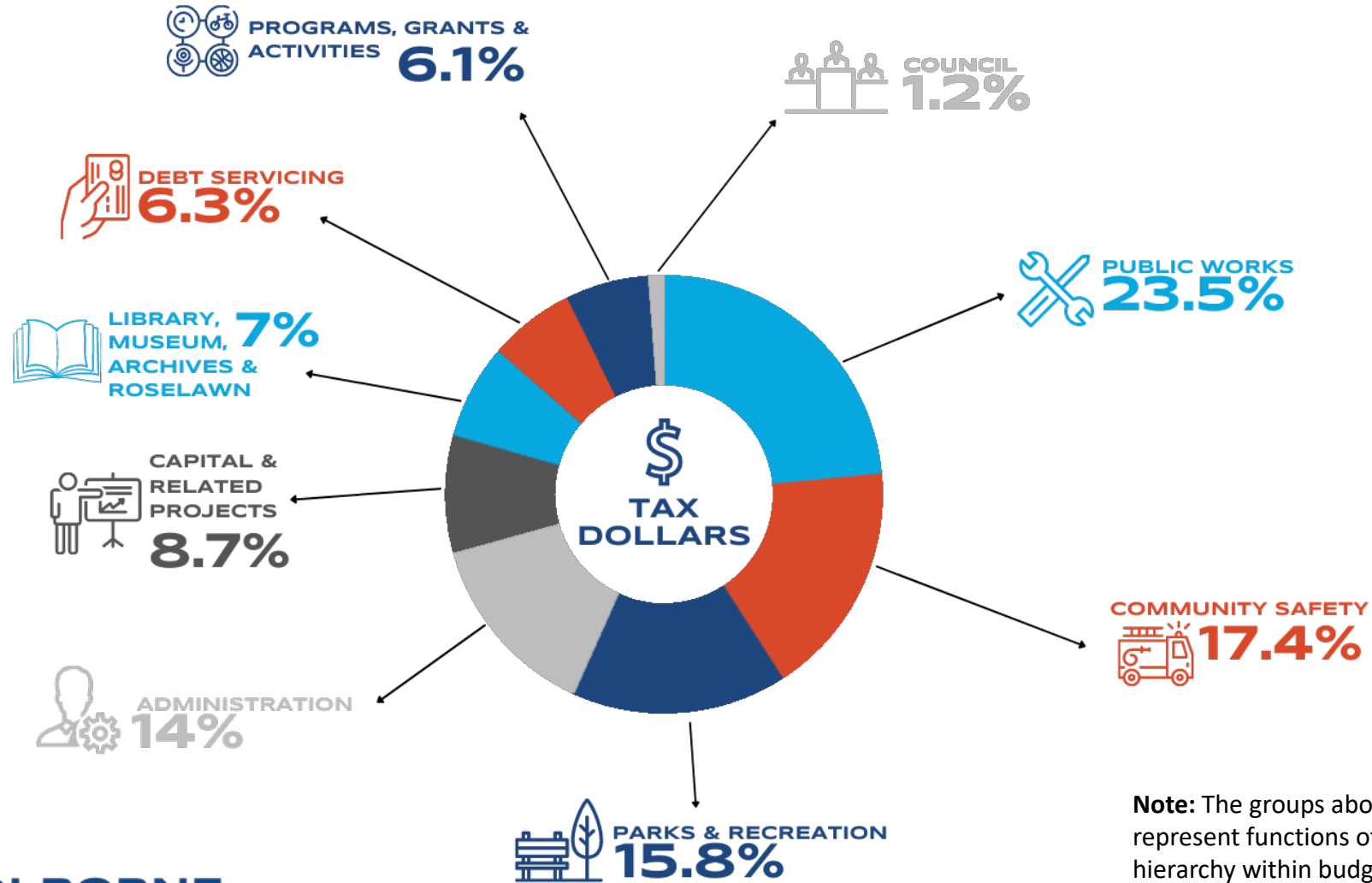
# Debt Outlook



\* Excludes Niagara Falls and Wainfleet as their 2019 FIRs are not yet available.



# What tax dollars support ...



**Note:** The groups above were developed to better represent functions of the City rather than reporting hierarchy within budgetary departments.



# Levy Summary ...

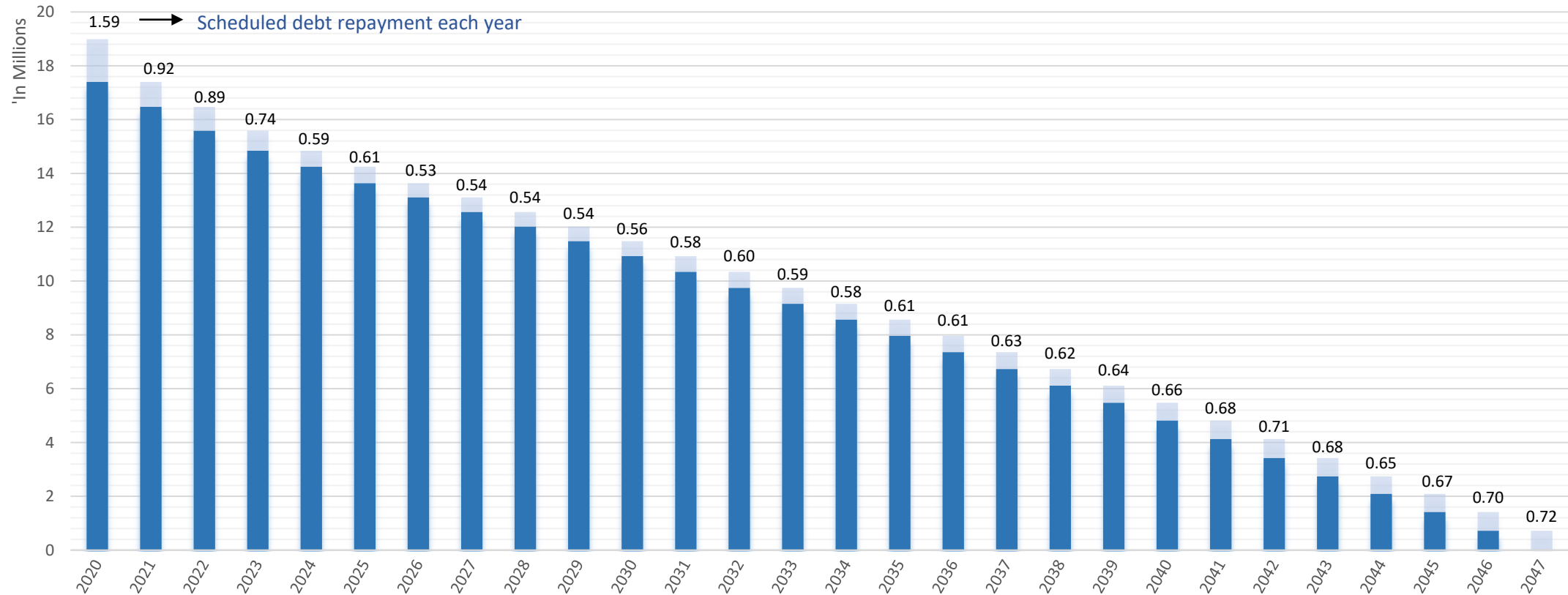
## Statement of Operations

|                                      | Budget      |             | Forecast<br>2021 | Change from Budget |         | Change from Forecast |                 |
|--------------------------------------|-------------|-------------|------------------|--------------------|---------|----------------------|-----------------|
|                                      | 2022        | 2021        |                  | \$                 | %       | \$                   | %               |
| Revenue                              | 31,102,429  | 28,890,515  | 31,135,147       | 2,211,914          | 7.7%    | (32,718)             | (0.1%)          |
| Personnel Expenses                   | 16,160,150  | 15,143,800  | 15,650,843       | 1,016,350          | 6.7%    | 509,308              | 3.3%            |
| Operating Expenses                   | 13,595,968  | 12,611,291  | 12,104,019       | 984,677            | 7.8%    | 1,491,949            | 12.3%           |
| Total Expenses                       | 29,756,118  | 27,755,091  | 27,754,862       | 2,001,027          | 7.2%    | 2,001,256            | 7.2%            |
| Surplus/(Deficit) Before Allocations | 1,346,311   | 1,135,424   | 3,380,286        | 210,887            | 18.6%   | (2,033,974)          | (60.2%)         |
| Allocations (To)/From Departments    | -           | -           | -                | -                  | -       | -                    | -               |
| Surplus/(Deficit) After Allocations  | 1,346,311   | 1,135,424   | 3,380,286        | 210,887            | 18.6%   | (2,033,974)          | (60.2%)         |
| Transfer To/(From) Reserves          | 3,230,096   | 3,266,368   | 5,300,430        | (36,272)           | (1.1%)  | (2,070,334)          | (39.1%)         |
| Transfers To/(From) Rate             | (1,883,785) | (2,130,944) | (2,511,844)      | 247,159            | (11.6%) | 628,059              | (25.0%)         |
| <b>Surplus/(Deficit)</b>             | <b>0</b>    | <b>-</b>    | <b>591,700</b>   | <b>0</b>           |         | <b>(591,699)</b>     | <b>(100.0%)</b> |

IF realized ... potential to fund VHWC Roof Repair



# Debt Outlook - Levy





# Revenue

## Some Salient Changes from Prior Year Budget

|                            |             |   |
|----------------------------|-------------|---|
| ▪ Provincial Transit Grant | (\$138,000) | - Planning NRT onDemand                                   |
| ▪ Property Taxes           | \$1,296,389 | - 2.8% on blended rate (1% growth)                        |
| ▪ Quarry Aggregate         | \$132,540   | - Included in the 2022 Capital and Related Project Budget |
| ▪ Canal Days               | \$366,500   | - Yes – Planning for Canal Days                           |
| ▪ Nickel Beach             | \$213,300   | - Self Sustaining Entity (“SSE”)                          |
| ▪ Marina                   | \$339,800   | - SSE   |
| ▪ OMPF Funding             | (\$143,400) | - Province announced a reduction on October 21            |

Impact offset by reducing the tax assessment and uncollectible account to \$187,000. In future years it is recommended we look to increase this amount back to the original budget. The general stabilization reserve to be used in 2022, if required.





# Personnel

Update: The reorganizations completed in 2021 saved over \$340,000 (these savings were already budgeted in the 2021 budget)

## Some Salient Changes from Prior Year Budget

|   | Budget 2022  |              | Budget 2021* |              |
|---|--------------|--------------|--------------|--------------|
|   | FTE          | Headcount    | FTE          | Headcount    |
| Crossing Guards                           | 9.3          | 19.0         |              |              |
| Library                                   | 8.7          | 10.0         | 8.1          | 10.0         |
| Museum                                    | 6.1          | 11.0         | 4.3          | 7.0          |
| Council                                   | 9.0          | 9.0          | 9.0          | 9.0          |
| CAO                                       | 2.0          | 2.0          | 3.0          | 3.0          |
| Marketing & Communications                | 2.6          | 4.0          | 2.3          | 3.0          |
| Corporate Services & Recreation           | 45.6         | 72.0         | 25.0         | 29.0         |
| Legislative Services                      | 12.7         | 14.0         |              |              |
| Strategic Planning & Economic Development | 4.7          | 6.0          | 2.3          | 3.0          |
| Planning                                  |              |              | 12.7         | 14.0         |
| Community Safety                          | 21.6         | 25.0         |              |              |
| Fire                                      |              |              | 15.6         | 17.0         |
| Public Works                              | 57.1         | 69.0         | 43.0         | 48.0         |
| Parks and Recreation                      |              |              | 51.3         | 94.0         |
|   | <b>179.3</b> | <b>241.0</b> | <b>176.6</b> | <b>237.0</b> |

- Community Safety = Fire and Bylaw
- Parks & Recreation went to ...
  - Crossing Guards
  - Strategic Planning & Economic Development
  - Corporate Services & Recreation
  - Public Works
- Headcount increase of 4 is the result of a budgeted student increase of 6, primarily to support SSEs

\* As displayed in the 2021 budget document



# Personnel

## Some Salient Changes from Prior Year Budget

- Salary & Wages - \$354,000 or 3%
- Benefits - \$662,000 or 19%
- - The Fire Department Represents \$287,000 or 46% of this increase. Relates to presumptive cancer legislation. The benefit cost for the average firefighter is budgeted at approximately 58% of their salary.
  - x-Fire Department increase is \$375,000
    - Estimate \$186,000 or 7% increase represents OMERS, CPP, EI, Health and Dental
    - Estimate \$189,000 or 7% increase represents “true-up” representing 2021 under budget based on forecast.

Action: HR to perform Post-Retirement Benefits Review in 2022

# Operating Expenses

## Some Salient Changes from Prior Year Budget

|                          |           |  |
|--------------------------|-----------|--|
| ▪ Utilities              | \$169,100 | - Forecasting 12%                                |
| ▪ Facilities maintenance | \$71,100  | - Forecasting 12%                                |
| ▪ Legal*                 | \$80,000  | - Aligns to 2021 forecast                        |
| ▪ Insurance              | \$130,800 | - Per Contract                                   |
| ▪ Computer Software      | \$71,000  | - Aligns to 2021 forecast                        |
| ▪ Canal Days             | \$366,500 | - Yes – Planning for Canal Days (Revenue-offset) |
| ▪ Nickel Beach           | \$84,100  | - Covered by SSE, not Levy impacting             |
| ▪ Marina                 | \$149,200 | - Covered by SSE, not Levy impacting             |

Action: Financial Services to tender insurance in 2022 for 2023 and beyond

Action: Information Technology through the Municipal Modernization Grant to review Computer Software options

Update: City Wide (Levy and Water and Wastewater) Postage & Courier costs reduced by \$34,000 through Niagara Purchasing Consortium

Update: Telephone/Internet costs are budgeted \$23,400 lower after including the new WIFI project. This came from a Staff review of telephone/internet activity and costs

# Transfer to/from Reserves & Capital



|  |           |
|--|-----------|
| Marina Repayment of Internal Loan*   | 130,400   |
| Transfer Interest Earned to Reserve  | 37,200    |
| Transfer to Municipal Election Reserve   | 30,000    |
| Transfer to Drainage Reserve   | 85,000    |
| Levy Capital Funding to Capital Accounts*  | 2,098,669 |
| Grant Capital Funding to Capital Accounts*   | 1,131,877 |
| Transfer from Encumbrance Reserve – Forecasted Unspent Gov’t Grant for COVID-19      | (92,000)  |
| Transfer from Transit Reserve – NRT OnDemand (Report 2021-15)                        | (157,600) |
| Transfer from Capital Accounts to fund temporary purchasing support (Report 2021-74) | (74,600)  |
| Forecasted Surplus/(Deficit) of SSEs   | 41,150    |
|  | 3,230,096 |





# Transfer to/from Rate

|  |           |
|--|-----------|
|  |           |
| Transfer from for borrowing costs  | 895,785   |
| Transfer from to cover administrative costs, related facility, insurance and fleet | 988,000   |
|  | 1,883,785 |

## Some Salient Changes from Prior Year Budget

- Rate capital funding now flows directly to the capital budget instead of first flowing through the Levy budget.
- Transfer from rate budgets to cover administrative costs, related facility, insurance and fleet increased from 607,100 to 988,000.
  - It was noted during the 2021 budget process that Staff would review going into 2022.
  - This chargeback effectively represents an 8% overhead charge.
  - Staff will be presenting Council with options to hold the residential (meters that are 5/8 to 3/4) water and wastewater rates constant on a combined basis for 2022.



# Levy Summary ...

## Departmental Net Budgets

|                      | Budget      |             | Forecast<br>2021 | Change from Budget |        | Change from Forecast |        |
|----------------------|-------------|-------------|------------------|--------------------|--------|----------------------|--------|
|                      | 2022        | 2021        |                  | \$                 | %      | \$                   | %      |
| Global               | 18,202,792  | 16,289,656  | 16,784,481       | 1,913,136          | 11.7%  | 1,418,311            | 8.5%   |
| PGA                  | (1,422,485) | (1,419,350) | (912,450)        | (3,135)            | 0.2%   | (510,036)            | 55.9%  |
| BC                   | (1,633,075) | (1,244,500) | (1,351,640)      | (388,575)          | 31.2%  | (281,435)            | 20.8%  |
| Council              | (300,620)   | (315,500)   | (259,825)        | 14,880             | (4.7%) | (40,795)             | 15.7%  |
| CAO                  | (1,118,384) | (1,110,762) | (1,210,328)      | (7,622)            | 0.7%   | 91,944               | (7.6%) |
| Corporate Services   | (2,857,700) | (2,776,750) | (2,706,504)      | (80,950)           | 2.9%   | (151,196)            | 5.6%   |
| Legislative Services | (755,350)   | (584,900)   | (704,700)        | (170,450)          | 29.1%  | (50,650)             | 7.2%   |
| Community Safety     | (3,945,100) | (3,537,900) | (3,581,356)      | (407,200)          | 11.5%  | (363,744)            | 10.2%  |
| Public Works         | (6,170,078) | (5,299,994) | (5,465,979)      | (870,084)          | 16.4%  | (704,099)            | 12.9%  |
|                      | 0           | -           | 591,700          | 0                  |        | (591,700)            |        |



# Programs, Grants, and Activates (PGA)

## Some Salient Changes from Prior Year Budget

- Community Investment Program (CIP) 57,000 ↑
  - Total available is \$115,000 for CIP and \$10,000 Marketing
  
- Grant commitments 34,300 ↓
  - Recreational Committee - Bethel - \$ 8,300
  - Recreational Committee - Sherkston - \$ 8,300
  - French Golden Age Centre - \$10,000
  - Port Colborne Social & Recreation Center - \$10,000
  - Other Groups - \$1,600
  - Grant Committee - \$36,000
  - Hospice Niagara- \$30,000 (2021, 2022, 2023)
  - Pathstone - \$20,000
  
- Physician recruitment budgeted 60,000 ↓
  - Total available is \$75,000 for one Physician per year and \$13,000 for regional medical support grants

## Total PGA Budget

# \$1,422,485

- |                        |                       |
|------------------------|-----------------------|
| Airport                | Residential Rebates   |
| Animal Control         | Showboat – Lighthouse |
| Canal Days             | SportsFest            |
| CIP Incentives         | Transit               |
| Civic Celebrations     |                       |
| Community Grants       |                       |
| COVID-19*              |                       |
| Crossing Guards        |                       |
| EcDev & Tourism Grants |                       |
| Goderich Elevator      |                       |
| Municipal Election     |                       |
| Outdoor Vendors        |                       |
| Physician Recruitment  |                       |

# Boards and Committees

## Some Salient Changes from Prior Year Budget

- Niagara South Coast 45,000 ↑
  - Result of cost allocations related to costs associated with Tourism Coordinator activities (this is not a new cost)
- Committees 7,500 ↓
  - Moved costs associated with Committee of Adjustment to Legislative Services (revenue also budgeted there)
- Museum & Archives 4,353 ↓
- Roselawn 267,000 ↑
  - Re-activation (includes shared staffing increase with Museum & Archives FTE increases 1.8 and Headcount 4)
- Library 88,400 ↑
  - Includes capital funding (additional 24,000 from 2022 Capital and Related Capital Budget and FTE increase of 0.6).

## Total Boards and Committees

**\$1,633,075**

Library  
Archives  
Museum  
Roselawn  
Niagara South Coast  
Committees







# Council, CAO & Support

## Some Salient Changes from Prior Year Budget

- Council 14,900 or 4.7% ↓
  - Primarily the result of an accounting allocation change related to benefits (post-retirement benefit allocations are no longer allocated to Councillors)
- CAO & Support 7,600 or 0.7% ↑

Total Council

**\$300,620**

Total CAO & Support

**\$1,118,384**

CAO

Strategic and Economic Development

Marketing and Communications



# Corporate Services

## Some Salient Changes from Prior Year Budget

- Move two part-time Customer Service employees to full-time
- Introduce new property change fee in Financial Services similar to other LAMs
- Arena Fees to increase (2.5% - effective spring/summer 2022) – Fees identified as average of similar LAMs.
- Increasing Marina and Beaches overhead allocation from 5% to 10% (following T2 Forecast)
  - This chargeback is recorded in Global Revenue

### Total Corporate Services

**\$2,857,700**

Customer Service

Financial Services

Human Resources

Information Services

Recreation

Events

**+** Marina (SSE = Zero on Levy)

Detail in later slides

**+** Beaches (SSE = Zero on Levy)

Detail in later slides



# Legislative Services

---

## Some Salient Changes from Prior Year Budget

- Bringing Clerks and Planning and Development together allowed for a position to be repurposed to an Executive Assistant/Records Coordinator to meet required document retention standards
- Includes a Manager of Planning to support anticipated growth

### Total Legislative Services

**\$755,350**

Clerks

Planning & Development



Building (SSE = Zero on Levy)



# Community Safety

## Some Salient Changes from Prior Year Budget

- Fire Department
  - Presumptive cancer legislation
- Bylaw
  - Increasing from 1 to 3 student. Positions supported by changes in 2021 to fees and fine processes. Additional positions budgeted through COVID-19 funding in 2021. Anticipate need to maintain service level.

Total Community Safety

**\$3,945,100**

Fire  
Bylaw



# Public Works

## Some Salient Changes from Prior Year Budget

- Main increase is moving \$530,000 in transportation costs from the Capital and Related Capital Budget to the Public Works operating budget (this is not a new cost).
- Increased patching and spraying from \$70,000 to \$100,000 to help extend useful life of roads
- Increased bridge maintenance from \$10,000 to \$35,000 to accommodate required engineering inspections
- Introduced a curb maintenance budget of \$15,000
- Playground equipment repair and maintenance budget increased from \$3,000 to \$20,000
- New fees are being proposed in certain areas similar to other LAMs...lack of activity data has meant we have not included a budget figure at this point.

## Total Public Works

**\$6,170,078**

- Drainage
- Environmental Compliance
- Facilities (see following slide)
- Fleet (see following slide)
- Parks and Trails
- Project Management
- Stores
- Transportation

Action: Review drains cost of \$132,900 on levy (note: this doesn't include the \$85,000 budget for City drains)



# Public Works: Facilities

## Some Salient Changes from Prior Year Budget

- Utilities budgeted to increase \$169,100 or 12%
- Maintenance (Parts, Consumables and Contracted Services) budgeted to increase \$71,100 or 12%
- Land lease included in the budget \$40,000 (budget “true-up”)

### Total Facilities

**\$2,730,495**

Excluding: SSEs (Marina and Beaches), BCs (Library, Museum & Archives, Roselawn) and PGA (Animal Control and Sherkston and Bethel) =

**\$2,323,695**

Figure can be seen under Global Facilities. This figure does not include capital.



# Public Works: Fleet

## Some Salient Changes from Prior Year Budget

- Budgeting \$20,900 or 17% increase in fuel charges
- Overall this budget decreased \$113,000 or 9% as a result of reduced leasing costs.

Total Fleet

**\$1,181,823**

Figure can be seen under Global Fleet. This figure does not include capital.



# SSE: Sugarloaf Marina

---

## Year in Review

- ✓ COVID-19 delayed opening until the May long weekend.
- ✓ We had 510 seasonal boaters, new record.
- ✓ Council tours were conducted in July/August.
- ✓ Increase in complaints between boaters.
- ✓ Increasing number of boats in summer dry storage.
- ✓ Parking remained a significant concern on busy weekends. The 2022 Capital and Related Project Budget includes a plan to move boat storage.
- ✓ 2021 Forecasted surplus is 3,000 vs. a budgeted transfer from reserve of 13,200

## Initial Planning Thoughts Going Forward

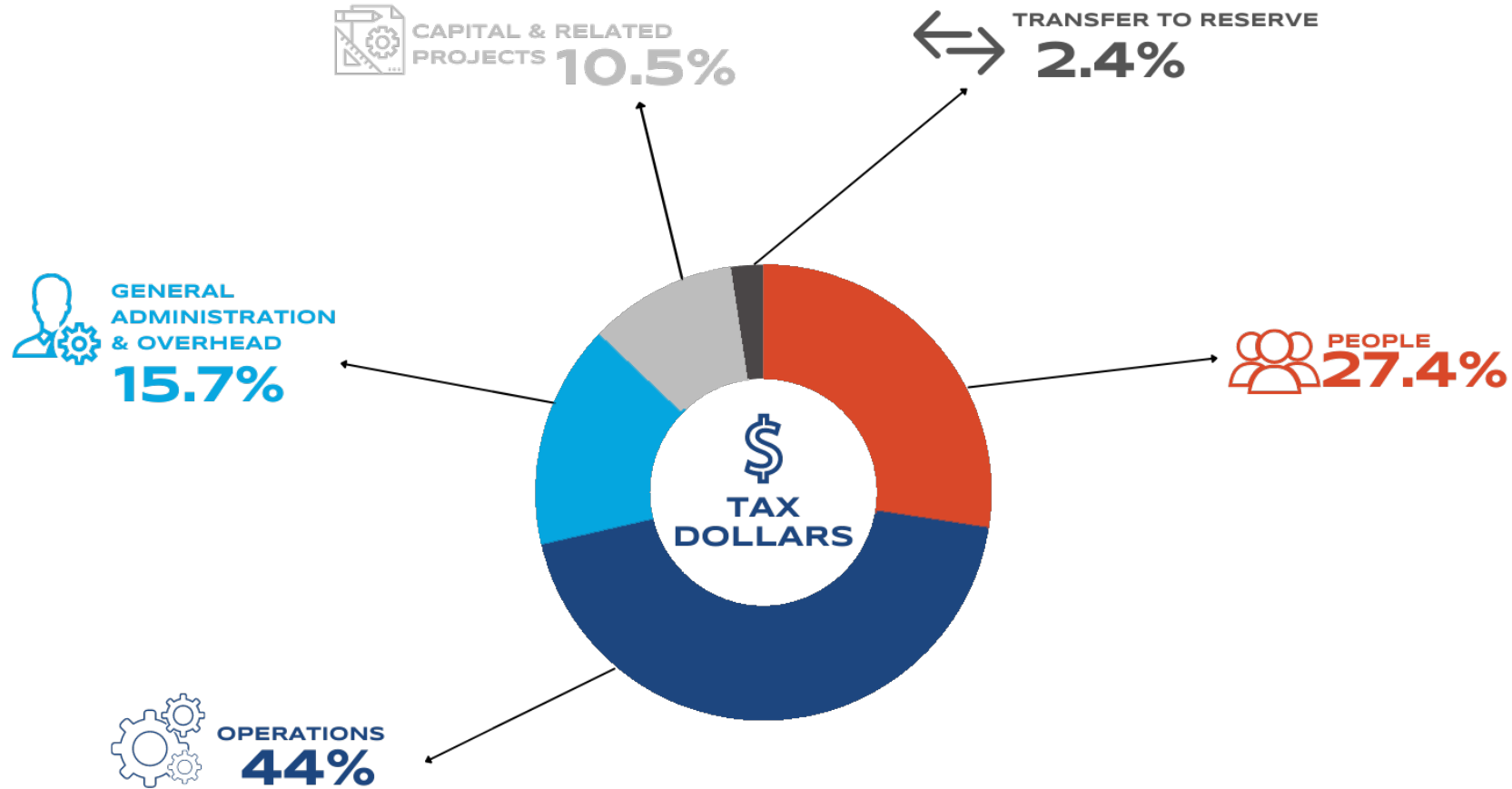
- ✓ COVID-19 impact unknown so planning for it.
- ✓ Boater contracts of all types to be reviewed along with boaters code of conduct.
- ✓ Options to digitize the registration and payment system being investigated.
- ✓ Marina customer service to remain at the Marina but integrate with the City Hall customer service team.
- ✓ Fee charges to accommodate capital requirements at the Marina will require certain fees to increase between 10% to 15% next year then start to level down to more normalized increases in the following years.







# SSE: Sugarloaf Marina





# SSE: Sugarloaf Marina

## Some Salient Changes from Prior Year Budget

- Funding available for facility, grounds and dock maintenance increasing from \$119,000 to \$186,500
- Overhead allocation increased from 5% to 10% to cover insurance, credit card fees and central administration
- Internal borrowing costs increasing by \$63,100 to cover costs of the 2022 Capital and Related Budget
- Includes cost of new fibre, high speed WIFI included in Marina slip fees.

### Total Budgeted Revenue

**\$1,409,000**

Forecasted reserve transfer of \$33,700

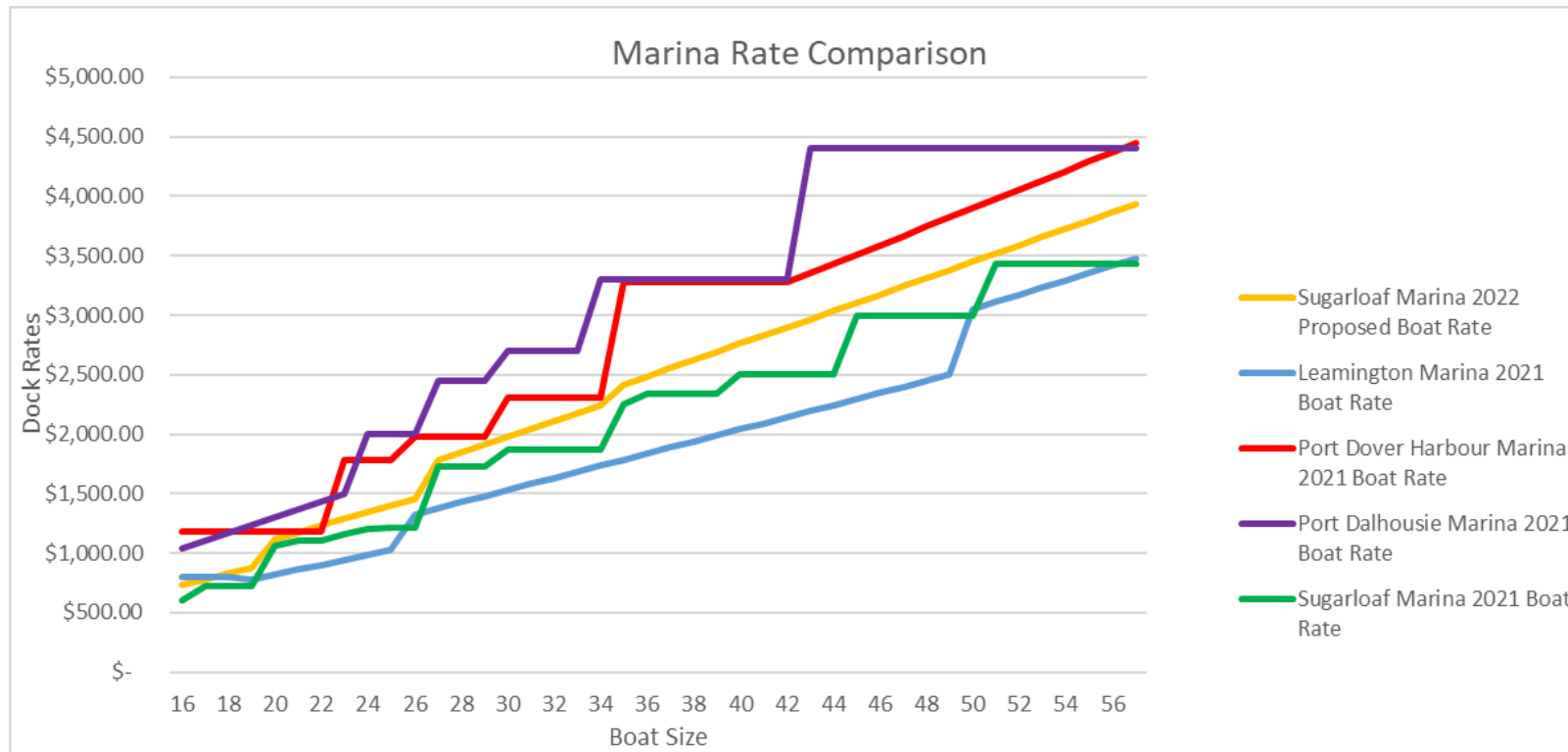
Zero operating  
or capital cost to  
the Levy

Action: Separate Marina and Boat Launch budgets ... will reflect in Year End Reporting



# SSE: Sugarloaf Marina

## Fee Comparisons





# SSE: Sugarloaf Marina

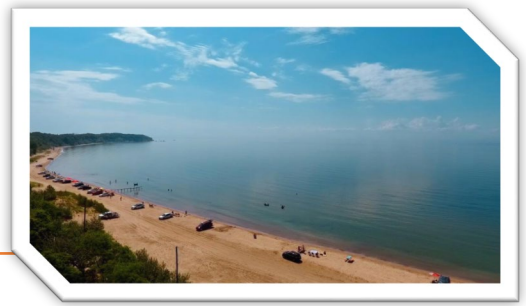
## Multi-Year

|                                       | Forecast     | Budget        | Budget        | Budget        |
|---------------------------------------|--------------|---------------|---------------|---------------|
|                                       | 2021         | 2022          | 2023          | 2024          |
| <b>Sugarloaf Marina</b> Total Revenue | 1,272,687    | 1,409,000     | 1,582,500     | 1,776,800     |
| Personnel Expenses                    | 395,000      | 297,000       | 303,500       | 313,800       |
| Operating Expenses                    | 414,800      | 456,300       | 480,700       | 507,700       |
| Total Expense                         | 809,800      | 753,300       | 784,200       | 821,500       |
| Surplus/(Deficit) Before Allocations  | 462,887      | 655,700       | 798,300       | 955,300       |
| Allocations: Between Departments      | 459,846      | 622,000       | 762,900       | 918,100       |
| Surplus/(Deficit) After Allocations   | 3,041        | 33,700        | 35,400        | 37,200        |
| Transfers to (from) Reserves          | 3,041        | 33,700        | 35,400        | 37,200        |
| <b>Total Transfers</b>                | <b>3,041</b> | <b>33,700</b> | <b>35,400</b> | <b>37,200</b> |
| <b>Surplus/(Deficit)</b>              | <b>-</b>     | <b>-</b>      | <b>-</b>      | <b>-</b>      |

Some salient assumptions:

- ✓ No growth in slip usage projected (although marketing efforts will be planned for next year)
- ✓ Any growth to support capital/reserves given low level
- ✓ Proposed 2022 average rate increase of 12%.
- ✓ Internal financing begins to reduce in 2026 with \$83,841 fully removed in 2027. When this occurs dock replacements will be proposed.
- ✓ No new docks to be considered at this time. Capacity to repurpose some of the 150 full service transient docks that historically have only seen 3% - 4% occupancy.

This multi-year forecast is based on certain assumptions and estimates. They are based on information available to staff at this time. Actual results will vary.



# SSE: Beaches

## Year in Review

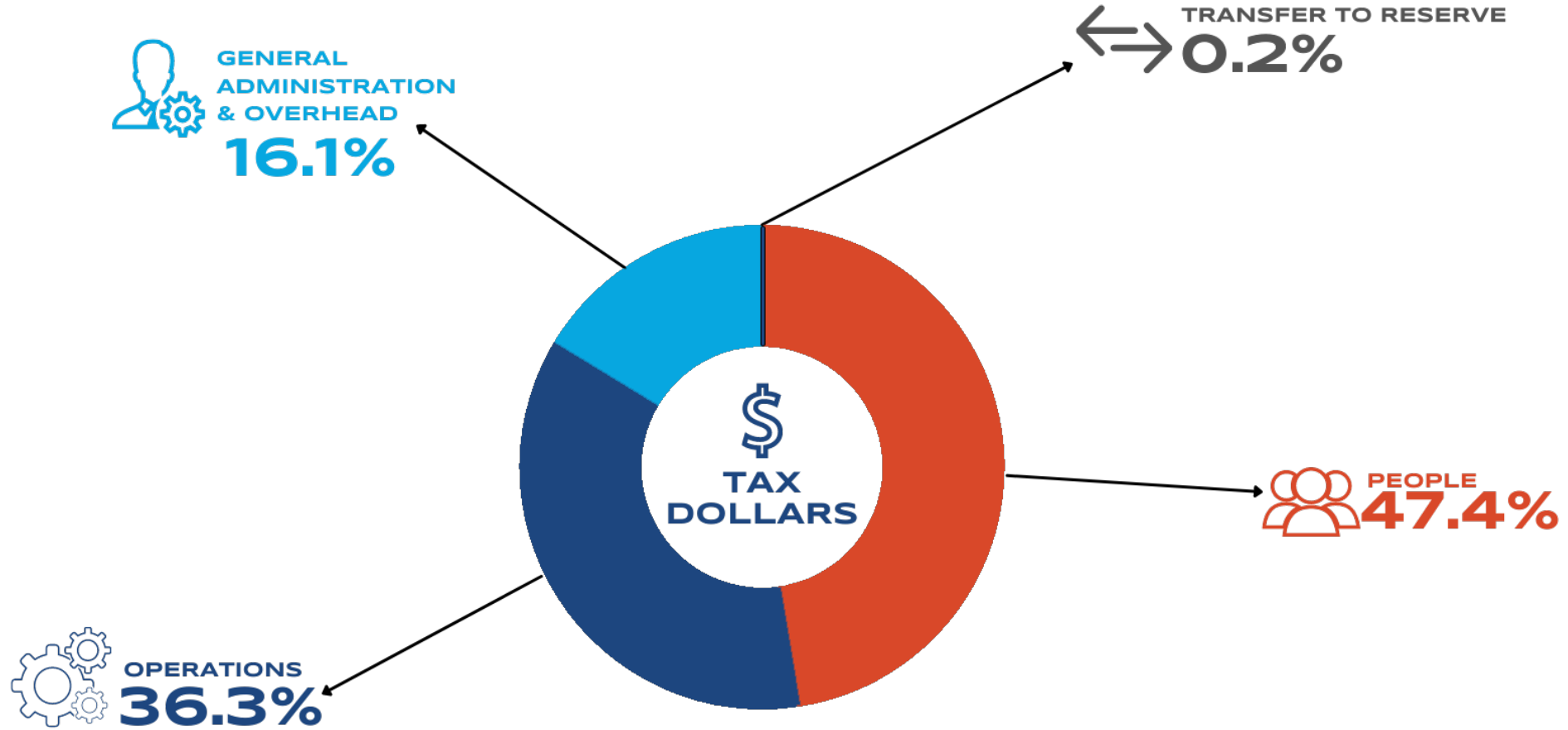
- ✓ COVID-19 limited capacity to 150 guests that pre-registered from outside Port Colborne.
- ✓ Users like the “pace” of the beach.
- ✓ PORTicipate Pass was well received.
- ✓ Beach policies and procedures reduced complaints and vandalism substantially.
- ✓ Amenities, specifically bathrooms requested at Nickel Beach.
- ✓ Pricing at Centennial-Cedar Bay was higher than Nickel Beach.
- ✓ 2021 Forecasted surplus is \$33,750 vs. a budgeted transfer from reserve of \$2,300

## Initial Planning Thoughts Going Forward

- ✓ COVID-19 impact unknown so plan for it.
- ✓ Align Centennial-Cedar Bay to Nickel Beach pricing and allow residents from outside of the Niagara Region while maintaining space limits on non-Port Colborne resident.
- ✓ Limit capacity to 200 guests that pre-registered from outside Port Colborne, other current pricing maintained.
- ✓ Introduce for Niagara Region residents, Nickel Beach weekday (excluding holiday) pass that would work the same way as a Port Colborne PORTicipate Pass (e.g. no need to pre-register).
- ✓ Maintain beach policies and procedures, including staffing at Centennial-Cedar Bay.
- ✓ Introduce the capital projects recommended in the 2022 Capital and Related Project budget.



# SSE: Beaches





# SSE: Beaches

## Some Salient Changes from Prior Year Budget

- Funding for security (“true-up” to 2021 forecast) and contract services related to washrooms proposed in the 2022 Capital and Related Project budget at Nickel Beach, increased from \$36,700 to \$98,500.
  - Note: Cedar Bay – Centennial was not included in the budget last year
- Overhead allocation increased from 5% to 10% to cover insurance, credit card fees and central administration
- Beaches will contribute to customer service and related reservation activities going forward

## Total Budgeted Revenue

**\$409,500**

Forecasted reserve transfer of \$750

Zero operating  
or capital cost to  
the Levy



# SSE: Building

## Some Salient Changes from Prior Year Budget

- Total costs within \$5,500 of prior year budget.
- Fee budget increased \$87,700 or 26.4%.
  - In 2021 there was a budgeted funding gap that was budgeted to be funded with a reserve transfer from the building reserve.

Total Budgeted Revenue

**\$419,400**

Action: The 2021 forecast includes an amount to complete a fee review. Building fees need to rise for the department to be self sustaining per regulation.





# SSE: Cemetery

## Some Salient Changes from Prior Year Budget

- Budget is consistent year over year

Total Budgeted Revenue

**\$46,900**

Budgeted reserve transfer of \$6,700

Action: Review Public Works costs associated with the active Cemetery and established a transfer of those costs between departments. Currently these costs are not recovered.

Action: Review fees to cover public works costs associated with the Cemetery



Thank You



**PORT COLBORNE**

# Recommendation

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That the Corporate Service Department, Financial Services Division, Report No. 2021-275 Subject: 2022 Levy Budget, BE RECEIVED; and

That the 2022 Levy Budget as outlined in Report 2021-275, BE APPROVED.



## Appendix B - Summary



Appendix B - Summary

|                    | Total Levy                           | Total Levy: Self-Sustaining Entities (SSE) | Total Levy and SSE |
|--------------------|--------------------------------------|--|--------------------|
| <b>2022 BUDGET</b> | Revenue                              | 28,817,629                                 | 31,102,429         |
|                    | Personnel Expenses                   | 15,393,450                                 | 16,160,150         |
|                    | Operating Expenses                   | 12,964,868                                 | 13,595,968         |
|                    | Total Expenses                       | 28,358,318                                 | 29,756,118         |
|                    | Surplus/(Deficit) Before Allocations | 459,311                                    | 1,346,311          |
|                    | Allocations (To)/From Departments    | (845,850)                                  | -                  |
|                    | Surplus/(Deficit) After Allocations  | 1,305,161                                  | 1,346,311          |
|                    | Transfer To/(From) Reserves          | 3,188,946                                  | 3,230,096          |
|                    | Transfers To/(From) Rate             | (1,883,785)                                | (1,883,785)        |
|                    | <b>Surplus/(Deficit)</b>             | <b>0</b>                                   | <b>-</b>           |
| <b>2021 BUDGET</b> | Revenue                              | 27,246,515                                 | 28,890,515         |
|                    | Personnel Expenses                   | 14,384,800                                 | 15,143,800         |
|                    | Operating Expenses                   | 12,207,591                                 | 12,611,291         |
|                    | Total Expenses                       | 26,592,391                                 | 27,755,091         |
|                    | Surplus/(Deficit) Before Allocations | 654,124                                    | 1,135,424          |
|                    | Allocations (To)/From Departments    | (613,977)                                  | -                  |
|                    | Surplus/(Deficit) After Allocations  | 1,268,101                                  | 1,135,424          |
|                    | Transfer To/(From) Reserves          | 3,399,045                                  | 3,266,368          |
|                    | Transfers To/(From) Rate             | (2,130,944)                                | (2,130,944)        |
|                    | <b>Surplus/(Deficit)</b>             | <b>-</b>                                   | <b>-</b>           |
| <b>Variance</b>    | Revenue                              | 1,571,114                                  | 2,211,914          |
|                    | Personnel Expenses                   | 1,008,650                                  | 1,016,350          |
|                    | Operating Expenses                   | 757,277                                    | 984,677            |
|                    | Total Expenses                       | 1,765,927                                  | 2,001,027          |
|                    | Surplus/(Deficit) Before Allocations | (194,813)                                  | 210,887            |
|                    | Allocations (To)/From Departments    | (231,873)                                  | -                  |
|                    | Surplus/(Deficit) After Allocations  | 37,060                                     | 210,887            |
|                    | Transfer To/(From) Reserves          | (210,099)                                  | (36,272)           |
|                    | Transfers To/(From) Rate             | 247,159                                    | 247,159            |
|                    | <b>Surplus/(Deficit)</b>             | <b>0</b>                                   | <b>-</b>           |

# Appendix C - Departmental Summary & Detail

## Departmental Summary

Appendix C - Departmental Summary

|             |                                      | Levy              |                    |                    |                  |                    |                    |                      |                    |                    |             |
|-------------|--------------------------------------|-------------------|--------------------|--------------------|------------------|--------------------|--------------------|----------------------|--------------------|--------------------|-------------|
|             |                                      | Global            | PGA                | BC                 | Council          | CAO                | Corporate Services | Legislative Services | Community Safety   | Public Works       | Total       |
| 2022 BUDGET | Revenue                              | 26,805,586        | 715,500            | 158,393            | -                | 5,000              | 642,700            | 220,950              | 67,700             | 201,800            | 28,817,629  |
|             | Personnel Expenses                   | (326,600)         | 351,924            | 1,148,500          | 223,100          | 1,020,500          | 3,212,200          | 962,900              | 3,668,500          | 5,132,426          | 15,393,450  |
|             | Operating Expenses                   | 7,518,435         | 1,828,800          | 257,368            | 77,520           | 174,434            | 751,411            | 74,000               | 344,300            | 1,938,600          | 12,964,868  |
|             | Total Expenses                       | 7,191,835         | 2,180,724          | 1,405,868          | 300,620          | 1,194,934          | 3,963,611          | 1,036,900            | 4,012,800          | 7,071,026          | 28,358,318  |
|             | Surplus/(Deficit) Before Allocations | 19,613,751        | (1,465,224)        | (1,247,475)        | (300,620)        | (1,189,934)        | (3,320,911)        | (815,950)            | (3,945,100)        | (6,869,226)        | 459,311     |
|             | Allocations (To)/From Departments    | (34,402)          | 176,861            | 316,600            | -                | (71,550)           | (388,611)          | (60,600)             | -                  | (784,148)          | (845,850)   |
|             | Surplus/(Deficit) After Allocations  | 19,648,153        | (1,642,085)        | (1,564,075)        | (300,620)        | (1,118,384)        | (2,932,300)        | (755,350)            | (3,945,100)        | (6,085,078)        | 1,305,161   |
|             | Transfer To/(From) Reserves          | 3,329,146         | (219,600)          | 69,000             | -                | -                  | (74,600)           | -                    | -                  | 85,000             | 3,188,946   |
|             | Transfers To/(From) Rate             | (1,883,785)       | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | (1,883,785) |
|             | <b>Surplus/(Deficit)</b>             | <b>18,202,792</b> | <b>(1,422,485)</b> | <b>(1,633,075)</b> | <b>(300,620)</b> | <b>(1,118,384)</b> | <b>(2,857,700)</b> | <b>(755,350)</b>     | <b>(3,945,100)</b> | <b>(6,170,078)</b> | <b>0</b>    |
| 2021 BUDGET | Revenue                              | 25,535,515        | 419,800            | 145,100            | -                | 3,700              | 654,200            | 205,600              | 52,100             | 230,500            | 27,246,515  |
|             | Personnel Expenses                   | 48,538            | 387,000            | 891,000            | 235,100          | 955,662            | 2,895,700          | 796,900              | 3,267,200          | 4,907,700          | 14,384,800  |
|             | Operating Expenses                   | 7,195,991         | 1,507,600          | 227,500            | 80,400           | 178,800            | 753,500            | 64,100               | 322,800            | 1,876,900          | 12,207,591  |
|             | Total Expenses                       | 7,244,529         | 1,894,600          | 1,118,500          | 315,500          | 1,134,462          | 3,649,200          | 861,000              | 3,590,000          | 6,784,600          | 26,592,391  |
|             | Surplus/(Deficit) Before Allocations | 18,290,986        | (1,474,800)        | (973,400)          | (315,500)        | (1,130,762)        | (2,995,000)        | (655,400)            | (3,537,900)        | (6,554,100)        | 654,124     |
|             | Allocations (To)/From Departments    | 129,829           | 152,950            | 221,100            | -                | (20,000)           | (218,250)          | (70,500)             | -                  | (809,106)          | (613,977)   |
|             | Surplus/(Deficit) After Allocations  | 18,161,157        | (1,627,750)        | (1,194,500)        | (315,500)        | (1,110,762)        | (2,776,750)        | (584,900)            | (3,537,900)        | (5,744,994)        | 1,268,101   |
|             | Transfer To/(From) Reserves          | 4,002,445         | (208,400)          | 50,000             | -                | -                  | -                  | -                    | -                  | (445,000)          | 3,399,045   |
|             | Transfers To/(From) Rate             | (2,130,944)       | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | (2,130,944) |
|             | <b>Surplus/(Deficit)</b>             | <b>16,289,656</b> | <b>(1,419,350)</b> | <b>(1,244,500)</b> | <b>(315,500)</b> | <b>(1,110,762)</b> | <b>(2,776,750)</b> | <b>(584,900)</b>     | <b>(3,537,900)</b> | <b>(5,299,994)</b> | <b>-</b>    |
| Variance    | Revenue                              | 1,270,071         | 295,700            | 13,293             | -                | 1,300              | (11,500)           | 15,350               | 15,600             | (28,700)           | 1,571,114   |
|             | Personnel Expenses                   | (375,138)         | (35,076)           | 257,500            | (12,000)         | 64,838             | 316,500            | 166,000              | 401,300            | 224,726            | 1,008,650   |
|             | Operating Expenses                   | 322,444           | 321,200            | 29,868             | (2,880)          | (4,366)            | (2,089)            | 9,900                | 21,500             | 61,700             | 757,277     |
|             | Total Expenses                       | (52,694)          | 286,124            | 287,368            | (14,880)         | 60,472             | 314,411            | 175,900              | 422,800            | 286,426            | 1,765,927   |
|             | Surplus/(Deficit) Before Allocations | 1,322,765         | 9,576              | (274,075)          | 14,880           | (59,172)           | (325,911)          | (160,550)            | (407,200)          | (315,126)          | (194,813)   |
|             | Allocations (To)/From Departments    | (164,231)         | 23,911             | 95,500             | -                | (51,550)           | (170,361)          | 9,900                | -                  | 24,958             | (231,873)   |
|             | Surplus/(Deficit) After Allocations  | 1,486,996         | (14,335)           | (369,575)          | 14,880           | (7,622)            | (155,550)          | (170,450)            | (407,200)          | (340,084)          | 37,060      |
|             | Transfer To/(From) Reserves          | (673,299)         | (11,200)           | 19,000             | -                | -                  | (74,600)           | -                    | -                  | 530,000            | (210,099)   |
|             | Transfers To/(From) Rate             | 247,159           | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | 247,159     |
|             | <b>Surplus/(Deficit)</b>             | <b>1,913,136</b>  | <b>(3,135)</b>     | <b>(388,575)</b>   | <b>14,880</b>    | <b>(7,622)</b>     | <b>(80,950)</b>    | <b>(170,450)</b>     | <b>(407,200)</b>   | <b>(870,084)</b>   | <b>0</b>    |

Appendix C - Departmental Summary

|                          |                                      | Levy: Self-Sustaining Entities |              |          |          |           | Total Levy and SSE |
|--------------------------|--------------------------------------|--------------------------------|--------------|----------|----------|-----------|--------------------|
|                          |                                      | Sugarloaf Marina               | Nickel Beach | Cemetary | Building | Total     |                    |
| 2022 BUDGET              | Revenue                              | 1,409,000                      | 409,500      | 46,900   | 419,400  | 2,284,800 | 31,102,429         |
|                          | Personnel Expenses                   | 297,000                        | 150,700      | -        | 319,000  | 766,700   | 16,160,150         |
|                          | Operating Expenses                   | 456,300                        | 135,800      | 20,200   | 18,800   | 631,100   | 13,595,968         |
|                          | Total Expenses                       | 753,300                        | 286,500      | 20,200   | 337,800  | 1,397,800 | 29,756,118         |
|                          | Surplus/(Deficit) Before Allocations | 655,700                        | 123,000      | 26,700   | 81,600   | 887,000   | 1,346,311          |
|                          | Allocations (To)/From Departments    | 622,000                        | 122,250      | 20,000   | 81,600   | 845,850   | -                  |
|                          | Surplus/(Deficit) After Allocations  | 33,700                         | 750          | 6,700    | -        | 41,150    | 1,346,311          |
|                          | Transfer To/(From) Reserves          | 33,700                         | 750          | 6,700    | -        | 41,150    | 3,230,096          |
|                          | Transfers To/(From) Rate             | -                              | -            | -        | -        | -         | (1,883,785)        |
|                          | <b>Surplus/(Deficit)</b>             | <b>-</b>                       | <b>-</b>     | <b>-</b> | <b>-</b> | <b>-</b>  | <b>0</b>           |
| 2021 BUDGET              | Revenue                              | 1,069,200                      | 196,200      | 46,900   | 331,700  | 1,644,000 | 28,890,515         |
|                          | Personnel Expenses                   | 366,200                        | 89,700       | -        | 303,100  | 759,000   | 15,143,800         |
|                          | Operating Expenses                   | 307,100                        | 51,700       | 20,200   | 24,700   | 403,700   | 12,611,291         |
|                          | Total Expenses                       | 673,300                        | 141,400      | 20,200   | 327,800  | 1,162,700 | 27,755,091         |
|                          | Surplus/(Deficit) Before Allocations | 395,900                        | 54,800       | 26,700   | 3,900    | 481,300   | 1,135,424          |
|                          | Allocations (To)/From Departments    | 409,077                        | 52,500       | 65,300   | 87,100   | 613,977   | -                  |
|                          | Surplus/(Deficit) After Allocations  | (13,177)                       | 2,300        | (38,600) | (83,200) | (132,677) | 1,135,424          |
|                          | Transfer To/(From) Reserves          | (13,177)                       | 2,300        | (38,600) | (83,200) | (132,677) | 3,266,368          |
|                          | Transfers To/(From) Rate             | -                              | -            | -        | -        | -         | (2,130,944)        |
|                          | <b>Surplus/(Deficit)</b>             | <b>-</b>                       | <b>-</b>     | <b>-</b> | <b>-</b> | <b>-</b>  | <b>-</b>           |
| Variance                 | Revenue                              | 339,800                        | 213,300      | -        | 87,700   | 640,800   | 2,211,914          |
|                          | Personnel Expenses                   | (69,200)                       | 61,000       | -        | 15,900   | 7,700     | 1,016,350          |
|                          | Operating Expenses                   | 149,200                        | 84,100       | -        | (5,900)  | 227,400   | 984,677            |
|                          | Total Expenses                       | 80,000                         | 145,100      | -        | 10,000   | 235,100   | 2,001,027          |
|                          | Surplus/(Deficit) Before Allocations | 259,800                        | 68,200       | -        | 77,700   | 405,700   | 210,887            |
|                          | Allocations (To)/From Departments    | 212,923                        | 69,750       | (45,300) | (5,500)  | 231,873   | -                  |
|                          | Surplus/(Deficit) After Allocations  | 46,877                         | (1,550)      | 45,300   | 83,200   | 173,827   | 210,887            |
|                          | Transfer To/(From) Reserves          | 46,877                         | (1,550)      | 45,300   | 83,200   | 173,827   | (36,272)           |
| Transfers To/(From) Rate | -                                    | -                              | -            | -        | -        | 247,159   |                    |
| <b>Surplus/(Deficit)</b> | <b>-</b>                             | <b>-</b>                       | <b>-</b>     | <b>-</b> | <b>-</b> | <b>0</b>  |                    |



# Appendix C - Departmental Summary & Detail

## Departmental Detail

Appendix C - Departmental Detail

2022 BUDGET

|                                      | Levy              |                |                  |                |                  |                    |                      |                  |                  |                   |
|--------------------------------------|-------------------|----------------|------------------|----------------|------------------|--------------------|----------------------|------------------|------------------|-------------------|
|                                      | Global            | PGA            | BC               | Council        | CAO              | Corporate Services | Legislative Services | Community Safety | Public Works     | Total             |
| Advertising and Sponsorship          | -                 | 110,500        | 2,500            | -              | -                | 35,000             | -                    | -                | -                | 148,000           |
| Donations                            | -                 | -              | 19,500           | -              | -                | -                  | -                    | 600              | -                | 20,100            |
| Fines                                | -                 | -              | 200              | -              | -                | -                  | -                    | 45,000           | -                | 45,200            |
| Fundraising                          | -                 | -              | 19,300           | -              | -                | -                  | -                    | -                | -                | 19,300            |
| Investment Income                    | 145,000           | -              | -                | -              | -                | -                  | -                    | -                | -                | 145,000           |
| Insurance Claim Proceeds             | -                 | -              | -                | -              | -                | -                  | -                    | -                | -                | -                 |
| Lease Income                         | 40,200            | 160,500        | -                | -              | -                | 18,700             | -                    | -                | -                | 219,400           |
| Licences and Permits                 | -                 | -              | -                | -              | -                | 20,000             | 30,000               | 1,500            | -                | 51,500            |
| Rentals                              | 18,000            | 72,000         | 6,300            | -              | -                | 504,000            | -                    | -                | -                | 600,300           |
| Other Revenue                        | -                 | 50,500         | 7,900            | -              | -                | -                  | -                    | -                | 122,800          | 181,200           |
| Chargebacks                          | -                 | -              | -                | -              | -                | -                  | -                    | -                | -                | -                 |
| Fees                                 | -                 | 125,500        | 7,000            | -              | -                | 65,000             | 190,950              | 20,600           | 30,000           | 439,050           |
| Provincial Offences Act              | 23,020            | -              | -                | -              | -                | -                  | -                    | -                | -                | 23,020            |
| Grants - Other                       | 132,540           | 16,500         | 61,300           | -              | 5,000            | -                  | -                    | -                | -                | 215,340           |
| Grant - Federal                      | 580,577           | -              | 4,000            | -              | -                | -                  | -                    | -                | -                | 584,577           |
| Grant - Provincial                   | 2,987,760         | -              | 24,093           | -              | -                | -                  | -                    | -                | 49,000           | 3,060,853         |
| Grant - PY                           | -                 | -              | -                | -              | -                | -                  | -                    | -                | -                | -                 |
| Sales                                | -                 | 180,000        | 6,300            | -              | -                | -                  | -                    | -                | -                | 186,300           |
| Penalties and Interest               | 470,500           | -              | -                | -              | -                | -                  | -                    | -                | -                | 470,500           |
| Property Taxes                       | 21,873,989        | -              | -                | -              | -                | -                  | -                    | -                | -                | 21,873,989        |
| Payment In lieu                      | 384,000           | -              | -                | -              | -                | -                  | -                    | -                | -                | 384,000           |
| Supplemental Tax                     | 150,000           | -              | -                | -              | -                | -                  | -                    | -                | -                | 150,000           |
| Rate Revenue - Variable              | -                 | -              | -                | -              | -                | -                  | -                    | -                | -                | -                 |
| Rate Revenue - Fixed                 | -                 | -              | -                | -              | -                | -                  | -                    | -                | -                | -                 |
| Bulk Haulers                         | -                 | -              | -                | -              | -                | -                  | -                    | -                | -                | -                 |
| <b>Revenue</b>                       | <b>26,805,586</b> | <b>715,500</b> | <b>158,393</b>   | <b>-</b>       | <b>5,000</b>     | <b>642,700</b>     | <b>220,950</b>       | <b>67,700</b>    | <b>201,800</b>   | <b>28,817,629</b> |
| Salaries and Wages - Full Time       | (243,200)         | -              | 677,500          | -              | 748,500          | 2,158,400          | 681,900              | 2,010,200        | 3,349,234        | 9,382,534         |
| Salaries and Wages - Part Time       | -                 | 275,668        | 181,200          | 141,000        | -                | 102,600            | -                    | 419,200          | 220,702          | 1,340,370         |
| Salaries and Wages - Students        | -                 | -              | 12,200           | -              | 36,200           | 110,000            | 18,900               | 36,300           | 145,545          | 359,145           |
| Overtime Pay                         | -                 | -              | -                | -              | -                | 43,500             | 7,000                | 68,800           | 190,000          | 309,300           |
| Honourariums                         | -                 | -              | 700              | -              | -                | -                  | -                    | 25,000           | -                | 25,700            |
| Employee Benefits                    | (83,400)          | 76,256         | 276,900          | 82,100         | 235,800          | 797,700            | 255,100              | 1,109,000        | 1,226,945        | 3,976,401         |
| <b>Personnel Expenses</b>            | <b>(326,600)</b>  | <b>351,924</b> | <b>1,148,500</b> | <b>223,100</b> | <b>1,020,500</b> | <b>3,212,200</b>   | <b>962,900</b>       | <b>3,668,500</b> | <b>5,132,426</b> | <b>15,393,450</b> |
| Association/Membership Fees          | 22,700            | -              | 2,500            | -              | 14,300           | 14,400             | 3,200                | 3,200            | 17,500           | 77,800            |
| Auto - Fuel                          | 229,350           | -              | -                | -              | -                | -                  | -                    | -                | -                | 229,350           |
| Cleaning Supplies                    | -                 | 8,000          | 3,500            | -              | -                | 22,000             | -                    | 3,000            | 7,000            | 43,500            |
| Library Collection                   | -                 | -              | 74,700           | -              | -                | -                  | -                    | -                | -                | 74,700            |
| Comm and Public Relations            | -                 | 62,000         | 7,800            | -              | 61,400           | -                  | 3,000                | 16,300           | 3,000            | 153,500           |
| Computer Software                    | 340,000           | 4,000          | 1,000            | -              | -                | -                  | -                    | -                | 1,000            | 346,000           |
| Contract Services                    | 688,400           | 593,100        | 45,300           | 24,100         | -                | 395,000            | 7,500                | 107,000          | 923,100          | 2,783,500         |
| Cost of Borrowing External Interest  | 920,000           | -              | -                | -              | -                | -                  | -                    | -                | -                | 920,000           |
| Cost of Borrowing External Principal | 1,444,000         | -              | -                | -              | -                | -                  | -                    | -                | -                | 1,444,000         |
| Cost of of Goods Sold                | -                 | 120,160        | 5,000            | -              | -                | -                  | -                    | -                | -                | 125,160           |

Appendix C - Departmental Detail

2022 BUDGET

|   | Levy              |                    |                    |                  |                    |                    |                      |                    |                    |                   |
|---|-------------------|--------------------|--------------------|------------------|--------------------|--------------------|----------------------|--------------------|--------------------|-------------------|
|   | Global            | PGA                | BC                 | Council          | CAO                | Corporate Services | Legislative Services | Community Safety   | Public Works       | Total             |
| Credit Card Fees                            | 105,000           | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | 105,000           |
| PAP / Online Incentives                     | -                 | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | -                 |
| Seniors Discount                            | -                 | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | -                 |
| Equipment - Purchase                        | -                 | -                  | 13,300             | -                | -                  | 8,500              | -                    | 26,200             | 101,300            | 149,300           |
| Equipment - Rental                          | 309,400           | 194,000            | 3,000              | -                | -                  | 5,000              | -                    | -                  | 47,100             | 558,500           |
| Financial Expenses                          | 7,000             | 2,000              | -                  | -                | -                  | -                  | -                    | -                  | -                  | 9,000             |
| Land Leases                                 | 40,000            | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | 40,000            |
| Grants and Sponsorship Expense              | -                 | 383,700            | 1,000              | -                | -                  | -                  | -                    | -                  | -                  | 384,700           |
| Hospitality Expense                         | -                 | -                  | 2,250              | 7,300            | 1,700              | 3,500              | 1,400                | 6,000              | 6,900              | 29,050            |
| Insurance - Contract                        | 642,091           | -                  | 6,253              | -                | -                  | -                  | -                    | -                  | -                  | 648,344           |
| Insurance Ded and Adm cost                  | 150,000           | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | 150,000           |
| Office Supplies                             | -                 | 7,500              | 8,600              | 3,600            | 6,700              | 26,700             | 4,000                | 8,400              | 15,600             | 81,100            |
| Postage & Courier                           | -                 | -                  | 2,940              | 1,000            | 300                | 48,700             | 300                  | 2,600              | 800                | 56,640            |
| Program Supplies                            | -                 | 331,540            | 23,200             | -                | -                  | 4,000              | -                    | 40,000             | 25,700             | 424,440           |
| Protective & Uniform Clothing               | 32,300            | 23,000             | 2,300              | -                | -                  | 1,400              | -                    | 40,500             | 19,300             | 118,800           |
| R&M Grounds                                 | -                 | 87,500             | 1,000              | -                | -                  | 24,000             | -                    | -                  | 114,000            | 226,500           |
| R&M Trails                                  | -                 | -                  | -                  | -                | -                  | -                  | -                    | -                  | 113,800            | 113,800           |
| R&M Consumables and Parts                   | 162,300           | -                  | 15,000             | -                | -                  | -                  | -                    | -                  | 295,900            | 473,200           |
| Repairs and Maintenance - Auto              | 170,000           | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | 170,000           |
| R&M Playground                              | -                 | -                  | -                  | -                | -                  | -                  | -                    | -                  | 20,000             | 20,000            |
| Repairs and Maintenance - Tree              | -                 | -                  | -                  | -                | -                  | -                  | -                    | -                  | 21,200             | 21,200            |
| Staff Training & Development                | 104,200           | 6,900              | 12,200             | 32,100           | 19,600             | 59,200             | 17,500               | 63,900             | 93,000             | 408,600           |
| SME - Audit and Actuary                     | -                 | -                  | 6,500              | -                | -                  | 85,000             | -                    | -                  | -                  | 91,500            |
| SME - Consultants                           | -                 | 4,000              | -                  | -                | 60,000             | 30,000             | 30,000               | -                  | 70,000             | 194,000           |
| Subject Matter Experts - Legal              | 200,000           | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | 200,000           |
| Subscriptions and Publications              | -                 | -                  | 1,000              | -                | 1,500              | 3,500              | 800                  | 1,500              | 3,200              | 11,500            |
| Telephone/Internet                          | 106,000           | -                  | 17,325             | 3,000            | 5,034              | 8,911              | 2,900                | 13,000             | 24,100             | 180,270           |
| Travel                                      | -                 | 1,400              | 1,700              | 6,420            | 3,900              | 11,600             | 3,400                | 12,700             | 15,100             | 56,220            |
| Utilities - Gas                             | 195,800           | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | 195,800           |
| Utilities - Hydro                           | 1,177,400         | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | 1,177,400         |
| Utilities - Water                           | 214,520           | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | 214,520           |
| Property Tax Charges                        | -                 | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | -                 |
| City Owned Property SS Charges              | -                 | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | -                 |
| Tax Reassessment and Uncollect              | 186,974           | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | 186,974           |
| Property Taxes - Rebates                    | 37,000            | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | 37,000            |
| Property Taxes - Tax Incentive Grants       | 34,000            | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | 34,000            |
| Region Rate - Fixed                         | -                 | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | -                 |
| Region Rate - Variable                      | -                 | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | -                 |
| <b>Operating Expenses</b>                   | <b>7,518,435</b>  | <b>1,828,800</b>   | <b>257,368</b>     | <b>77,520</b>    | <b>174,434</b>     | <b>751,411</b>     | <b>74,000</b>        | <b>344,300</b>     | <b>1,938,600</b>   | <b>12,964,868</b> |
| <b>Total Expenses</b>                       | <b>7,191,835</b>  | <b>2,180,724</b>   | <b>1,405,868</b>   | <b>300,620</b>   | <b>1,194,934</b>   | <b>3,963,611</b>   | <b>1,036,900</b>     | <b>4,012,800</b>   | <b>7,071,026</b>   | <b>28,358,318</b> |
| <b>Surplus/(Deficit) Before Allocations</b> | <b>19,613,751</b> | <b>(1,465,224)</b> | <b>(1,247,475)</b> | <b>(300,620)</b> | <b>(1,189,934)</b> | <b>(3,320,911)</b> | <b>(815,950)</b>     | <b>(3,945,100)</b> | <b>(6,869,226)</b> | <b>459,311</b>    |

Appendix C - Departmental Detail

2022 BUDGET

|   | Levy              |                    |                    |                  |                    |                    |                      |                    |                    |             |
|---|-------------------|--------------------|--------------------|------------------|--------------------|--------------------|----------------------|--------------------|--------------------|-------------|
|   | Global            | PGA                | BC                 | Council          | CAO                | Corporate Services | Legislative Services | Community Safety   | Public Works       | Total       |
| Allocated Overhead (Credit Cards / Insurance) | (263,950)         | -                  | 62,000             | -                | -                  | -                  | -                    | -                  | -                  | (201,950)   |
| Cost of Borrowing - Internal - Interest       | (17,400)          | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | (17,400)    |
| Cost of Borrowing - Internal - Principal      | (130,400)         | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | (130,400)   |
| Capital and Related Project (SSE/BC only)     | -                 | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | -           |
| COVID - Personnel                             | -                 | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | -           |
| COVID - Other                                 | -                 | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | -           |
| Facility Costs                                | (406,800)         | 20,900             | 209,600            | -                | -                  | -                  | -                    | -                  | -                  | (176,300)   |
| Fleet and Equipment                           | -                 | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | -           |
| Personnel                                     | -                 | 29,550             | 45,000             | -                | (71,550)           | (153,700)          | -                    | -                  | -                  | (150,700)   |
| Technology                                    | -                 | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | -           |
| Global Departmental Allocations               | 784,148           | 126,411            | -                  | -                | -                  | (234,911)          | (60,600)             | -                  | (784,148)          | (169,100)   |
| Allocations (To)/From Departments             | (34,402)          | 176,861            | 316,600            | -                | (71,550)           | (388,611)          | (60,600)             | -                  | (784,148)          | (845,850)   |
| Surplus/(Deficit) After Allocations           | 19,648,153        | (1,642,085)        | (1,564,075)        | (300,620)        | (1,118,384)        | (2,932,300)        | (755,350)            | (3,945,100)        | (6,085,078)        | 1,305,161   |
| Transfer To/(From) Reserves                   | 3,329,146         | (219,600)          | 69,000             | -                | -                  | (74,600)           | -                    | -                  | 85,000             | 3,188,946   |
| Transfers To/(From) Rate                      | (1,883,785)       | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | (1,883,785) |
| <b>Surplus/(Deficit)</b>                      | <b>18,202,792</b> | <b>(1,422,485)</b> | <b>(1,633,075)</b> | <b>(300,620)</b> | <b>(1,118,384)</b> | <b>(2,857,700)</b> | <b>(755,350)</b>     | <b>(3,945,100)</b> | <b>(6,170,078)</b> | <b>0</b>    |

Appendix C - Departmental Detail

2021 BUDGET

|                                      | Levy              |                |                |                |                |                    |                      |                  |                  |                   |
|--------------------------------------|-------------------|----------------|----------------|----------------|----------------|--------------------|----------------------|------------------|------------------|-------------------|
|                                      | Global            | PGA            | BC             | Council        | CAO            | Corporate Services | Legislative Services | Community Safety | Public Works     | Total             |
| Advertising and Sponsorship          | -                 | 53,000         | -              | -              | -              | 35,000             | -                    | -                | -                | 88,000            |
| Donations                            | 125,000           | -              | 12,900         | -              | -              | -                  | -                    | -                | -                | 137,900           |
| Fines                                | -                 | -              | 500            | -              | -              | -                  | -                    | 11,000           | -                | 11,500            |
| Fundraising                          | -                 | -              | -              | -              | -              | -                  | -                    | -                | -                | -                 |
| Investment Income                    | 105,000           | -              | -              | -              | -              | -                  | -                    | -                | -                | 105,000           |
| Insurance Claim Proceeds             | -                 | -              | -              | -              | -              | -                  | -                    | -                | -                | -                 |
| Lease Income                         | 40,200            | 151,000        | -              | -              | -              | 18,700             | -                    | -                | -                | 209,900           |
| Licences and Permits                 | -                 | -              | -              | -              | -              | 16,000             | 21,500               | 20,500           | -                | 58,000            |
| Rentals                              | 18,000            | (2,300)        | 11,300         | -              | -              | 497,000            | -                    | -                | 6,000            | 530,000           |
| Other Revenue                        | -                 | -              | -              | -              | -              | -                  | -                    | -                | 142,500          | 142,500           |
| Chargebacks                          | -                 | -              | -              | -              | -              | -                  | -                    | -                | -                | -                 |
| Fees                                 | -                 | 48,900         | 16,500         | -              | -              | 82,700             | 184,100              | 20,600           | 28,000           | 380,800           |
| Provincial Offences Act              | -                 | -              | -              | -              | -              | -                  | -                    | -                | -                | -                 |
| Grants - Other                       | -                 | 26,200         | 91,400         | -              | -              | -                  | -                    | -                | 5,000            | 122,600           |
| Grant - Federal                      | 555,355           | -              | -              | -              | -              | -                  | -                    | -                | -                | 555,355           |
| Grant - Provincial                   | 3,109,860         | 138,000        | -              | -              | 3,700          | -                  | -                    | -                | 49,000           | 3,300,560         |
| Grant - PY                           | -                 | -              | -              | -              | -              | -                  | -                    | -                | -                | -                 |
| Sales                                | -                 | 25,000         | 12,500         | -              | -              | 4,800              | -                    | -                | -                | 42,300            |
| Penalties and Interest               | 470,500           | (20,000)       | -              | -              | -              | -                  | -                    | -                | -                | 450,500           |
| Property Taxes                       | 20,577,600        | -              | -              | -              | -              | -                  | -                    | -                | -                | 20,577,600        |
| Payment In lieu                      | 384,000           | -              | -              | -              | -              | -                  | -                    | -                | -                | 384,000           |
| Supplemental Tax                     | 150,000           | -              | -              | -              | -              | -                  | -                    | -                | -                | 150,000           |
| Rate Revenue - Variable              | -                 | -              | -              | -              | -              | -                  | -                    | -                | -                | -                 |
| Rate Revenue - Fixed                 | -                 | -              | -              | -              | -              | -                  | -                    | -                | -                | -                 |
| Bulk Haulers                         | -                 | -              | -              | -              | -              | -                  | -                    | -                | -                | -                 |
| <b>Revenue</b>                       | <b>25,535,515</b> | <b>419,800</b> | <b>145,100</b> | <b>-</b>       | <b>3,700</b>   | <b>654,200</b>     | <b>205,600</b>       | <b>52,100</b>    | <b>230,500</b>   | <b>27,246,515</b> |
| Salaries and Wages - Full Time       | 35,138            | -              | 559,600        | -              | 717,862        | 1,943,000          | 585,200              | 1,902,200        | 3,239,200        | 8,982,200         |
| Salaries and Wages - Part Time       | -                 | 273,500        | 118,500        | 141,400        | -              | 187,000            | -                    | 438,600          | 220,300          | 1,379,300         |
| Salaries and Wages - Students        | -                 | 40,000         | -              | -              | 27,000         | 80,900             | 27,000               | 19,300           | 170,500          | 364,700           |
| Overtime Pay                         | -                 | -              | -              | -              | -              | 38,500             | -                    | 72,800           | 189,200          | 300,500           |
| Honourariums                         | -                 | -              | -              | -              | -              | -                  | -                    | 25,000           | -                | 25,000            |
| Employee Benefits                    | 13,400            | 73,500         | 212,900        | 93,700         | 210,800        | 646,300            | 184,700              | 809,300          | 1,088,500        | 3,333,100         |
| <b>Personnel Expenses</b>            | <b>48,538</b>     | <b>387,000</b> | <b>891,000</b> | <b>235,100</b> | <b>955,662</b> | <b>2,895,700</b>   | <b>796,900</b>       | <b>3,267,200</b> | <b>4,907,700</b> | <b>14,384,800</b> |
| Association/Membership Fees          | 12,700            | 200            | 1,800          | -              | 23,800         | 14,400             | 3,900                | 3,200            | 20,100           | 80,100            |
| Auto - Fuel                          | 208,500           | -              | -              | -              | -              | -                  | -                    | -                | -                | 208,500           |
| Cleaning Supplies                    | -                 | 20,700         | -              | -              | -              | 21,500             | -                    | 3,000            | 7,000            | 52,200            |
| Library Collection                   | -                 | -              | 72,800         | -              | -              | -                  | -                    | -                | -                | 72,800            |
| Comm and Public Relations            | -                 | 42,000         | 6,600          | -              | 51,400         | -                  | 5,000                | 16,300           | 3,000            | 124,300           |
| Computer Software                    | 274,000           | -              | 1,000          | -              | -              | -                  | -                    | -                | -                | 275,000           |
| Contract Services                    | 641,100           | 648,300        | 51,000         | 24,100         | 10,000         | 393,100            | -                    | 105,800          | 874,400          | 2,747,800         |
| Cost of Borrowing External Interest  | 944,182           | -              | -              | -              | -              | -                  | -                    | -                | -                | 944,182           |
| Cost of Borrowing External Principal | 1,462,713         | -              | -              | -              | -              | -                  | -                    | -                | -                | 1,462,713         |
| Cost of of Goods Sold                | -                 | 15,000         | 5,000          | -              | -              | 500                | -                    | -                | -                | 20,500            |

Appendix C - Departmental Detail

2021 BUDGET

|   | Levy              |                    |                  |                  |                    |                    |                      |                    |                    |                   |
|---|-------------------|--------------------|------------------|------------------|--------------------|--------------------|----------------------|--------------------|--------------------|-------------------|
|   | Global            | PGA                | BC               | Council          | CAO                | Corporate Services | Legislative Services | Community Safety   | Public Works       | Total             |
| Credit Card Fees                            | 84,500            | -                  | -                | -                | -                  | -                  | -                    | -                  | -                  | 84,500            |
| PAP / Online Incentives                     | -                 | -                  | -                | -                | -                  | -                  | -                    | -                  | -                  | -                 |
| Seniors Discount                            | -                 | -                  | -                | -                | -                  | -                  | -                    | -                  | -                  | -                 |
| Equipment - Purchase                        | -                 | -                  | 27,300           | -                | -                  | 8,500              | -                    | 26,200             | 90,300             | 152,300           |
| Equipment - Rental                          | 427,600           | 115,000            | -                | -                | -                  | 3,400              | -                    | -                  | 47,100             | 593,100           |
| Financial Expenses                          | 7,000             | -                  | -                | -                | -                  | -                  | -                    | -                  | -                  | 7,000             |
| Land Leases                                 | -                 | -                  | -                | -                | -                  | -                  | -                    | -                  | -                  | -                 |
| Grants and Sponsorship Expense              | -                 | 373,500            | -                | -                | -                  | -                  | -                    | -                  | -                  | 373,500           |
| Hospitality Expense                         | -                 | -                  | 1,900            | 7,300            | 900                | 3,500              | 1,200                | 6,000              | 6,000              | 26,800            |
| Insurance - Contract                        | 517,500           | -                  | -                | -                | -                  | -                  | -                    | -                  | -                  | 517,500           |
| Insurance Ded and Adm cost                  | 150,000           | -                  | -                | -                | -                  | -                  | -                    | -                  | -                  | 150,000           |
| Office Supplies                             | -                 | 500                | 6,500            | 3,600            | 2,800              | 29,200             | 2,000                | 8,000              | 18,100             | 70,700            |
| Postage & Courier                           | -                 | -                  | 2,400            | 100              | 300                | 49,200             | 500                  | 2,600              | 600                | 55,700            |
| Program Supplies                            | -                 | 107,700            | 18,300           | -                | -                  | 13,600             | -                    | 44,000             | 25,700             | 209,300           |
| Protective & Uniform Clothing               | 32,300            | 48,000             | 1,900            | -                | -                  | 1,000              | -                    | 25,000             | 15,700             | 123,900           |
| R&M Grounds                                 | -                 | 87,500             | -                | -                | -                  | 27,800             | -                    | -                  | 116,600            | 231,900           |
| R&M Trails                                  | -                 | -                  | -                | -                | -                  | -                  | -                    | -                  | 113,800            | 113,800           |
| R&M Consumables and Parts                   | 136,000           | -                  | -                | -                | -                  | -                  | -                    | -                  | 292,900            | 428,900           |
| Repairs and Maintenance - Auto              | 151,800           | -                  | -                | -                | -                  | -                  | -                    | -                  | -                  | 151,800           |
| R&M Playground                              | -                 | -                  | -                | -                | -                  | -                  | -                    | -                  | 3,000              | 3,000             |
| Repairs and Maintenance - Tree              | -                 | -                  | -                | -                | -                  | -                  | -                    | -                  | 21,200             | 21,200            |
| Staff Training & Development                | 88,800            | 6,800              | 11,500           | 31,800           | 18,300             | 57,600             | 14,600               | 60,400             | 90,600             | 380,400           |
| SME - Audit and Actuary                     | -                 | -                  | 6,500            | -                | -                  | 55,000             | -                    | -                  | -                  | 61,500            |
| SME - Consultants                           | -                 | 40,000             | -                | -                | 60,000             | 40,000             | 30,000               | -                  | 70,000             | 240,000           |
| Subject Matter Experts - Legal              | 120,000           | -                  | -                | -                | -                  | -                  | -                    | -                  | -                  | 120,000           |
| Subscriptions and Publications              | -                 | -                  | -                | -                | 1,200              | 3,000              | 800                  | 1,500              | 3,500              | 10,000            |
| Telephone/Internet                          | 105,900           | 1,000              | 11,600           | 7,100            | 6,500              | 20,700             | 3,200                | 8,700              | 39,000             | 203,700           |
| Travel                                      | 17,800            | 1,400              | 1,400            | 6,400            | 3,600              | 11,500             | 2,900                | 12,100             | 18,300             | 75,400            |
| Utilities - Gas                             | 170,400           | -                  | -                | -                | -                  | -                  | -                    | -                  | -                  | 170,400           |
| Utilities - Hydro                           | 1,053,800         | -                  | -                | -                | -                  | -                  | -                    | -                  | -                  | 1,053,800         |
| Utilities - Water                           | 194,400           | -                  | -                | -                | -                  | -                  | -                    | -                  | -                  | 194,400           |
| Property Tax Charges                        | -                 | -                  | -                | -                | -                  | -                  | -                    | -                  | -                  | -                 |
| City Owned Property SS Charges              | -                 | -                  | -                | -                | -                  | -                  | -                    | -                  | -                  | -                 |
| Tax Reassessment and Uncollect              | 323,996           | -                  | -                | -                | -                  | -                  | -                    | -                  | -                  | 323,996           |
| Property Taxes - Rebates                    | 37,000            | -                  | -                | -                | -                  | -                  | -                    | -                  | -                  | 37,000            |
| Property Taxes - Tax Incentive Grants       | 34,000            | -                  | -                | -                | -                  | -                  | -                    | -                  | -                  | 34,000            |
| Region Rate - Fixed                         | -                 | -                  | -                | -                | -                  | -                  | -                    | -                  | -                  | -                 |
| Region Rate - Variable                      | -                 | -                  | -                | -                | -                  | -                  | -                    | -                  | -                  | -                 |
| <b>Operating Expenses</b>                   | <b>7,195,991</b>  | <b>1,507,600</b>   | <b>227,500</b>   | <b>80,400</b>    | <b>178,800</b>     | <b>753,500</b>     | <b>64,100</b>        | <b>322,800</b>     | <b>1,876,900</b>   | <b>12,207,591</b> |
| <b>Total Expenses</b>                       | <b>7,244,529</b>  | <b>1,894,600</b>   | <b>1,118,500</b> | <b>315,500</b>   | <b>1,134,462</b>   | <b>3,649,200</b>   | <b>861,000</b>       | <b>3,590,000</b>   | <b>6,784,600</b>   | <b>26,592,391</b> |
| <b>Surplus/(Deficit) Before Allocations</b> | <b>18,290,986</b> | <b>(1,474,800)</b> | <b>(973,400)</b> | <b>(315,500)</b> | <b>(1,130,762)</b> | <b>(2,995,000)</b> | <b>(655,400)</b>     | <b>(3,537,900)</b> | <b>(6,554,100)</b> | <b>654,124</b>    |

Appendix C - Departmental Detail

2021 BUDGET

|   | Levy              |                    |                    |                  |                    |                    |                      |                    |                    | Total       |
|---|-------------------|--------------------|--------------------|------------------|--------------------|--------------------|----------------------|--------------------|--------------------|-------------|
|   | Global            | PGA                | BC                 | Council          | CAO                | Corporate Services | Legislative Services | Community Safety   | Public Works       |             |
| Allocated Overhead (Credit Cards / Insurance) | (135,100)         | -                  | 53,500             | -                | -                  | -                  | -                    | -                  | -                  | (81,600)    |
| Cost of Borrowing - Internal - Interest       | (7,794)           | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | (7,794)     |
| Cost of Borrowing - Internal - Principal      | (76,883)          | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | (76,883)    |
| Capital and Related Project (SSE/BC only)     | (55,000)          | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | (55,000)    |
| COVID - Personnel                             | -                 | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | -           |
| COVID - Other                                 | -                 | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | -           |
| Facility Costs                                | (348,900)         | 20,000             | 167,600            | -                | -                  | -                  | -                    | -                  | -                  | (161,300)   |
| Fleet and Equipment                           | -                 | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | -           |
| Personnel                                     | -                 | -                  | -                  | -                | (20,000)           | -                  | -                    | -                  | -                  | (20,000)    |
| Technology                                    | -                 | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | -           |
| Global Departmental Allocations               | 753,506           | 132,950            | -                  | -                | -                  | (218,250)          | (70,500)             | -                  | (809,106)          | (211,400)   |
| Allocations (To)/From Departments             | 129,829           | 152,950            | 221,100            | -                | (20,000)           | (218,250)          | (70,500)             | -                  | (809,106)          | (613,977)   |
| Surplus/(Deficit) After Allocations           | 18,161,157        | (1,627,750)        | (1,194,500)        | (315,500)        | (1,110,762)        | (2,776,750)        | (584,900)            | (3,537,900)        | (5,744,994)        | 1,268,101   |
| Transfer To/(From) Reserves                   | 4,002,445         | (208,400)          | 50,000             | -                | -                  | -                  | -                    | -                  | (445,000)          | 3,399,045   |
| Transfers To/(From) Rate                      | (2,130,944)       | -                  | -                  | -                | -                  | -                  | -                    | -                  | -                  | (2,130,944) |
| <b>Surplus/(Deficit)</b>                      | <b>16,289,656</b> | <b>(1,419,350)</b> | <b>(1,244,500)</b> | <b>(315,500)</b> | <b>(1,110,762)</b> | <b>(2,776,750)</b> | <b>(584,900)</b>     | <b>(3,537,900)</b> | <b>(5,299,994)</b> | <b>-</b>    |

Appendix C - Departmental Detail

VARIANCE

|                                      | Levy             |                 |                |                 |               |                    |                      |                  |                 |                  |
|--------------------------------------|------------------|-----------------|----------------|-----------------|---------------|--------------------|----------------------|------------------|-----------------|------------------|
|                                      | Global           | PGA             | BC             | Council         | CAO           | Corporate Services | Legislative Services | Community Safety | Public Works    | Total            |
| Advertising and Sponsorship          | -                | 57,500          | 2,500          | -               | -             | -                  | -                    | -                | -               | 60,000           |
| Donations                            | (125,000)        | -               | 6,600          | -               | -             | -                  | -                    | 600              | -               | (117,800)        |
| Fines                                | -                | -               | (300)          | -               | -             | -                  | -                    | 34,000           | -               | 33,700           |
| Fundraising                          | -                | -               | 19,300         | -               | -             | -                  | -                    | -                | -               | 19,300           |
| Investment Income                    | 40,000           | -               | -              | -               | -             | -                  | -                    | -                | -               | 40,000           |
| Insurance Claim Proceeds             | -                | -               | -              | -               | -             | -                  | -                    | -                | -               | -                |
| Lease Income                         | -                | 9,500           | -              | -               | -             | -                  | -                    | -                | -               | 9,500            |
| Licences and Permits                 | -                | -               | -              | -               | -             | 4,000              | 8,500                | (19,000)         | -               | (6,500)          |
| Rentals                              | -                | 74,300          | (5,000)        | -               | -             | 7,000              | -                    | -                | (6,000)         | 70,300           |
| Other Revenue                        | -                | 50,500          | 7,900          | -               | -             | -                  | -                    | -                | (19,700)        | 38,700           |
| Chargebacks                          | -                | -               | -              | -               | -             | -                  | -                    | -                | -               | -                |
| Fees                                 | -                | 76,600          | (9,500)        | -               | -             | (17,700)           | 6,850                | -                | 2,000           | 58,250           |
| Provincial Offences Act              | 23,020           | -               | -              | -               | -             | -                  | -                    | -                | -               | 23,020           |
| Grants - Other                       | 132,540          | (9,700)         | (30,100)       | -               | 5,000         | -                  | -                    | -                | (5,000)         | 92,740           |
| Grant - Federal                      | 25,222           | -               | 4,000          | -               | -             | -                  | -                    | -                | -               | 29,222           |
| Grant - Provincial                   | (122,100)        | (138,000)       | 24,093         | -               | (3,700)       | -                  | -                    | -                | -               | (239,707)        |
| Grant - PY                           | -                | -               | -              | -               | -             | -                  | -                    | -                | -               | -                |
| Sales                                | -                | 155,000         | (6,200)        | -               | -             | (4,800)            | -                    | -                | -               | 144,000          |
| Penalties and Interest               | -                | 20,000          | -              | -               | -             | -                  | -                    | -                | -               | 20,000           |
| Property Taxes                       | 1,296,389        | -               | -              | -               | -             | -                  | -                    | -                | -               | 1,296,389        |
| Payment In lieu                      | -                | -               | -              | -               | -             | -                  | -                    | -                | -               | -                |
| Supplemental Tax                     | -                | -               | -              | -               | -             | -                  | -                    | -                | -               | -                |
| Rate Revenue - Variable              | -                | -               | -              | -               | -             | -                  | -                    | -                | -               | -                |
| Rate Revenue - Fixed                 | -                | -               | -              | -               | -             | -                  | -                    | -                | -               | -                |
| Bulk Haulers                         | -                | -               | -              | -               | -             | -                  | -                    | -                | -               | -                |
| <b>Revenue</b>                       | <b>1,270,071</b> | <b>295,700</b>  | <b>13,293</b>  | <b>-</b>        | <b>1,300</b>  | <b>(11,500)</b>    | <b>15,350</b>        | <b>15,600</b>    | <b>(28,700)</b> | <b>1,571,114</b> |
| Salaries and Wages - Full Time       | (278,338)        | -               | 117,900        | -               | 30,638        | 215,400            | 96,700               | 108,000          | 110,034         | 400,334          |
| Salaries and Wages - Part Time       | -                | 2,168           | 62,700         | (400)           | -             | (84,400)           | -                    | (19,400)         | 402             | (38,930)         |
| Salaries and Wages - Students        | -                | (40,000)        | 12,200         | -               | 9,200         | 29,100             | (8,100)              | 17,000           | (24,955)        | (5,555)          |
| Overtime Pay                         | -                | -               | -              | -               | -             | 5,000              | 7,000                | (4,000)          | 800             | 8,800            |
| Honourariums                         | -                | -               | 700            | -               | -             | -                  | -                    | -                | -               | 700              |
| Employee Benefits                    | (96,800)         | 2,756           | 64,000         | (11,600)        | 25,000        | 151,400            | 70,400               | 299,700          | 138,445         | 643,301          |
| <b>Personnel Expenses</b>            | <b>(375,138)</b> | <b>(35,076)</b> | <b>257,500</b> | <b>(12,000)</b> | <b>64,838</b> | <b>316,500</b>     | <b>166,000</b>       | <b>401,300</b>   | <b>224,726</b>  | <b>1,008,650</b> |
| Association/Membership Fees          | 10,000           | (200)           | 700            | -               | (9,500)       | -                  | (700)                | -                | (2,600)         | (2,300)          |
| Auto - Fuel                          | 20,850           | -               | -              | -               | -             | -                  | -                    | -                | -               | 20,850           |
| Cleaning Supplies                    | -                | (12,700)        | 3,500          | -               | -             | 500                | -                    | -                | -               | (8,700)          |
| Library Collection                   | -                | -               | 1,900          | -               | -             | -                  | -                    | -                | -               | 1,900            |
| Comm and Public Relations            | -                | 20,000          | 1,200          | -               | 10,000        | -                  | (2,000)              | -                | -               | 29,200           |
| Computer Software                    | 66,000           | 4,000           | -              | -               | -             | -                  | -                    | -                | 1,000           | 71,000           |
| Contract Services                    | 47,300           | (55,200)        | (5,700)        | -               | (10,000)      | 1,900              | 7,500                | 1,200            | 48,700          | 35,700           |
| Cost of Borrowing External Interest  | (24,182)         | -               | -              | -               | -             | -                  | -                    | -                | -               | (24,182)         |
| Cost of Borrowing External Principal | (18,713)         | -               | -              | -               | -             | -                  | -                    | -                | -               | (18,713)         |
| Cost of of Goods Sold                | -                | 105,160         | -              | -               | -             | (500)              | -                    | -                | -               | 104,660          |



Appendix C - Departmental Detail

VARIANCE

|                                       | Levy      |          |           |          |          |                    |                      |                  |              | Total     |
|---------------------------------------|-----------|----------|-----------|----------|----------|--------------------|----------------------|------------------|--------------|-----------|
|                                       | Global    | PGA      | BC        | Council  | CAO      | Corporate Services | Legislative Services | Community Safety | Public Works |           |
| Credit Card Fees                      | 20,500    | -        | -         | -        | -        | -                  | -                    | -                | -            | 20,500    |
| PAP / Online Incentives               | -         | -        | -         | -        | -        | -                  | -                    | -                | -            | -         |
| Seniors Discount                      | -         | -        | -         | -        | -        | -                  | -                    | -                | -            | -         |
| Equipment - Purchase                  | -         | -        | (14,000)  | -        | -        | -                  | -                    | -                | 11,000       | (3,000)   |
| Equipment - Rental                    | (118,200) | 79,000   | 3,000     | -        | -        | 1,600              | -                    | -                | -            | (34,600)  |
| Financial Expenses                    | -         | 2,000    | -         | -        | -        | -                  | -                    | -                | -            | 2,000     |
| Land Leases                           | 40,000    | -        | -         | -        | -        | -                  | -                    | -                | -            | 40,000    |
| Grants and Sponsorship Expense        | -         | 10,200   | 1,000     | -        | -        | -                  | -                    | -                | -            | 11,200    |
| Hospitality Expense                   | -         | -        | 350       | -        | 800      | -                  | 200                  | -                | 900          | 2,250     |
| Insurance - Contract                  | 124,591   | -        | 6,253     | -        | -        | -                  | -                    | -                | -            | 130,844   |
| Insurance Ded and Adm cost            | -         | -        | -         | -        | -        | -                  | -                    | -                | -            | -         |
| Office Supplies                       | -         | 7,000    | 2,100     | -        | 3,900    | (2,500)            | 2,000                | 400              | (2,500)      | 10,400    |
| Postage & Courier                     | -         | -        | 540       | 900      | -        | (500)              | (200)                | -                | 200          | 940       |
| Program Supplies                      | -         | 223,840  | 4,900     | -        | -        | (9,600)            | -                    | (4,000)          | -            | 215,140   |
| Protective & Uniform Clothing         | -         | (25,000) | 400       | -        | -        | 400                | -                    | 15,500           | 3,600        | (5,100)   |
| R&M Grounds                           | -         | -        | 1,000     | -        | -        | (3,800)            | -                    | -                | (2,600)      | (5,400)   |
| R&M Trails                            | -         | -        | -         | -        | -        | -                  | -                    | -                | -            | -         |
| R&M Consumables and Parts             | 26,300    | -        | 15,000    | -        | -        | -                  | -                    | -                | 3,000        | 44,300    |
| Repairs and Maintenance - Auto        | 18,200    | -        | -         | -        | -        | -                  | -                    | -                | -            | 18,200    |
| R&M Playground                        | -         | -        | -         | -        | -        | -                  | -                    | -                | 17,000       | 17,000    |
| Repairs and Maintenance - Tree        | -         | -        | -         | -        | -        | -                  | -                    | -                | -            | -         |
| Staff Training & Development          | 15,400    | 100      | 700       | 300      | 1,300    | 1,600              | 2,900                | 3,500            | 2,400        | 28,200    |
| SME - Audit and Actuary               | -         | -        | -         | -        | -        | 30,000             | -                    | -                | -            | 30,000    |
| SME - Consultants                     | -         | (36,000) | -         | -        | -        | (10,000)           | -                    | -                | -            | (46,000)  |
| Subject Matter Experts - Legal        | 80,000    | -        | -         | -        | -        | -                  | -                    | -                | -            | 80,000    |
| Subscriptions and Publications        | -         | -        | 1,000     | -        | 300      | 500                | -                    | -                | (300)        | 1,500     |
| Telephone/Internet                    | 100       | (1,000)  | 5,725     | (4,100)  | (1,466)  | (11,789)           | (300)                | 4,300            | (14,900)     | (23,430)  |
| Travel                                | (17,800)  | -        | 300       | 20       | 300      | 100                | 500                  | 600              | (3,200)      | (19,180)  |
| Utilities - Gas                       | 25,400    | -        | -         | -        | -        | -                  | -                    | -                | -            | 25,400    |
| Utilities - Hydro                     | 123,600   | -        | -         | -        | -        | -                  | -                    | -                | -            | 123,600   |
| Utilities - Water                     | 20,120    | -        | -         | -        | -        | -                  | -                    | -                | -            | 20,120    |
| Property Tax Charges                  | -         | -        | -         | -        | -        | -                  | -                    | -                | -            | -         |
| City Owned Property SS Charges        | -         | -        | -         | -        | -        | -                  | -                    | -                | -            | -         |
| Tax Reassessment and Uncollect        | (137,022) | -        | -         | -        | -        | -                  | -                    | -                | -            | (137,022) |
| Property Taxes - Rebates              | -         | -        | -         | -        | -        | -                  | -                    | -                | -            | -         |
| Property Taxes - Tax Incentive Grants | -         | -        | -         | -        | -        | -                  | -                    | -                | -            | -         |
| Region Rate - Fixed                   | -         | -        | -         | -        | -        | -                  | -                    | -                | -            | -         |
| Region Rate - Variable                | -         | -        | -         | -        | -        | -                  | -                    | -                | -            | -         |
| Operating Expenses                    | 322,444   | 321,200  | 29,868    | (2,880)  | (4,366)  | (2,089)            | 9,900                | 21,500           | 61,700       | 757,277   |
| Total Expenses                        | (52,694)  | 286,124  | 287,368   | (14,880) | 60,472   | 314,411            | 175,900              | 422,800          | 286,426      | 1,765,927 |
| Surplus/(Deficit) Before Allocations  | 1,322,765 | 9,576    | (274,075) | 14,880   | (59,172) | (325,911)          | (160,550)            | (407,200)        | (315,126)    | (194,813) |

Appendix C - Departmental Detail

|   | Levy             |                |                  |               |                |                    |                      |                  |                  |           |
|---|------------------|----------------|------------------|---------------|----------------|--------------------|----------------------|------------------|------------------|-----------|
|   | Global           | PGA            | BC               | Council       | CAO            | Corporate Services | Legislative Services | Community Safety | Public Works     | Total     |
| <b>VARIANCE</b> Allocated Overhead (Credit Cards / Insurance) | (128,850)        | -              | 8,500            | -             | -              | -                  | -                    | -                | -                | (120,350) |
| Cost of Borrowing - Internal - Interest                       | (9,606)          | -              | -                | -             | -              | -                  | -                    | -                | -                | (9,606)   |
| Cost of Borrowing - Internal - Principal                      | (53,517)         | -              | -                | -             | -              | -                  | -                    | -                | -                | (53,517)  |
| Capital and Related Project (SSE/BC only)                     | 55,000           | -              | -                | -             | -              | -                  | -                    | -                | -                | 55,000    |
| COVID - Personnel   | -                | -              | -                | -             | -              | -                  | -                    | -                | -                | -         |
| COVID - Other   | -                | -              | -                | -             | -              | -                  | -                    | -                | -                | -         |
| Facility Costs  | (57,900)         | 900            | 42,000           | -             | -              | -                  | -                    | -                | -                | (15,000)  |
| Fleet and Equipment   | -                | -              | -                | -             | -              | -                  | -                    | -                | -                | -         |
| Personnel   | -                | 29,550         | 45,000           | -             | (51,550)       | (153,700)          | -                    | -                | -                | (130,700) |
| Technology  | -                | -              | -                | -             | -              | -                  | -                    | -                | -                | -         |
| Global Departmental Allocations                               | 30,642           | (6,539)        | -                | -             | -              | (16,661)           | 9,900                | -                | 24,958           | 42,300    |
| Allocations (To)/From Departments                             | (164,231)        | 23,911         | 95,500           | -             | (51,550)       | (170,361)          | 9,900                | -                | 24,958           | (231,873) |
| Surplus/(Deficit) After Allocations                           | 1,486,996        | (14,335)       | (369,575)        | 14,880        | (7,622)        | (155,550)          | (170,450)            | (407,200)        | (340,084)        | 37,060    |
| Transfer To/(From) Reserves                                   | (673,299)        | (11,200)       | 19,000           | -             | -              | (74,600)           | -                    | -                | 530,000          | (210,099) |
| Transfers To/(From) Rate                                      | 247,159          | -              | -                | -             | -              | -                  | -                    | -                | -                | 247,159   |
| <b>Surplus/(Deficit)</b>                                      | <b>1,913,136</b> | <b>(3,135)</b> | <b>(388,575)</b> | <b>14,880</b> | <b>(7,622)</b> | <b>(80,950)</b>    | <b>(170,450)</b>     | <b>(407,200)</b> | <b>(870,084)</b> | <b>0</b>  |

Appendix C - Departmental Detail

2022 BUDGET

|                                      | Levy: Self-Sustaining Entities |                |               |                |                  | Total Levy and SSE |
|--------------------------------------|--------------------------------|----------------|---------------|----------------|------------------|--------------------|
|                                      | Sugarloaf Marina               | Nickel Beach   | Cemetary      | Building       | Total            |                    |
| Advertising and Sponsorship          | 500                            | -              | -             | -              | 500              | 148,500            |
| Donations                            | -                              | -              | -             | -              | -                | 20,100             |
| Fines                                | -                              | -              | -             | -              | -                | 45,200             |
| Fundraising                          | -                              | -              | -             | -              | -                | 19,300             |
| Investment Income                    | -                              | -              | 4,000         | -              | 4,000            | 149,000            |
| Insurance Claim Proceeds             | -                              | -              | -             | -              | -                | -                  |
| Lease Income                         | 25,000                         | 4,500          | -             | -              | 29,500           | 248,900            |
| Licences and Permits                 | -                              | -              | -             | 419,400        | 419,400          | 470,900            |
| Rentals                              | 9,000                          | -              | -             | -              | 9,000            | 609,300            |
| Other Revenue                        | 1,000                          | -              | -             | -              | 1,000            | 182,200            |
| Chargebacks                          | -                              | -              | -             | -              | -                | -                  |
| Fees                                 | 6,000                          | 405,000        | -             | -              | 411,000          | 850,050            |
| Provincial Offences Act              | -                              | -              | -             | -              | -                | 23,020             |
| Grants - Other                       | -                              | -              | -             | -              | -                | 215,340            |
| Grant - Federal                      | -                              | -              | -             | -              | -                | 584,577            |
| Grant - Provincial                   | -                              | -              | -             | -              | -                | 3,060,853          |
| Grant - PY                           | -                              | -              | -             | -              | -                | -                  |
| Sales                                | 1,367,500                      | -              | 42,900        | -              | 1,410,400        | 1,596,700          |
| Penalties and Interest               | -                              | -              | -             | -              | -                | 470,500            |
| Property Taxes                       | -                              | -              | -             | -              | -                | 21,873,989         |
| Payment In lieu                      | -                              | -              | -             | -              | -                | 384,000            |
| Supplemental Tax                     | -                              | -              | -             | -              | -                | 150,000            |
| Rate Revenue - Variable              | -                              | -              | -             | -              | -                | -                  |
| Rate Revenue - Fixed                 | -                              | -              | -             | -              | -                | -                  |
| Bulk Haulers                         | -                              | -              | -             | -              | -                | -                  |
| <b>Revenue</b>                       | <b>1,409,000</b>               | <b>409,500</b> | <b>46,900</b> | <b>419,400</b> | <b>2,284,800</b> | <b>31,102,429</b>  |
| Salaries and Wages - Full Time       | 120,400                        | -              | -             | 230,800        | 351,200          | 9,733,734          |
| Salaries and Wages - Part Time       | 21,700                         | 17,800         | -             | -              | 39,500           | 1,379,870          |
| Salaries and Wages - Students        | 97,000                         | 107,800        | -             | -              | 204,800          | 563,945            |
| Overtime Pay                         | -                              | -              | -             | 8,000          | 8,000            | 317,300            |
| Honourariums                         | -                              | -              | -             | -              | -                | 25,700             |
| Employee Benefits                    | 57,900                         | 25,100         | -             | 80,200         | 163,200          | 4,139,601          |
| <b>Personnel Expenses</b>            | <b>297,000</b>                 | <b>150,700</b> | <b>-</b>      | <b>319,000</b> | <b>766,700</b>   | <b>16,160,150</b>  |
| Association/Membership Fees          | 3,000                          | -              | 1,200         | 2,000          | 6,200            | 84,000             |
| Auto - Fuel                          | -                              | -              | -             | -              | -                | 229,350            |
| Cleaning Supplies                    | 5,000                          | 3,500          | -             | -              | 8,500            | 52,000             |
| Library Collection                   | -                              | -              | -             | -              | -                | 74,700             |
| Comm and Public Relations            | 4,500                          | 5,000          | -             | 1,000          | 10,500           | 164,000            |
| Computer Software                    | 10,000                         | -              | -             | -              | 10,000           | 356,000            |
| Contract Services                    | 100,000                        | 98,500         | 2,100         | 2,500          | 203,100          | 2,986,600          |
| Cost of Borrowing External Interest  | -                              | -              | -             | -              | -                | 920,000            |
| Cost of Borrowing External Principal | -                              | -              | -             | -              | -                | 1,444,000          |
| Cost of of Goods Sold                | 200,000                        | -              | -             | -              | 200,000          | 325,160            |

Appendix C - Departmental Detail

2022 BUDGET

|   | Levy: Self-Sustaining Entities |                |               |                |                  | Total Levy and SSE |
|---|--------------------------------|----------------|---------------|----------------|------------------|--------------------|
|   | Sugarloaf Marina               | Nickel Beach   | Cemetery      | Building       | Total            |                    |
| Credit Card Fees                            | -                              | -              | -             | -              | -                | 105,000            |
| PAP / Online Incentives                     | -                              | -              | -             | -              | -                | -                  |
| Seniors Discount                            | -                              | -              | -             | -              | -                | -                  |
| Equipment - Purchase                        | 2,000                          | -              | 1,100         | -              | 3,100            | 152,400            |
| Equipment - Rental                          | -                              | -              | 6,900         | -              | 6,900            | 565,400            |
| Financial Expenses                          | -                              | -              | -             | -              | -                | 9,000              |
| Land Leases                                 | -                              | -              | -             | -              | -                | 40,000             |
| Grants and Sponsorship Expense              | -                              | -              | -             | -              | -                | 384,700            |
| Hospitality Expense                         | -                              | -              | -             | -              | -                | 29,050             |
| Insurance - Contract                        | -                              | -              | -             | -              | -                | 648,344            |
| Insurance Ded and Adm cost                  | -                              | -              | -             | -              | -                | 150,000            |
| Office Supplies                             | 5,000                          | 1,500          | -             | -              | 6,500            | 87,600             |
| Postage & Courier                           | 100                            | -              | -             | 100            | 200              | 56,840             |
| Program Supplies                            | 1,500                          | 1,200          | -             | -              | 2,700            | 427,140            |
| Protective & Uniform Clothing               | 2,500                          | 1,300          | -             | 4,000          | 7,800            | 126,600            |
| R&M Grounds                                 | 15,000                         | 5,500          | 8,900         | -              | 29,400           | 255,900            |
| R&M Trails                                  | -                              | -              | -             | -              | -                | 113,800            |
| R&M Consumables and Parts                   | 71,500                         | -              | -             | -              | 71,500           | 544,700            |
| Repairs and Maintenance - Auto              | -                              | -              | -             | -              | -                | 170,000            |
| R&M Playground                              | -                              | -              | -             | -              | -                | 20,000             |
| Repairs and Maintenance - Tree              | -                              | -              | -             | -              | -                | 21,200             |
| Staff Training & Development                | 5,200                          | 2,000          | -             | 6,000          | 13,200           | 421,800            |
| SME - Audit and Actuary                     | -                              | -              | -             | -              | -                | 91,500             |
| SME - Consultants                           | -                              | -              | -             | -              | -                | 194,000            |
| Subject Matter Experts - Legal              | -                              | -              | -             | -              | -                | 200,000            |
| Subscriptions and Publications              | -                              | 16,000         | -             | 200            | 16,200           | 27,700             |
| Telephone/Internet                          | 30,000                         | 1,300          | -             | 1,800          | 33,100           | 213,370            |
| Travel                                      | 1,000                          | -              | -             | 1,200          | 2,200            | 58,420             |
| Utilities - Gas                             | -                              | -              | -             | -              | -                | 195,800            |
| Utilities - Hydro                           | -                              | -              | -             | -              | -                | 1,177,400          |
| Utilities - Water                           | -                              | -              | -             | -              | -                | 214,520            |
| Property Tax Charges                        | -                              | -              | -             | -              | -                | -                  |
| City Owned Property SS Charges              | -                              | -              | -             | -              | -                | -                  |
| Tax Reassessment and Uncollect              | -                              | -              | -             | -              | -                | 186,974            |
| Property Taxes - Rebates                    | -                              | -              | -             | -              | -                | 37,000             |
| Property Taxes - Tax Incentive Grants       | -                              | -              | -             | -              | -                | 34,000             |
| Region Rate - Fixed                         | -                              | -              | -             | -              | -                | -                  |
| Region Rate - Variable                      | -                              | -              | -             | -              | -                | -                  |
| <b>Operating Expenses</b>                   | <b>456,300</b>                 | <b>135,800</b> | <b>20,200</b> | <b>18,800</b>  | <b>631,100</b>   | <b>13,595,968</b>  |
| <b>Total Expenses</b>                       | <b>753,300</b>                 | <b>286,500</b> | <b>20,200</b> | <b>337,800</b> | <b>1,397,800</b> | <b>29,756,118</b>  |
| <b>Surplus/(Deficit) Before Allocations</b> | <b>655,700</b>                 | <b>123,000</b> | <b>26,700</b> | <b>81,600</b>  | <b>887,000</b>   | <b>1,346,311</b>   |

Appendix C - Departmental Detail

2022 BUDGET

|   | Levy: Self-Sustaining Entities |              |          |          |          | Total Levy and SSE |
|---|--------------------------------|--------------|----------|----------|----------|--------------------|
|   | Sugarloaf Marina               | Nickel Beach | Cemetary | Building | Total    |                    |
| Allocated Overhead (Credit Cards / Insurance) | 137,700                        | 40,950       | 2,300    | 21,000   | 201,950  | -                  |
| Cost of Borrowing - Internal - Interest       | 17,400                         | -            | -        | -        | 17,400   | -                  |
| Cost of Borrowing - Internal - Principal      | 130,400                        | -            | -        | -        | 130,400  | -                  |
| Capital and Related Project (SSE/BC only)     | -                              | -            | -        | -        | -        | -                  |
| COVID - Personnel                             | -                              | -            | -        | -        | -        | -                  |
| COVID - Other                                 | -                              | -            | -        | -        | -        | -                  |
| Facility Costs                                | 163,300                        | 13,000       | -        | -        | 176,300  | -                  |
| Fleet and Equipment                           | -                              | -            | -        | -        | -        | -                  |
| Personnel                                     | 89,600                         | 43,400       | 17,700   | -        | 150,700  | -                  |
| Technology                                    | -                              | -            | -        | -        | -        | -                  |
| Global Departmental Allocations               | 83,600                         | 24,900       | -        | 60,600   | 169,100  | -                  |
| Allocations (To)/From Departments             | 622,000                        | 122,250      | 20,000   | 81,600   | 845,850  | -                  |
| Surplus/(Deficit) After Allocations           | 33,700                         | 750          | 6,700    | -        | 41,150   | 1,346,311          |
| Transfer To/(From) Reserves                   | 33,700                         | 750          | 6,700    | -        | 41,150   | 3,230,096          |
| Transfers To/(From) Rate                      | -                              | -            | -        | -        | -        | (1,883,785)        |
| <b>Surplus/(Deficit)</b>                      | <b>-</b>                       | <b>-</b>     | <b>-</b> | <b>-</b> | <b>-</b> | <b>0</b>           |

Appendix C - Departmental Detail

2021 BUDGET

|                                      | Levy: Self-Sustaining Entities |                |               |                |                  | Total Levy and SSE |
|--------------------------------------|--------------------------------|----------------|---------------|----------------|------------------|--------------------|
|                                      | Sugarloaf Marina               | Nickel Beach   | Cemetary      | Building       | Total            |                    |
| Advertising and Sponsorship          | 500                            | -              | -             | -              | 500              | 88,500             |
| Donations                            | -                              | -              | -             | -              | -                | 137,900            |
| Fines                                | -                              | -              | -             | -              | -                | 11,500             |
| Fundraising                          | -                              | -              | -             | -              | -                | -                  |
| Investment Income                    | -                              | -              | 4,000         | -              | 4,000            | 109,000            |
| Insurance Claim Proceeds             | -                              | -              | -             | -              | -                | -                  |
| Lease Income                         | 127,700                        | -              | -             | -              | 127,700          | 337,600            |
| Licences and Permits                 | -                              | -              | -             | 331,700        | 331,700          | 389,700            |
| Rentals                              | 500                            | -              | -             | -              | 500              | 530,500            |
| Other Revenue                        | -                              | -              | -             | -              | -                | 142,500            |
| Chargebacks                          | -                              | -              | -             | -              | -                | -                  |
| Fees                                 | 5,600                          | 196,200        | -             | -              | 201,800          | 582,600            |
| Provincial Offences Act              | -                              | -              | -             | -              | -                | -                  |
| Grants - Other                       | -                              | -              | -             | -              | -                | 122,600            |
| Grant - Federal                      | -                              | -              | -             | -              | -                | 555,355            |
| Grant - Provincial                   | -                              | -              | -             | -              | -                | 3,300,560          |
| Grant - PY                           | -                              | -              | -             | -              | -                | -                  |
| Sales                                | 934,900                        | -              | 42,900        | -              | 977,800          | 1,020,100          |
| Penalties and Interest               | -                              | -              | -             | -              | -                | 450,500            |
| Property Taxes                       | -                              | -              | -             | -              | -                | 20,577,600         |
| Payment In lieu                      | -                              | -              | -             | -              | -                | 384,000            |
| Supplemental Tax                     | -                              | -              | -             | -              | -                | 150,000            |
| Rate Revenue - Variable              | -                              | -              | -             | -              | -                | -                  |
| Rate Revenue - Fixed                 | -                              | -              | -             | -              | -                | -                  |
| Bulk Haulers                         | -                              | -              | -             | -              | -                | -                  |
| <b>Revenue</b>                       | <b>1,069,200</b>               | <b>196,200</b> | <b>46,900</b> | <b>331,700</b> | <b>1,644,000</b> | <b>28,890,515</b>  |
| Salaries and Wages - Full Time       | 149,000                        | -              | -             | 231,300        | 380,300          | 9,362,500          |
| Salaries and Wages - Part Time       | 58,800                         | -              | -             | -              | 58,800           | 1,438,100          |
| Salaries and Wages - Students        | 92,300                         | 80,900         | -             | -              | 173,200          | 537,900            |
| Overtime Pay                         | -                              | -              | -             | 2,000          | 2,000            | 302,500            |
| Honourariums                         | -                              | -              | -             | -              | -                | 25,000             |
| Employee Benefits                    | 66,100                         | 8,800          | -             | 69,800         | 144,700          | 3,477,800          |
| <b>Personnel Expenses</b>            | <b>366,200</b>                 | <b>89,700</b>  | <b>-</b>      | <b>303,100</b> | <b>759,000</b>   | <b>15,143,800</b>  |
| Association/Membership Fees          | 3,000                          | -              | 1,200         | 2,000          | 6,200            | 86,300             |
| Auto - Fuel                          | -                              | -              | -             | -              | -                | 208,500            |
| Cleaning Supplies                    | 5,000                          | 2,500          | -             | -              | 7,500            | 59,700             |
| Library Collection                   | -                              | -              | -             | -              | -                | 72,800             |
| Comm and Public Relations            | 4,500                          | 4,000          | -             | 1,000          | 9,500            | 133,800            |
| Computer Software                    | -                              | -              | -             | -              | -                | 275,000            |
| Contract Services                    | 59,000                         | 36,700         | 2,100         | 2,500          | 100,300          | 2,848,100          |
| Cost of Borrowing External Interest  | -                              | -              | -             | -              | -                | 944,182            |
| Cost of Borrowing External Principal | -                              | -              | -             | -              | -                | 1,462,713          |
| Cost of of Goods Sold                | 140,000                        | -              | -             | -              | 140,000          | 160,500            |

Appendix C - Departmental Detail

2021 BUDGET

|                                       | Levy: Self-Sustaining Entities |              |          |          |           | Total Levy and SSE |
|---------------------------------------|--------------------------------|--------------|----------|----------|-----------|--------------------|
|                                       | Sugarloaf Marina               | Nickel Beach | Cemetary | Building | Total     |                    |
| Credit Card Fees                      | -                              | -            | -        | -        | -         | 84,500             |
| PAP / Online Incentives               | -                              | -            | -        | -        | -         | -                  |
| Seniors Discount                      | -                              | -            | -        | -        | -         | -                  |
| Equipment - Purchase                  | 5,000                          | -            | 1,100    | -        | 6,100     | 158,400            |
| Equipment - Rental                    | -                              | -            | 6,900    | -        | 6,900     | 600,000            |
| Financial Expenses                    | -                              | -            | -        | -        | -         | 7,000              |
| Land Leases                           | -                              | -            | -        | -        | -         | -                  |
| Grants and Sponsorship Expense        | -                              | -            | -        | -        | -         | 373,500            |
| Hospitality Expense                   | -                              | -            | -        | -        | -         | 26,800             |
| Insurance - Contract                  | -                              | -            | -        | -        | -         | 517,500            |
| Insurance Ded and Adm cost            | -                              | -            | -        | -        | -         | 150,000            |
| Office Supplies                       | 4,400                          | -            | -        | 1,200    | 5,600     | 76,300             |
| Postage & Courier                     | -                              | -            | -        | 400      | 400       | 56,100             |
| Program Supplies                      | 1,500                          | 100          | -        | -        | 1,600     | 210,900            |
| Protective & Uniform Clothing         | 2,500                          | 500          | -        | 800      | 3,800     | 127,700            |
| R&M Grounds                           | 15,000                         | 5,100        | 8,900    | -        | 29,000    | 260,900            |
| R&M Trails                            | -                              | -            | -        | -        | -         | 113,800            |
| R&M Consumables and Parts             | 45,000                         | -            | -        | -        | 45,000    | 473,900            |
| Repairs and Maintenance - Auto        | -                              | -            | -        | -        | -         | 151,800            |
| R&M Playground                        | -                              | -            | -        | -        | -         | 3,000              |
| Repairs and Maintenance - Tree        | -                              | -            | -        | -        | -         | 21,200             |
| Staff Training & Development          | 5,200                          | 2,000        | -        | 11,700   | 18,900    | 399,300            |
| SME - Audit and Actuary               | -                              | -            | -        | -        | -         | 61,500             |
| SME - Consultants                     | -                              | -            | -        | -        | -         | 240,000            |
| Subject Matter Experts - Legal        | -                              | -            | -        | -        | -         | 120,000            |
| Subscriptions and Publications        | -                              | -            | -        | 400      | 400       | 10,400             |
| Telephone/Internet                    | 16,000                         | 800          | -        | 2,400    | 19,200    | 222,900            |
| Travel                                | 1,000                          | -            | -        | 2,300    | 3,300     | 78,700             |
| Utilities - Gas                       | -                              | -            | -        | -        | -         | 170,400            |
| Utilities - Hydro                     | -                              | -            | -        | -        | -         | 1,053,800          |
| Utilities - Water                     | -                              | -            | -        | -        | -         | 194,400            |
| Property Tax Charges                  | -                              | -            | -        | -        | -         | -                  |
| City Owned Property SS Charges        | -                              | -            | -        | -        | -         | -                  |
| Tax Reassessment and Uncollect        | -                              | -            | -        | -        | -         | 323,996            |
| Property Taxes - Rebates              | -                              | -            | -        | -        | -         | 37,000             |
| Property Taxes - Tax Incentive Grants | -                              | -            | -        | -        | -         | 34,000             |
| Region Rate - Fixed                   | -                              | -            | -        | -        | -         | -                  |
| Region Rate - Variable                | -                              | -            | -        | -        | -         | -                  |
| Operating Expenses                    | 307,100                        | 51,700       | 20,200   | 24,700   | 403,700   | 12,611,291         |
| Total Expenses                        | 673,300                        | 141,400      | 20,200   | 327,800  | 1,162,700 | 27,755,091         |
| Surplus/(Deficit) Before Allocations  | 395,900                        | 54,800       | 26,700   | 3,900    | 481,300   | 1,135,424          |

Appendix C - Departmental Detail

2021 BUDGET

|   | Levy: Self-Sustaining Entities |              |          |          |           | Total Levy and SSE |
|---|--------------------------------|--------------|----------|----------|-----------|--------------------|
|   | Sugarloaf Marina               | Nickel Beach | Cemetary | Building | Total     |                    |
| Allocated Overhead (Credit Cards / Insurance) | 53,500                         | 9,800        | 2,300    | 16,000   | 81,600    | -                  |
| Cost of Borrowing - Internal - Interest       | 7,794                          | -            | -        | -        | 7,794     | -                  |
| Cost of Borrowing - Internal - Principal      | 76,883                         | -            | -        | -        | 76,883    | -                  |
| Capital and Related Project (SSE/BC only)     | 15,000                         | -            | 40,000   | -        | 55,000    | -                  |
| COVID - Personnel                             | -                              | -            | -        | -        | -         | -                  |
| COVID - Other                                 | -                              | -            | -        | -        | -         | -                  |
| Facility Costs                                | 154,800                        | 6,500        | -        | -        | 161,300   | -                  |
| Fleet and Equipment                           | -                              | -            | -        | -        | -         | -                  |
| Personnel                                     | -                              | -            | 20,000   | -        | 20,000    | -                  |
| Technology                                    | -                              | -            | -        | -        | -         | -                  |
| Global Departmental Allocations               | 101,100                        | 36,200       | 3,000    | 71,100   | 211,400   | -                  |
| Allocations (To)/From Departments             | 409,077                        | 52,500       | 65,300   | 87,100   | 613,977   | -                  |
| Surplus/(Deficit) After Allocations           | (13,177)                       | 2,300        | (38,600) | (83,200) | (132,677) | 1,135,424          |
| Transfer To/(From) Reserves                   | (13,177)                       | 2,300        | (38,600) | (83,200) | (132,677) | 3,266,368          |
| Transfers To/(From) Rate                      | -                              | -            | -        | -        | -         | (2,130,944)        |
| <b>Surplus/(Deficit)</b>                      | <b>-</b>                       | <b>-</b>     | <b>-</b> | <b>-</b> | <b>-</b>  | <b>-</b>           |



Appendix C - Departmental Detail

VARIANCE

|                                      | Levy: Self-Sustaining Entities |                |          |               |                | Total Levy and SSE |
|--------------------------------------|--------------------------------|----------------|----------|---------------|----------------|--------------------|
|                                      | Sugarloaf Marina               | Nickel Beach   | Cemetary | Building      | Total          |                    |
| Advertising and Sponsorship          | -                              | -              | -        | -             | -              | 60,000             |
| Donations                            | -                              | -              | -        | -             | -              | (117,800)          |
| Fines                                | -                              | -              | -        | -             | -              | 33,700             |
| Fundraising                          | -                              | -              | -        | -             | -              | 19,300             |
| Investment Income                    | -                              | -              | -        | -             | -              | 40,000             |
| Insurance Claim Proceeds             | -                              | -              | -        | -             | -              | -                  |
| Lease Income                         | (102,700)                      | 4,500          | -        | -             | (98,200)       | (88,700)           |
| Licences and Permits                 | -                              | -              | -        | 87,700        | 87,700         | 81,200             |
| Rentals                              | 8,500                          | -              | -        | -             | 8,500          | 78,800             |
| Other Revenue                        | 1,000                          | -              | -        | -             | 1,000          | 39,700             |
| Chargebacks                          | -                              | -              | -        | -             | -              | -                  |
| Fees                                 | 400                            | 208,800        | -        | -             | 209,200        | 267,450            |
| Provincial Offences Act              | -                              | -              | -        | -             | -              | 23,020             |
| Grants - Other                       | -                              | -              | -        | -             | -              | 92,740             |
| Grant - Federal                      | -                              | -              | -        | -             | -              | 29,222             |
| Grant - Provincial                   | -                              | -              | -        | -             | -              | (239,707)          |
| Grant - PY                           | -                              | -              | -        | -             | -              | -                  |
| Sales                                | 432,600                        | -              | -        | -             | 432,600        | 576,600            |
| Penalties and Interest               | -                              | -              | -        | -             | -              | 20,000             |
| Property Taxes                       | -                              | -              | -        | -             | -              | 1,296,389          |
| Payment In lieu                      | -                              | -              | -        | -             | -              | -                  |
| Supplemental Tax                     | -                              | -              | -        | -             | -              | -                  |
| Rate Revenue - Variable              | -                              | -              | -        | -             | -              | -                  |
| Rate Revenue - Fixed                 | -                              | -              | -        | -             | -              | -                  |
| Bulk Haulers                         | -                              | -              | -        | -             | -              | -                  |
| <b>Revenue</b>                       | <b>339,800</b>                 | <b>213,300</b> | <b>-</b> | <b>87,700</b> | <b>640,800</b> | <b>2,211,914</b>   |
| Salaries and Wages - Full Time       | (28,600)                       | -              | -        | (500)         | (29,100)       | 371,234            |
| Salaries and Wages - Part Time       | (37,100)                       | 17,800         | -        | -             | (19,300)       | (58,230)           |
| Salaries and Wages - Students        | 4,700                          | 26,900         | -        | -             | 31,600         | 26,045             |
| Overtime Pay                         | -                              | -              | -        | 6,000         | 6,000          | 14,800             |
| Honourariums                         | -                              | -              | -        | -             | -              | 700                |
| Employee Benefits                    | (8,200)                        | 16,300         | -        | 10,400        | 18,500         | 661,801            |
| <b>Personnel Expenses</b>            | <b>(69,200)</b>                | <b>61,000</b>  | <b>-</b> | <b>15,900</b> | <b>7,700</b>   | <b>1,016,350</b>   |
| Association/Membership Fees          | -                              | -              | -        | -             | -              | (2,300)            |
| Auto - Fuel                          | -                              | -              | -        | -             | -              | 20,850             |
| Cleaning Supplies                    | -                              | 1,000          | -        | -             | 1,000          | (7,700)            |
| Library Collection                   | -                              | -              | -        | -             | -              | 1,900              |
| Comm and Public Relations            | -                              | 1,000          | -        | -             | 1,000          | 30,200             |
| Computer Software                    | 10,000                         | -              | -        | -             | 10,000         | 81,000             |
| Contract Services                    | 41,000                         | 61,800         | -        | -             | 102,800        | 138,500            |
| Cost of Borrowing External Interest  | -                              | -              | -        | -             | -              | (24,182)           |
| Cost of Borrowing External Principal | -                              | -              | -        | -             | -              | (18,713)           |
| Cost of of Goods Sold                | 60,000                         | -              | -        | -             | 60,000         | 164,660            |

Appendix C - Departmental Detail

VARIANCE

|                                       | Levy: Self-Sustaining Entities |              |          |          |         | Total Levy and SSE |
|---------------------------------------|--------------------------------|--------------|----------|----------|---------|--------------------|
|                                       | Sugarloaf Marina               | Nickel Beach | Cemetary | Building | Total   |                    |
| Credit Card Fees                      | -                              | -            | -        | -        | -       | 20,500             |
| PAP / Online Incentives               | -                              | -            | -        | -        | -       | -                  |
| Seniors Discount                      | -                              | -            | -        | -        | -       | -                  |
| Equipment - Purchase                  | (3,000)                        | -            | -        | -        | (3,000) | (6,000)            |
| Equipment - Rental                    | -                              | -            | -        | -        | -       | (34,600)           |
| Financial Expenses                    | -                              | -            | -        | -        | -       | 2,000              |
| Land Leases                           | -                              | -            | -        | -        | -       | 40,000             |
| Grants and Sponsorship Expense        | -                              | -            | -        | -        | -       | 11,200             |
| Hospitality Expense                   | -                              | -            | -        | -        | -       | 2,250              |
| Insurance - Contract                  | -                              | -            | -        | -        | -       | 130,844            |
| Insurance Ded and Adm cost            | -                              | -            | -        | -        | -       | -                  |
| Office Supplies                       | 600                            | 1,500        | -        | (1,200)  | 900     | 11,300             |
| Postage & Courier                     | 100                            | -            | -        | (300)    | (200)   | 740                |
| Program Supplies                      | -                              | 1,100        | -        | -        | 1,100   | 216,240            |
| Protective & Uniform Clothing         | -                              | 800          | -        | 3,200    | 4,000   | (1,100)            |
| R&M Grounds                           | -                              | 400          | -        | -        | 400     | (5,000)            |
| R&M Trails                            | -                              | -            | -        | -        | -       | -                  |
| R&M Consumables and Parts             | 26,500                         | -            | -        | -        | 26,500  | 70,800             |
| Repairs and Maintenance - Auto        | -                              | -            | -        | -        | -       | 18,200             |
| R&M Playground                        | -                              | -            | -        | -        | -       | 17,000             |
| Repairs and Maintenance - Tree        | -                              | -            | -        | -        | -       | -                  |
| Staff Training & Development          | -                              | -            | -        | (5,700)  | (5,700) | 22,500             |
| SME - Audit and Actuary               | -                              | -            | -        | -        | -       | 30,000             |
| SME - Consultants                     | -                              | -            | -        | -        | -       | (46,000)           |
| Subject Matter Experts - Legal        | -                              | -            | -        | -        | -       | 80,000             |
| Subscriptions and Publications        | -                              | 16,000       | -        | (200)    | 15,800  | 17,300             |
| Telephone/Internet                    | 14,000                         | 500          | -        | (600)    | 13,900  | (9,530)            |
| Travel                                | -                              | -            | -        | (1,100)  | (1,100) | (20,280)           |
| Utilities - Gas                       | -                              | -            | -        | -        | -       | 25,400             |
| Utilities - Hydro                     | -                              | -            | -        | -        | -       | 123,600            |
| Utilities - Water                     | -                              | -            | -        | -        | -       | 20,120             |
| Property Tax Charges                  | -                              | -            | -        | -        | -       | -                  |
| City Owned Property SS Charges        | -                              | -            | -        | -        | -       | -                  |
| Tax Reassessment and Uncollect        | -                              | -            | -        | -        | -       | (137,022)          |
| Property Taxes - Rebates              | -                              | -            | -        | -        | -       | -                  |
| Property Taxes - Tax Incentive Grants | -                              | -            | -        | -        | -       | -                  |
| Region Rate - Fixed                   | -                              | -            | -        | -        | -       | -                  |
| Region Rate - Variable                | -                              | -            | -        | -        | -       | -                  |
| Operating Expenses                    | 149,200                        | 84,100       | -        | (5,900)  | 227,400 | 984,677            |
| Total Expenses                        | 80,000                         | 145,100      | -        | 10,000   | 235,100 | 2,001,027          |
| Surplus/(Deficit) Before Allocations  | 259,800                        | 68,200       | -        | 77,700   | 405,700 | 210,887            |

Appendix C - Departmental Detail

|   | Levy: Self-Sustaining Entities |              |          |          |          | Total Levy and SSE |
|---|--------------------------------|--------------|----------|----------|----------|--------------------|
|   | Sugarloaf Marina               | Nickel Beach | Cemetery | Building | Total    |                    |
| <b>VARIANCE</b> Allocated Overhead (Credit Cards / Insurance) | 84,200                         | 31,150       | -        | 5,000    | 120,350  | -                  |
| Cost of Borrowing - Internal - Interest                       | 9,606                          | -            | -        | -        | 9,606    | -                  |
| Cost of Borrowing - Internal - Principal                      | 53,517                         | -            | -        | -        | 53,517   | -                  |
| Capital and Related Project (SSE/BC only)                     | (15,000)                       | -            | (40,000) | -        | (55,000) | -                  |
| COVID - Personnel   | -                              | -            | -        | -        | -        | -                  |
| COVID - Other   | -                              | -            | -        | -        | -        | -                  |
| Facility Costs  | 8,500                          | 6,500        | -        | -        | 15,000   | -                  |
| Fleet and Equipment   | -                              | -            | -        | -        | -        | -                  |
| Personnel   | 89,600                         | 43,400       | (2,300)  | -        | 130,700  | -                  |
| Technology  | -                              | -            | -        | -        | -        | -                  |
| Global Departmental Allocations                               | (17,500)                       | (11,300)     | (3,000)  | (10,500) | (42,300) | -                  |
| Allocations (To)/From Departments                             | 212,923                        | 69,750       | (45,300) | (5,500)  | 231,873  | -                  |
| Surplus/(Deficit) After Allocations                           | 46,877                         | (1,550)      | 45,300   | 83,200   | 173,827  | 210,887            |
| Transfer To/(From) Reserves                                   | 46,877                         | (1,550)      | 45,300   | 83,200   | 173,827  | (36,272)           |
| Transfers To/(From) Rate                                      | -                              | -            | -        | -        | -        | 247,159            |
| <b>Surplus/(Deficit)</b>                                      | -                              | -            | -        | -        | -        | <b>0</b>           |

# Appendix D - Divisional Summary & Detail

## Global Divisional Summary

Appendix D - Global Divisional Summary

|             |                                      | Global                     |                           |                    |                    |                   |                   |                   |
|-------------|--------------------------------------|----------------------------|---------------------------|--------------------|--------------------|-------------------|-------------------|-------------------|
|             |                                      | Capital (Non-Debt Funding) | Capital (Borrowing Costs) | Global Facilities  | Global Fleet       | Global Operations | Global Revenue    | Total             |
| 2022 BUDGET | Total Revenue                        | 1,131,877                  | -                         | -                  | -                  | -                 | 25,673,709        | 26,805,586        |
|             | Personnel Expenses                   | -                          | -                         | -                  | -                  | -                 | (326,600)         | (326,600)         |
|             | Operating Expenses                   | -                          | 2,364,000                 | 2,301,820          | 826,350            | 1,768,291         | 257,974           | 7,518,435         |
|             | Total Expense                        | -                          | 2,364,000                 | 2,301,820          | 826,350            | 1,768,291         | (68,626)          | 7,191,835         |
|             | Surplus/(Deficit) Before Allocations | 1,131,877                  | (2,364,000)               | (2,301,820)        | (826,350)          | (1,768,291)       | 25,742,335        | 19,613,751        |
|             | Allocations: Within Departments      | -                          | -                         | -                  | -                  | -                 | -                 | -                 |
|             | Allocations: Between Departments     | -                          | -                         | 21,875             | 355,473            | (263,950)         | (147,800)         | (34,402)          |
|             | Surplus/(Deficit) After Allocations  | 1,131,877                  | (2,364,000)               | (2,323,695)        | (1,181,823)        | (1,504,341)       | 25,890,135        | 19,648,153        |
|             | Transfers to (from) Reserves         | 3,161,546                  | -                         | -                  | -                  | -                 | 167,600           | 3,329,146         |
|             | Transfers to (from) Rate             | -                          | (895,785)                 | -                  | -                  | (988,000)         | -                 | (1,883,785)       |
|             | <b>Surplus/(Deficit)</b>             | <b>(2,029,669)</b>         | <b>(1,468,215)</b>        | <b>(2,323,695)</b> | <b>(1,181,823)</b> | <b>(516,341)</b>  | <b>25,722,535</b> | <b>18,202,792</b> |
| 2021 BUDGET | Total Revenue                        | 974,115                    | 125,000                   | -                  | -                  | -                 | 24,436,400        | 25,535,515        |
|             | Personnel Expenses                   | -                          | -                         | -                  | -                  | -                 | 48,538            | 48,538            |
|             | Operating Expenses                   | -                          | 2,406,895                 | 2,021,600          | 909,500            | 1,461,600         | 396,396           | 7,195,991         |
|             | Total Expense                        | -                          | 2,406,895                 | 2,021,600          | 909,500            | 1,461,600         | 444,934           | 7,244,529         |
|             | Surplus/(Deficit) Before Allocations | 974,115                    | (2,281,895)               | (2,021,600)        | (909,500)          | (1,461,600)       | 23,991,466        | 18,290,986        |
|             | Allocations: Within Departments      | -                          | -                         | -                  | -                  | -                 | -                 | -                 |
|             | Allocations: Between Departments     | (55,000)                   | -                         | 74,787             | 385,419            | (135,100)         | (140,277)         | 129,829           |
|             | Surplus/(Deficit) After Allocations  | 1,029,115                  | (2,281,895)               | (2,096,387)        | (1,294,919)        | (1,326,500)       | 24,131,743        | 18,161,157        |
|             | Transfers to (from) Reserves         | 3,859,378                  | -                         | -                  | -                  | 39,300            | 103,767           | 4,002,445         |
|             | Transfers to (from) Rate             | (623,724)                  | (900,120)                 | -                  | -                  | (607,100)         | -                 | (2,130,944)       |
|             | <b>Surplus/(Deficit)</b>             | <b>(2,206,539)</b>         | <b>(1,381,775)</b>        | <b>(2,096,387)</b> | <b>(1,294,919)</b> | <b>(758,700)</b>  | <b>24,027,976</b> | <b>16,289,656</b> |
| VARIANCE    | Total Revenue                        | 157,762                    | (125,000)                 | -                  | -                  | -                 | 1,237,309         | 1,270,071         |
|             | Personnel Expenses                   | -                          | -                         | -                  | -                  | -                 | (375,138)         | (375,138)         |
|             | Operating Expenses                   | -                          | (42,895)                  | 280,220            | (83,150)           | 306,691           | (138,422)         | 322,444           |
|             | Total Expense                        | -                          | (42,895)                  | 280,220            | (83,150)           | 306,691           | (513,560)         | (52,694)          |
|             | Surplus/(Deficit) Before Allocations | 157,762                    | (82,105)                  | (280,220)          | 83,150             | (306,691)         | 1,750,869         | 1,322,765         |
|             | Allocations: Within Departments      | -                          | -                         | -                  | -                  | -                 | -                 | -                 |
|             | Allocations: Between Departments     | 55,000                     | -                         | (52,912)           | (29,946)           | (128,850)         | (7,523)           | (164,231)         |
|             | Surplus/(Deficit) After Allocations  | 102,762                    | (82,105)                  | (227,308)          | 113,096            | (177,841)         | 1,758,392         | 1,486,996         |
|             | Transfers to (from) Reserves         | (697,832)                  | -                         | -                  | -                  | (39,300)          | 63,833            | (673,299)         |
|             | Transfers to (from) Rate             | 623,724                    | 4,335                     | -                  | -                  | (380,900)         | -                 | 247,159           |
|             | <b>Surplus/(Deficit)</b>             | <b>176,870</b>             | <b>(86,440)</b>           | <b>(227,308)</b>   | <b>113,096</b>     | <b>242,359</b>    | <b>1,694,559</b>  | <b>1,913,136</b>  |

# Appendix D - Divisional Summary & Detail

Global Divisional Detail

**Appendix D - Global Divisional Detail**

| Object Name                           | Total             |                   |                   | Capital (Non-Debt Funding) |                  |                | Capital (Borrowing Costs) |                  |                  |
|---------------------------------------|-------------------|-------------------|-------------------|----------------------------|------------------|----------------|---------------------------|------------------|------------------|
|                                       | Budget 2022       | Forecast 2021     | Budget 2021       | Budget 2022                | Forecast 2021    | Budget 2021    | Budget 2022               | Forecast 2021    | Budget 2021      |
| Donations                             | -                 | 125,000           | 125,000           | -                          | -                | -              | -                         | 125,000          | 125,000          |
| Investment Income                     | 145,000           | 192,000           | 105,000           | -                          | -                | -              | -                         | -                | -                |
| Lease Income                          | 40,200            | 40,200            | 40,200            | -                          | -                | -              | -                         | -                | -                |
| Rentals                               | 18,000            | 18,000            | 18,000            | -                          | -                | -              | -                         | -                | -                |
| Other Revenue                         | -                 | 693,111           | -                 | -                          | 869              | -              | -                         | -                | -                |
| Provincial Offences Act               | 23,020            | 22,260            | -                 | -                          | -                | -              | -                         | -                | -                |
| Grants - Other                        | 132,540           | 125,636           | -                 | 132,540                    | 125,636          | -              | -                         | -                | -                |
| Grant - Federal                       | 580,577           | 1,138,704         | 555,355           | 580,577                    | 1,138,704        | 555,355        | -                         | -                | -                |
| Grant - Provincial                    | 2,987,760         | 3,131,160         | 3,109,860         | 418,760                    | 418,760          | 418,760        | -                         | -                | -                |
| Penalties and Interest                | 470,500           | 600,000           | 470,500           | -                          | -                | -              | -                         | -                | -                |
| Property Taxes                        | 21,873,989        | 20,577,600        | 20,577,600        | -                          | -                | -              | -                         | -                | -                |
| Payment In lieu                       | 384,000           | 384,000           | 384,000           | -                          | -                | -              | -                         | -                | -                |
| Supplemental Tax                      | 150,000           | 150,000           | 150,000           | -                          | -                | -              | -                         | -                | -                |
| <b>Total Revenue</b>                  | <b>26,805,586</b> | <b>27,197,671</b> | <b>25,535,515</b> | <b>1,131,877</b>           | <b>1,683,969</b> | <b>974,115</b> | <b>-</b>                  | <b>125,000</b>   | <b>125,000</b>   |
| Salaries and Wages - Full Time        | (243,200)         | -                 | 35,138            | -                          | -                | -              | -                         | -                | -                |
| Employee Benefits                     | (83,400)          | -                 | 13,400            | -                          | -                | -              | -                         | -                | -                |
| Association/Membership Fees           | 22,700            | 12,700            | 12,700            | -                          | -                | -              | -                         | -                | -                |
| Auto - Fuel                           | 229,350           | 190,000           | 208,500           | -                          | -                | -              | -                         | -                | -                |
| Computer Software                     | 340,000           | 340,000           | 274,000           | -                          | -                | -              | -                         | -                | -                |
| Contract Services                     | 688,400           | 633,600           | 641,100           | -                          | -                | -              | -                         | -                | -                |
| Cost of Borrowing External Interest   | 920,000           | 961,000           | 944,182           | -                          | -                | -              | 920,000                   | 961,000          | 944,182          |
| Cost of Borrowing External Principal  | 1,444,000         | 1,471,000         | 1,462,713         | -                          | -                | -              | 1,444,000                 | 1,471,000        | 1,462,713        |
| Credit Card Fees                      | 105,000           | 95,000            | 84,500            | -                          | -                | -              | -                         | -                | -                |
| PAP / Online Incentives               | -                 | 31,300            | -                 | -                          | -                | -              | -                         | -                | -                |
| Equipment - Rental                    | 309,400           | 422,200           | 427,600           | -                          | -                | -              | -                         | -                | -                |
| Financial Expenses                    | 7,000             | 7,000             | 7,000             | -                          | -                | -              | -                         | -                | -                |
| Land Leases                           | 40,000            | 40,000            | -                 | -                          | -                | -              | -                         | -                | -                |
| Insurance - Contract                  | 642,091           | 611,515           | 517,500           | -                          | -                | -              | -                         | -                | -                |
| Insurance Ded and Adm cost            | 150,000           | 150,000           | 150,000           | -                          | -                | -              | -                         | -                | -                |
| Protective & Uniform Clothing         | 32,300            | 32,300            | 32,300            | -                          | -                | -              | -                         | -                | -                |
| R&M Consumables and Parts             | 162,300           | 136,000           | 136,000           | -                          | -                | -              | -                         | -                | -                |
| Repairs and Maintenance - Auto        | 170,000           | 180,000           | 151,800           | -                          | -                | -              | -                         | -                | -                |
| Staff Training & Development          | 104,200           | 88,800            | 88,800            | -                          | -                | -              | -                         | -                | -                |
| Subject Matter Experts - Legal        | 200,000           | 292,000           | 120,000           | -                          | -                | -              | -                         | -                | -                |
| Telephone/Internet                    | 106,000           | 81,000            | 105,900           | -                          | -                | -              | -                         | -                | -                |
| Travel                                | -                 | -                 | 17,800            | -                          | -                | -              | -                         | -                | -                |
| Utilities - Gas                       | 195,800           | 132,000           | 170,400           | -                          | -                | -              | -                         | -                | -                |
| Utilities - Hydro                     | 1,177,400         | 750,000           | 1,053,800         | -                          | -                | -              | -                         | -                | -                |
| Utilities - Water                     | 214,520           | 125,000           | 194,400           | -                          | -                | -              | -                         | -                | -                |
| Tax Reassessment and Uncollect        | 186,974           | 323,996           | 323,996           | -                          | -                | -              | -                         | -                | -                |
| Property Taxes - Rebates              | 37,000            | 37,000            | 37,000            | -                          | -                | -              | -                         | -                | -                |
| Property Taxes - Tax Incentive Grants | 34,000            | 34,000            | 34,000            | -                          | -                | -              | -                         | -                | -                |
| <b>Total Expense</b>                  | <b>7,191,835</b>  | <b>7,177,411</b>  | <b>7,244,529</b>  | <b>-</b>                   | <b>-</b>         | <b>-</b>       | <b>2,364,000</b>          | <b>2,432,000</b> | <b>2,406,895</b> |

Appendix D - Global Divisional Detail

| Object Name                                   | Total             |                   |                   | Capital (Non-Debt Funding) |                    |                    | Capital (Borrowing Costs) |                    |                    |
|---|-------------------|-------------------|-------------------|----------------------------|--------------------|--------------------|---------------------------|--------------------|--------------------|
|   | Budget 2022       | Forecast 2021     | Budget 2021       | Budget 2022                | Forecast 2021      | Budget 2021        | Budget 2022               | Forecast 2021      | Budget 2021        |
| <b>Surplus/(Deficit) Before Allocations</b>   | <b>19,613,751</b> | <b>20,020,260</b> | <b>18,290,986</b> | <b>1,131,877</b>           | <b>1,683,969</b>   | <b>974,115</b>     | <b>(2,364,000)</b>        | <b>(2,307,000)</b> | <b>(2,281,895)</b> |
| <b>Allocations: Within Departments</b>        | -                 | -                 | -                 | -                          | -                  | -                  | -                         | -                  | -                  |
| Allocated Overhead (Credit Cards / Insurance) | (263,950)         | (238,569)         | (135,100)         | -                          | -                  | -                  | -                         | -                  | -                  |
| Cost of Borrowing - Internal - Interest       | (17,400)          | (7,794)           | (7,794)           | -                          | -                  | -                  | -                         | -                  | -                  |
| Cost of Borrowing - Internal - Principal      | (130,400)         | (76,883)          | (76,883)          | -                          | -                  | -                  | -                         | -                  | -                  |
| Capital and Related Project (SSE/BC only)     | -                 | (55,000)          | (55,000)          | -                          | (55,000)           | (55,000)           | -                         | -                  | -                  |
| COVID - Other                                 | -                 | 270,000           | -                 | -                          | -                  | -                  | -                         | -                  | -                  |
| Facility Costs                                | (406,800)         | (348,800)         | (348,900)         | -                          | -                  | -                  | -                         | -                  | -                  |
| Global Departmental Allocations               | 784,148           | 659,030           | 753,506           | -                          | -                  | -                  | -                         | -                  | -                  |
| <b>Allocations: Between Departments</b>       | <b>(34,402)</b>   | <b>201,984</b>    | <b>129,829</b>    | <b>-</b>                   | <b>(55,000)</b>    | <b>(55,000)</b>    | <b>-</b>                  | <b>-</b>           | <b>-</b>           |
| <b>Surplus/(Deficit) (After Allocations)</b>  | <b>19,648,153</b> | <b>19,818,276</b> | <b>18,161,157</b> | <b>1,131,877</b>           | <b>1,738,969</b>   | <b>1,029,115</b>   | <b>(2,364,000)</b>        | <b>(2,307,000)</b> | <b>(2,281,895)</b> |
| Transfers to (from) Reserves                  | 3,329,146         | 5,545,639         | 4,002,445         | 3,161,546                  | 4,750,463          | 3,859,378          | -                         | -                  | -                  |
| Transfers to (from) Rate                      | (1,883,785)       | (2,511,844)       | (2,130,944)       | -                          | (623,724)          | (623,724)          | (895,785)                 | (900,120)          | (900,120)          |
| <b>Total Transfers</b>                        | <b>1,445,361</b>  | <b>3,033,795</b>  | <b>1,871,501</b>  | <b>3,161,546</b>           | <b>4,126,739</b>   | <b>3,235,654</b>   | <b>(895,785)</b>          | <b>(900,120)</b>   | <b>(900,120)</b>   |
| <b>Surplus/(Deficit)</b>                      | <b>18,202,792</b> | <b>16,784,481</b> | <b>16,289,656</b> | <b>(2,029,669)</b>         | <b>(2,387,770)</b> | <b>(2,206,539)</b> | <b>(1,468,215)</b>        | <b>(1,406,880)</b> | <b>(1,381,775)</b> |



**Appendix D - Global Divisional Detail**

| Object Name                           | Global Facilities |                  |                  | Global Fleet   |                |                | Global Operations |                  |                  |
|---------------------------------------|-------------------|------------------|------------------|----------------|----------------|----------------|-------------------|------------------|------------------|
|                                       | Budget 2022       | Forecast 2021    | Budget 2021      | Budget 2022    | Forecast 2021  | Budget 2021    | Budget 2022       | Forecast 2021    | Budget 2021      |
| Donations                             | -                 | -                | -                | -              | -              | -              | -                 | -                | -                |
| Investment Income                     | -                 | -                | -                | -              | -              | -              | -                 | -                | -                |
| Lease Income                          | -                 | -                | -                | -              | -              | -              | -                 | -                | -                |
| Rentals                               | -                 | -                | -                | -              | -              | -              | -                 | -                | -                |
| Other Revenue                         | -                 | -                | -                | -              | -              | -              | -                 | 24,942           | -                |
| Provincial Offences Act               | -                 | -                | -                | -              | -              | -              | -                 | -                | -                |
| Grants - Other                        | -                 | -                | -                | -              | -              | -              | -                 | -                | -                |
| Grant - Federal                       | -                 | -                | -                | -              | -              | -              | -                 | -                | -                |
| Grant - Provincial                    | -                 | -                | -                | -              | -              | -              | -                 | -                | -                |
| Penalties and Interest                | -                 | -                | -                | -              | -              | -              | -                 | -                | -                |
| Property Taxes                        | -                 | -                | -                | -              | -              | -              | -                 | -                | -                |
| Payment In lieu                       | -                 | -                | -                | -              | -              | -              | -                 | -                | -                |
| Supplemental Tax                      | -                 | -                | -                | -              | -              | -              | -                 | -                | -                |
| <b>Total Revenue</b>                  | <b>-</b>          | <b>-</b>         | <b>-</b>         | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>          | <b>24,942</b>    | <b>-</b>         |
| Salaries and Wages - Full Time        | -                 | -                | -                | -              | -              | -              | -                 | -                | -                |
| Employee Benefits                     | -                 | -                | -                | -              | -              | -              | -                 | -                | -                |
| Association/Membership Fees           | -                 | -                | -                | -              | -              | -              | 22,700            | 12,700           | 12,700           |
| Auto - Fuel                           | -                 | -                | -                | 229,350        | 190,000        | 208,500        | -                 | -                | -                |
| Computer Software                     | -                 | -                | -                | -              | -              | -              | 340,000           | 340,000          | 274,000          |
| Contract Services                     | 502,400           | 457,600          | 457,600          | 106,000        | 96,000         | 106,000        | 80,000            | 80,000           | 77,500           |
| Cost of Borrowing External Interest   | -                 | -                | -                | -              | -              | -              | -                 | -                | -                |
| Cost of Borrowing External Principal  | -                 | -                | -                | -              | -              | -              | -                 | -                | -                |
| Credit Card Fees                      | -                 | -                | -                | -              | -              | -              | 105,000           | 95,000           | 84,500           |
| PAP / Online Incentives               | -                 | -                | -                | -              | -              | -              | -                 | 31,300           | -                |
| Equipment - Rental                    | 9,400             | 4,000            | 9,400            | 300,000        | 418,200        | 418,200        | -                 | -                | -                |
| Financial Expenses                    | -                 | -                | -                | -              | -              | -              | 7,000             | 7,000            | 7,000            |
| Land Leases                           | 40,000            | 40,000           | -                | -              | -              | -              | -                 | -                | -                |
| Insurance - Contract                  | -                 | -                | -                | -              | -              | -              | 642,091           | 611,515          | 517,500          |
| Insurance Ded and Adm cost            | -                 | -                | -                | -              | -              | -              | 150,000           | 150,000          | 150,000          |
| Protective & Uniform Clothing         | -                 | -                | -                | -              | -              | -              | 32,300            | 32,300           | 32,300           |
| R&M Consumables and Parts             | 162,300           | 136,000          | 136,000          | -              | -              | -              | -                 | -                | -                |
| Repairs and Maintenance - Auto        | -                 | -                | -                | 170,000        | 180,000        | 151,800        | -                 | -                | -                |
| Staff Training & Development          | -                 | -                | -                | -              | -              | -              | 104,200           | 88,800           | 88,800           |
| Subject Matter Experts - Legal        | -                 | -                | -                | -              | -              | -              | 200,000           | 292,000          | 120,000          |
| Telephone/Internet                    | -                 | -                | -                | 21,000         | 21,000         | 25,000         | 85,000            | 60,000           | 79,500           |
| Travel                                | -                 | -                | -                | -              | -              | -              | -                 | -                | 17,800           |
| Utilities - Gas                       | 195,800           | 132,000          | 170,400          | -              | -              | -              | -                 | -                | -                |
| Utilities - Hydro                     | 1,177,400         | 750,000          | 1,053,800        | -              | -              | -              | -                 | -                | -                |
| Utilities - Water                     | 214,520           | 125,000          | 194,400          | -              | -              | -              | -                 | -                | -                |
| Tax Reassessment and Uncollect        | -                 | -                | -                | -              | -              | -              | -                 | -                | -                |
| Property Taxes - Rebates              | -                 | -                | -                | -              | -              | -              | -                 | -                | -                |
| Property Taxes - Tax Incentive Grants | -                 | -                | -                | -              | -              | -              | -                 | -                | -                |
| <b>Total Expense</b>                  | <b>2,301,820</b>  | <b>1,644,600</b> | <b>2,021,600</b> | <b>826,350</b> | <b>905,200</b> | <b>909,500</b> | <b>1,768,291</b>  | <b>1,800,615</b> | <b>1,461,600</b> |

Appendix D - Global Divisional Detail

| Object Name                                   | Global Facilities  |                    |                    | Global Fleet       |                    |                    | Global Operations  |                    |                    |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
|   | Budget 2022        | Forecast 2021      | Budget 2021        | Budget 2022        | Forecast 2021      | Budget 2021        | Budget 2022        | Forecast 2021      | Budget 2021        |
| <b>Surplus/(Deficit) Before Allocations</b>   | <b>(2,301,820)</b> | <b>(1,644,600)</b> | <b>(2,021,600)</b> | <b>(826,350)</b>   | <b>(905,200)</b>   | <b>(909,500)</b>   | <b>(1,768,291)</b> | <b>(1,775,673)</b> | <b>(1,461,600)</b> |
| <b>Allocations: Within Departments</b>        | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  |
| Allocated Overhead (Credit Cards / Insurance) | -                  | -                  | -                  | -                  | -                  | -                  | (263,950)          | (238,569)          | (135,100)          |
| Cost of Borrowing - Internal - Interest       | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  |
| Cost of Borrowing - Internal - Principal      | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  |
| Capital and Related Project (SSE/BC only)     | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  |
| COVID - Other                                 | -                  | 270,000            | -                  | -                  | -                  | -                  | -                  | -                  | -                  |
| Facility Costs                                | (406,800)          | (348,800)          | (348,900)          | -                  | -                  | -                  | -                  | -                  | -                  |
| Global Departmental Allocations               | 428,675            | 407,330            | 423,687            | 355,473            | 251,700            | 385,419            | -                  | -                  | -                  |
| <b>Allocations: Between Departments</b>       | <b>21,875</b>      | <b>328,530</b>     | <b>74,787</b>      | <b>355,473</b>     | <b>251,700</b>     | <b>385,419</b>     | <b>(263,950)</b>   | <b>(238,569)</b>   | <b>(135,100)</b>   |
| <b>Surplus/(Deficit) (After Allocations)</b>  | <b>(2,323,695)</b> | <b>(1,973,130)</b> | <b>(2,096,387)</b> | <b>(1,181,823)</b> | <b>(1,156,900)</b> | <b>(1,294,919)</b> | <b>(1,504,341)</b> | <b>(1,537,104)</b> | <b>(1,326,500)</b> |
| Transfers to (from) Reserves                  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | 71,400             | 39,300             |
| Transfers to (from) Rate                      | -                  | -                  | -                  | -                  | -                  | -                  | (988,000)          | (988,000)          | (607,100)          |
| <b>Total Transfers</b>                        | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>(988,000)</b>   | <b>(916,600)</b>   | <b>(567,800)</b>   |
| <b>Surplus/(Deficit)</b>                      | <b>(2,323,695)</b> | <b>(1,973,130)</b> | <b>(2,096,387)</b> | <b>(1,181,823)</b> | <b>(1,156,900)</b> | <b>(1,294,919)</b> | <b>(516,341)</b>   | <b>(620,504)</b>   | <b>(758,700)</b>   |

**Appendix D - Global Divisional Detail**

| Object Name                           | Global Revenue    |                   |                   |
|---------------------------------------|-------------------|-------------------|-------------------|
|                                       | Budget<br>2022    | Forecast<br>2021  | Budget<br>2021    |
| Donations                             | -                 | -                 | -                 |
| Investment Income                     | 145,000           | 192,000           | 105,000           |
| Lease Income                          | 40,200            | 40,200            | 40,200            |
| Rentals                               | 18,000            | 18,000            | 18,000            |
| Other Revenue                         | -                 | 667,300           | -                 |
| Provincial Offences Act               | 23,020            | 22,260            | -                 |
| Grants - Other                        | -                 | -                 | -                 |
| Grant - Federal                       | -                 | -                 | -                 |
| Grant - Provincial                    | 2,569,000         | 2,712,400         | 2,691,100         |
| Penalties and Interest                | 470,500           | 600,000           | 470,500           |
| Property Taxes                        | 21,873,989        | 20,577,600        | 20,577,600        |
| Payment In lieu                       | 384,000           | 384,000           | 384,000           |
| Supplemental Tax                      | 150,000           | 150,000           | 150,000           |
| <b>Total Revenue</b>                  | <b>25,673,709</b> | <b>25,363,760</b> | <b>24,436,400</b> |
| Salaries and Wages - Full Time        | (243,200)         | -                 | 35,138            |
| Employee Benefits                     | (83,400)          | -                 | 13,400            |
| Association/Membership Fees           | -                 | -                 | -                 |
| Auto - Fuel                           | -                 | -                 | -                 |
| Computer Software                     | -                 | -                 | -                 |
| Contract Services                     | -                 | -                 | -                 |
| Cost of Borrowing External Interest   | -                 | -                 | -                 |
| Cost of Borrowing External Principal  | -                 | -                 | -                 |
| Credit Card Fees                      | -                 | -                 | -                 |
| PAP / Online Incentives               | -                 | -                 | -                 |
| Equipment - Rental                    | -                 | -                 | -                 |
| Financial Expenses                    | -                 | -                 | -                 |
| Land Leases                           | -                 | -                 | -                 |
| Insurance - Contract                  | -                 | -                 | -                 |
| Insurance Ded and Adm cost            | -                 | -                 | -                 |
| Protective & Uniform Clothing         | -                 | -                 | -                 |
| R&M Consumables and Parts             | -                 | -                 | -                 |
| Repairs and Maintenance - Auto        | -                 | -                 | -                 |
| Staff Training & Development          | -                 | -                 | -                 |
| Subject Matter Experts - Legal        | -                 | -                 | -                 |
| Telephone/Internet                    | -                 | -                 | 1,400             |
| Travel                                | -                 | -                 | -                 |
| Utilities - Gas                       | -                 | -                 | -                 |
| Utilities - Hydro                     | -                 | -                 | -                 |
| Utilities - Water                     | -                 | -                 | -                 |
| Tax Reassessment and Uncollect        | 186,974           | 323,996           | 323,996           |
| Property Taxes - Rebates              | 37,000            | 37,000            | 37,000            |
| Property Taxes - Tax Incentive Grants | 34,000            | 34,000            | 34,000            |
| <b>Total Expense</b>                  | <b>(68,626)</b>   | <b>394,996</b>    | <b>444,934</b>    |

**Appendix D - Global Divisional Detail**

| Object Name                                   | Global Revenue    |                   |                   |
|---|-------------------|-------------------|-------------------|
|   | Budget<br>2022    | Forecast<br>2021  | Budget<br>2021    |
| <b>Surplus/(Deficit) Before Allocations</b>   | <b>25,742,335</b> | <b>24,968,764</b> | <b>23,991,466</b> |
| <b>Allocations: Within Departments</b>        | -                 | -                 | -                 |
| Allocated Overhead (Credit Cards / Insurance) | -                 | -                 | -                 |
| Cost of Borrowing - Internal - Interest       | (17,400)          | (7,794)           | (7,794)           |
| Cost of Borrowing - Internal - Principal      | (130,400)         | (76,883)          | (76,883)          |
| Capital and Related Project (SSE/BC only)     | -                 | -                 | -                 |
| COVID - Other                                 | -                 | -                 | -                 |
| Facility Costs                                | -                 | -                 | -                 |
| Global Departmental Allocations               | -                 | -                 | (55,600)          |
| <b>Allocations: Between Departments</b>       | <b>(147,800)</b>  | <b>(84,677)</b>   | <b>(140,277)</b>  |
| <b>Surplus/(Deficit) (After Allocations)</b>  | <b>25,890,135</b> | <b>25,053,441</b> | <b>24,131,743</b> |
| Transfers to (from) Reserves                  | 167,600           | 723,776           | 103,767           |
| Transfers to (from) Rate                      | -                 | -                 | -                 |
| <b>Total Transfers</b>                        | <b>167,600</b>    | <b>723,776</b>    | <b>103,767</b>    |
| <b>Surplus/(Deficit)</b>                      | <b>25,722,535</b> | <b>24,329,665</b> | <b>24,027,976</b> |

# Appendix D - Divisional Summary & Detail

Programs, Grants and Activities (PGA) Divisional Summary

Appendix D - PGA Divisional Summary

|             |                                      | Programs, Grants and Activities |                  |                  |                  |                    |                  |           |                  |                        |                   |                    |
|-------------|--------------------------------------|---------------------------------|------------------|------------------|------------------|--------------------|------------------|-----------|------------------|------------------------|-------------------|--------------------|
|             |                                      | Airport                         | Animal Control   | Canal Days       | CIP Incentives   | Civic Celebrations | Community Grants | COVID-19  | Crossing Guards  | EcDev & Tourism Grants | Goderich Elevator | Municipal Election |
| 2022 BUDGET | Total Revenue                        | -                               | -                | 527,000          | -                | 18,500             | -                | -         | -                | -                      | 150,000           | -                  |
|             | Personnel Expenses                   | -                               | -                | -                | -                | -                  | -                | -         | 351,924          | -                      | -                 | -                  |
|             | Operating Expenses                   | 30,000                          | 189,800          | 652,000          | 125,000          | 45,200             | 124,200          | 92,000    | 12,800           | 25,000                 | 85,000            | -                  |
|             | Total Expense                        | 30,000                          | 189,800          | 652,000          | 125,000          | 45,200             | 124,200          | 92,000    | 364,724          | 25,000                 | 85,000            | -                  |
|             | Surplus/(Deficit) Before Allocations | (30,000)                        | (189,800)        | (125,000)        | (125,000)        | (26,700)           | (124,200)        | (92,000)  | (364,724)        | (25,000)               | 65,000            | -                  |
|             | Allocations: Within Departments      | -                               | -                | -                | -                | -                  | -                | -         | -                | -                      | -                 | -                  |
|             | Allocations: Between Departments     | -                               | 3,900            | 83,906           | -                | 50,564             | 15,400           | -         | 8,850            | 3,792                  | -                 | -                  |
|             | Surplus/(Deficit) After Allocations  | (30,000)                        | (193,700)        | (208,906)        | (125,000)        | (77,264)           | (139,600)        | (92,000)  | (373,574)        | (28,792)               | 65,000            | -                  |
|             | Transfers to (from) Reserves         | -                               | -                | -                | -                | -                  | -                | (92,000)  | -                | -                      | -                 | 30,000             |
|             | Transfers to (from) Rate             | -                               | -                | -                | -                | -                  | -                | -         | -                | -                      | -                 | -                  |
|             | <b>Surplus/(Deficit)</b>             | <b>(30,000)</b>                 | <b>(193,700)</b> | <b>(208,906)</b> | <b>(125,000)</b> | <b>(77,264)</b>    | <b>(139,600)</b> | <b>-</b>  | <b>(373,574)</b> | <b>(28,792)</b>        | <b>65,000</b>     | <b>(30,000)</b>    |
| 2021 BUDGET | Total Revenue                        | -                               | -                | 160,500          | -                | 28,600             | -                | (78,900)  | -                | -                      | 150,000           | -                  |
|             | Personnel Expenses                   | -                               | -                | -                | -                | -                  | -                | 40,000    | 347,000          | -                      | -                 | -                  |
|             | Operating Expenses                   | 30,000                          | 189,800          | 285,500          | 68,000           | 45,200             | 144,200          | 134,500   | 12,700           | 25,000                 | 85,000            | -                  |
|             | Total Expense                        | 30,000                          | 189,800          | 285,500          | 68,000           | 45,200             | 144,200          | 174,500   | 359,700          | 25,000                 | 85,000            | -                  |
|             | Surplus/(Deficit) Before Allocations | (30,000)                        | (189,800)        | (125,000)        | (68,000)         | (16,600)           | (144,200)        | (253,400) | (359,700)        | (25,000)               | 65,000            | -                  |
|             | Allocations: Within Departments      | -                               | -                | -                | -                | -                  | -                | -         | -                | -                      | -                 | -                  |
|             | Allocations: Between Departments     | -                               | 3,700            | 66,475           | -                | 53,180             | 14,700           | -         | -                | 3,989                  | -                 | -                  |
|             | Surplus/(Deficit) After Allocations  | (30,000)                        | (193,500)        | (191,475)        | (68,000)         | (69,780)           | (158,900)        | (253,400) | (359,700)        | (28,989)               | 65,000            | -                  |
|             | Transfers to (from) Reserves         | -                               | -                | -                | -                | -                  | 15,000           | (253,400) | -                | -                      | -                 | 30,000             |
|             | Transfers to (from) Rate             | -                               | -                | -                | -                | -                  | -                | -         | -                | -                      | -                 | -                  |
|             | <b>Total Transfers</b>               | <b>-</b>                        | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>15,000</b>      | <b>(253,400)</b> | <b>-</b>  | <b>-</b>         | <b>-</b>               | <b>30,000</b>     |                    |
|             | <b>Surplus/(Deficit)</b>             | <b>(30,000)</b>                 | <b>(193,500)</b> | <b>(191,475)</b> | <b>(68,000)</b>  | <b>(69,780)</b>    | <b>(173,900)</b> | <b>-</b>  | <b>(359,700)</b> | <b>(28,989)</b>        | <b>65,000</b>     | <b>(30,000)</b>    |
| VARIANCE    | Total Revenue                        | -                               | -                | 366,500          | -                | (10,100)           | -                | 78,900    | -                | -                      | -                 | -                  |
|             | Personnel Expenses                   | -                               | -                | -                | -                | -                  | -                | (40,000)  | 4,924            | -                      | -                 | -                  |
|             | Operating Expenses                   | -                               | -                | 366,500          | 57,000           | -                  | (20,000)         | (42,500)  | 100              | -                      | -                 | -                  |
|             | Total Expense                        | -                               | -                | 366,500          | 57,000           | -                  | (20,000)         | (82,500)  | 5,024            | -                      | -                 | -                  |
|             | Surplus/(Deficit) Before Allocations | -                               | -                | -                | (57,000)         | (10,100)           | 20,000           | 161,400   | (5,024)          | -                      | -                 | -                  |
|             | Allocations: Within Departments      | -                               | -                | -                | -                | -                  | -                | -         | -                | -                      | -                 | -                  |
|             | Allocations: Between Departments     | -                               | 200              | 17,431           | -                | (2,616)            | 700              | -         | 8,850            | (196)                  | -                 | -                  |
|             | Surplus/(Deficit) After Allocations  | -                               | (200)            | (17,431)         | (57,000)         | (7,484)            | 19,300           | 161,400   | (13,874)         | 196                    | -                 | -                  |
|             | Transfers to (from) Reserves         | -                               | -                | -                | -                | -                  | (15,000)         | 161,400   | -                | -                      | -                 | -                  |
|             | Transfers to (from) Rate             | -                               | -                | -                | -                | -                  | -                | -         | -                | -                      | -                 | -                  |
|             | <b>Total Transfers</b>               | <b>-</b>                        | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>(15,000)</b>    | <b>161,400</b>   | <b>-</b>  | <b>-</b>         | <b>-</b>               | <b>-</b>          |                    |
|             | <b>Surplus/(Deficit)</b>             | <b>-</b>                        | <b>(200)</b>     | <b>(17,431)</b>  | <b>(57,000)</b>  | <b>(7,484)</b>     | <b>34,300</b>    | <b>-</b>  | <b>(13,874)</b>  | <b>196</b>             | <b>-</b>          |                    |

Appendix D - PGA Divisional Summary

|             |                                      | Programs, Grants and Activities |                       |                     |                       |                  |                  |                    |
|-------------|--------------------------------------|---------------------------------|-----------------------|---------------------|-----------------------|------------------|------------------|--------------------|
|             |                                      | Outdoor Vendors                 | Physician Recruitment | Residential Rebates | Showboat - Lighthouse | SportsFest       | Transit          | Total              |
| 2022 BUDGET | Total Revenue                        | 11,000                          | -                     | -                   | -                     | 9,000            | -                | 715,500            |
|             | Personnel Expenses                   | -                               | -                     | -                   | -                     | -                | -                | 351,924            |
|             | Operating Expenses                   | 2,000                           | 87,000                | 1,000               | 25,500                | 9,000            | 323,300          | 1,828,800          |
|             | Total Expense                        | 2,000                           | 87,000                | 1,000               | 25,500                | 9,000            | 323,300          | 2,180,724          |
|             | Surplus/(Deficit) Before Allocations | 9,000                           | (87,000)              | (1,000)             | (25,500)              | -                | (323,300)        | (1,465,224)        |
|             | Allocations: Within Departments      | -                               | -                     | -                   | -                     | -                | -                | -                  |
|             | Allocations: Between Departments     | 4,128                           | -                     | -                   | -                     | 6,321            | -                | 176,861            |
|             | Surplus/(Deficit) After Allocations  | 4,872                           | (87,000)              | (1,000)             | (25,500)              | (6,321)          | (323,300)        | (1,642,085)        |
|             | Transfers to (from) Reserves         | -                               | -                     | -                   | -                     | -                | (157,600)        | (219,600)          |
|             | Transfers to (from) Rate             | -                               | -                     | -                   | -                     | -                | -                | -                  |
|             | <b>Surplus/(Deficit)</b>             | <b>4,872</b>                    | <b>(87,000)</b>       | <b>(1,000)</b>      | <b>(25,500)</b>       | <b>(6,321)</b>   | <b>(165,700)</b> | <b>(1,422,485)</b> |
| 2021 BUDGET | Total Revenue                        | 11,600                          | 1,000                 | -                   | -                     | 9,000            | 138,000          | 419,800            |
|             | Personnel Expenses                   | -                               | -                     | -                   | -                     | -                | -                | 387,000            |
|             | Operating Expenses                   | 6,000                           | 148,000               | -                   | 25,000                | 5,000            | 303,700          | 1,507,600          |
|             | Total Expense                        | 6,000                           | 148,000               | -                   | 25,000                | 5,000            | 303,700          | 1,894,600          |
|             | Surplus/(Deficit) Before Allocations | 5,600                           | (147,000)             | -                   | (25,000)              | 4,000            | (165,700)        | (1,474,800)        |
|             | Allocations: Within Departments      | -                               | -                     | -                   | -                     | -                | -                | -                  |
|             | Allocations: Between Departments     | 4,259                           | -                     | -                   | -                     | 6,648            | -                | 152,950            |
|             | Surplus/(Deficit) After Allocations  | 1,341                           | (147,000)             | -                   | (25,000)              | (2,648)          | (165,700)        | (1,627,750)        |
|             | Transfers to (from) Reserves         | -                               | -                     | -                   | -                     | -                | -                | (208,400)          |
|             | Transfers to (from) Rate             | -                               | -                     | -                   | -                     | -                | -                | -                  |
|             | <b>Total Transfers</b>               | <b>-</b>                        | <b>-</b>              | <b>-</b>            | <b>-</b>              | <b>-</b>         | <b>-</b>         | <b>(208,400)</b>   |
|             | <b>Surplus/(Deficit)</b>             | <b>1,341</b>                    | <b>(147,000)</b>      | <b>-</b>            | <b>(25,000)</b>       | <b>(2,648)</b>   | <b>(165,700)</b> | <b>(1,419,350)</b> |
| VARIANCE    | Total Revenue                        | (600)                           | (1,000)               | -                   | -                     | -                | (138,000)        | 295,700            |
|             | Personnel Expenses                   | -                               | -                     | -                   | -                     | -                | -                | (35,076)           |
|             | Operating Expenses                   | (4,000)                         | (61,000)              | 1,000               | 500                   | 4,000            | 19,600           | 321,200            |
|             | Total Expense                        | (4,000)                         | (61,000)              | 1,000               | 500                   | 4,000            | 19,600           | 286,124            |
|             | Surplus/(Deficit) Before Allocations | 3,400                           | 60,000                | (1,000)             | (500)                 | (4,000)          | (157,600)        | 9,576              |
|             | Allocations: Within Departments      | -                               | -                     | -                   | -                     | -                | -                | -                  |
|             | Allocations: Between Departments     | (131)                           | -                     | -                   | -                     | (327)            | -                | 23,911             |
|             | Surplus/(Deficit) After Allocations  | 3,531                           | 60,000                | (1,000)             | (500)                 | (3,673)          | (157,600)        | (14,335)           |
|             | Transfers to (from) Reserves         | -                               | -                     | -                   | -                     | -                | (157,600)        | (11,200)           |
|             | Transfers to (from) Rate             | -                               | -                     | -                   | -                     | -                | -                | -                  |
|             | <b>Total Transfers</b>               | <b>-</b>                        | <b>-</b>              | <b>-</b>            | <b>-</b>              | <b>(157,600)</b> | <b>(11,200)</b>  |                    |
|             | <b>Surplus/(Deficit)</b>             | <b>3,531</b>                    | <b>60,000</b>         | <b>(1,000)</b>      | <b>(500)</b>          | <b>(3,673)</b>   | <b>-</b>         | <b>(3,135)</b>     |

# Appendix D - Divisional Summary & Detail

Programs, Grants and Activities (PGA) Divisional Detail



**Appendix D - PGA Divisional Detail**

| Object Name                                 | Total              |                  |                    | Airport         |                 |                 | Animal Control   |                  |                  |
|---|--------------------|------------------|--------------------|-----------------|-----------------|-----------------|------------------|------------------|------------------|
|   | Budget 2022        | Forecast 2021    | Budget 2021        | Budget 2022     | Forecast 2021   | Budget 2021     | Budget 2022      | Forecast 2021    | Budget 2021      |
| Advertising and Sponsorship                 | 110,500            | -                | 53,000             | -               | -               | -               | -                | -                | -                |
| Lease Income                                | 160,500            | 155,000          | 151,000            | -               | -               | -               | -                | -                | -                |
| Rentals                                     | 72,000             | (5)              | (2,300)            | -               | -               | -               | -                | -                | -                |
| Other Revenue                               | 50,500             | 5,304            | -                  | -               | 4,804           | -               | -                | -                | -                |
| Fees  | 125,500            | 9,000            | 48,900             | -               | -               | -               | -                | -                | -                |
| Grants - Other                              | 16,500             | -                | 26,200             | -               | -               | -               | -                | -                | -                |
| Grant - Provincial                          | -                  | 780,916          | 138,000            | -               | -               | -               | -                | -                | -                |
| Sales                                       | 180,000            | -                | 25,000             | -               | -               | -               | -                | -                | -                |
| Penalties and Interest                      | -                  | -                | (20,000)           | -               | -               | -               | -                | -                | -                |
| <b>Total Revenue</b>                        | <b>715,500</b>     | <b>950,215</b>   | <b>419,800</b>     | <b>-</b>        | <b>4,804</b>    | <b>-</b>        | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| Salaries and Wages - Part Time              | 275,668            | 145,000          | 273,500            | -               | -               | -               | -                | -                | -                |
| Salaries and Wages - Students               | -                  | -                | 40,000             | -               | -               | -               | -                | -                | -                |
| Employee Benefits                           | 76,256             | 30,000           | 73,500             | -               | -               | -               | -                | -                | -                |
| Association/Membership Fees                 | -                  | -                | 200                | -               | -               | -               | -                | -                | -                |
| Cleaning Supplies                           | 8,000              | 10,000           | 20,700             | -               | -               | -               | -                | -                | -                |
| Comm and Public Relations                   | 62,000             | 10,000           | 42,000             | -               | -               | -               | -                | -                | -                |
| Computer Software                           | 4,000              | 15,000           | -                  | -               | -               | -               | -                | -                | -                |
| Contract Services                           | 593,100            | 577,192          | 648,300            | 30,000          | 29,406          | 30,000          | 189,800          | 183,100          | 189,800          |
| Cost of of Goods Sold                       | 120,160            | -                | 15,000             | -               | -               | -               | -                | -                | -                |
| Equipment - Rental                          | 194,000            | -                | 115,000            | -               | -               | -               | -                | -                | -                |
| Financial Expenses                          | 2,000              | -                | -                  | -               | -               | -               | -                | -                | -                |
| Grants and Sponsorship Expense              | 383,700            | 328,200          | 373,500            | -               | -               | -               | -                | -                | -                |
| Office Supplies                             | 7,500              | 200              | 500                | -               | -               | -               | -                | -                | -                |
| Program Supplies                            | 331,540            | 18,600           | 107,700            | -               | -               | -               | -                | -                | -                |
| Protective & Uniform Clothing               | 23,000             | 21,500           | 48,000             | -               | -               | -               | -                | -                | -                |
| R&M Grounds                                 | 87,500             | 85,000           | 87,500             | -               | -               | -               | -                | -                | -                |
| Repairs and Maintenance - Tree              | -                  | -                | -                  | -               | -               | -               | -                | -                | -                |
| Staff Training & Development                | 6,900              | -                | 6,800              | -               | -               | -               | -                | -                | -                |
| SME - Consultants                           | 4,000              | 4,000            | 40,000             | -               | -               | -               | -                | -                | -                |
| Telephone/Internet                          | -                  | -                | 1,000              | -               | -               | -               | -                | -                | -                |
| Travel                                      | 1,400              | 100              | 1,400              | -               | -               | -               | -                | -                | -                |
| <b>Total Expense</b>                        | <b>2,180,724</b>   | <b>1,244,792</b> | <b>1,894,600</b>   | <b>30,000</b>   | <b>29,406</b>   | <b>30,000</b>   | <b>189,800</b>   | <b>183,100</b>   | <b>189,800</b>   |
| <b>Surplus/(Deficit) Before Allocations</b> | <b>(1,465,224)</b> | <b>(294,577)</b> | <b>(1,474,800)</b> | <b>(30,000)</b> | <b>(24,602)</b> | <b>(30,000)</b> | <b>(189,800)</b> | <b>(183,100)</b> | <b>(189,800)</b> |

Appendix D - PGA Divisional Detail

| Object Name                                      | Total              |                  |                    | Airport         |                 |                 | Animal Control   |                  |                  |
|--|--------------------|------------------|--------------------|-----------------|-----------------|-----------------|------------------|------------------|------------------|
|  | Budget 2022        | Forecast 2021    | Budget 2021        | Budget 2022     | Forecast 2021   | Budget 2021     | Budget 2022      | Forecast 2021    | Budget 2021      |
| <b>Allocations: Within Departments</b>           | -                  | -                | -                  | -               | -               | -               | -                | -                | -                |
| <b>Surplus/(Deficit) - Directly Attributable</b> | <b>(1,465,224)</b> | <b>(294,577)</b> | <b>(1,474,800)</b> | <b>(30,000)</b> | <b>(24,602)</b> | <b>(30,000)</b> | <b>(189,800)</b> | <b>(183,100)</b> | <b>(189,800)</b> |
| COVID - Personnel                                | -                  | 414,800          | -                  | -               | -               | -               | -                | -                | -                |
| COVID - Other                                    | -                  | (2,950)          | -                  | -               | -               | -               | -                | -                | -                |
| Facility Costs                                   | 20,900             | 19,900           | 20,000             | -               | -               | -               | 3,900            | 3,700            | 3,700            |
| Personnel  | 29,550             | -                | -                  | -               | -               | -               | -                | -                | -                |
| Global Departmental Allocations                  | 126,411            | 51,123           | 132,950            | -               | -               | -               | -                | -                | -                |
| <b>Allocations: Between Departments</b>          | <b>176,861</b>     | <b>482,873</b>   | <b>152,950</b>     | <b>-</b>        | <b>-</b>        | <b>-</b>        | <b>3,900</b>     | <b>3,700</b>     | <b>3,700</b>     |
| <b>Surplus/(Deficit) (After Allocations)</b>     | <b>(1,642,085)</b> | <b>(777,450)</b> | <b>(1,627,750)</b> | <b>(30,000)</b> | <b>(24,602)</b> | <b>(30,000)</b> | <b>(193,700)</b> | <b>(186,800)</b> | <b>(193,500)</b> |
| Transfers to (from) Reserves                     | (219,600)          | 135,000          | (208,400)          | -               | -               | -               | -                | -                | -                |
| <b>Total Transfers</b>                           | <b>(219,600)</b>   | <b>135,000</b>   | <b>(208,400)</b>   | <b>-</b>        | <b>-</b>        | <b>-</b>        | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| <b>Surplus/(Deficit)</b>                         | <b>(1,422,485)</b> | <b>(912,450)</b> | <b>(1,419,350)</b> | <b>(30,000)</b> | <b>(24,602)</b> | <b>(30,000)</b> | <b>(193,700)</b> | <b>(186,800)</b> | <b>(193,500)</b> |

**Appendix D - PGA Divisional Detail**

| Object Name                                 | Canal Days       |                  |                  | CIP Incentives   |                  |                 | Civic Celebrations |                  |                 |
|---|------------------|------------------|------------------|------------------|------------------|-----------------|--------------------|------------------|-----------------|
|   | Budget<br>2022   | Forecast<br>2021 | Budget<br>2021   | Budget<br>2022   | Forecast<br>2021 | Budget<br>2021  | Budget<br>2022     | Forecast<br>2021 | Budget<br>2021  |
| Advertising and Sponsorship                 | 110,000          | -                | 52,500           | -                | -                | -               | -                  | -                | -               |
| Lease Income                                | -                | -                | -                | -                | -                | -               | -                  | -                | -               |
| Rentals                                     | 72,000           | -                | 45,000           | -                | -                | -               | -                  | -                | -               |
| Other Revenue                               | 50,000           | -                | -                | -                | -                | -               | -                  | -                | -               |
| Fees  | 115,000          | -                | 38,000           | -                | -                | -               | 2,000              | -                | 2,400           |
| Grants - Other                              | -                | -                | -                | -                | -                | -               | 16,500             | -                | 26,200          |
| Grant - Provincial                          | -                | -                | -                | -                | -                | -               | -                  | -                | -               |
| Sales                                       | 180,000          | -                | 25,000           | -                | -                | -               | -                  | -                | -               |
| Penalties and Interest                      | -                | -                | -                | -                | -                | -               | -                  | -                | -               |
| <b>Total Revenue</b>                        | <b>527,000</b>   | <b>-</b>         | <b>160,500</b>   | <b>-</b>         | <b>-</b>         | <b>-</b>        | <b>18,500</b>      | <b>-</b>         | <b>28,600</b>   |
| Salaries and Wages - Part Time              | -                | -                | -                | -                | -                | -               | -                  | -                | -               |
| Salaries and Wages - Students               | -                | -                | -                | -                | -                | -               | -                  | -                | -               |
| Employee Benefits                           | -                | -                | -                | -                | -                | -               | -                  | -                | -               |
| Association/Membership Fees                 | -                | -                | -                | -                | -                | -               | -                  | -                | -               |
| Cleaning Supplies                           | -                | -                | -                | -                | -                | -               | -                  | -                | -               |
| Comm and Public Relations                   | 40,000           | -                | 20,000           | 10,000           | -                | -               | -                  | -                | -               |
| Computer Software                           | -                | -                | -                | -                | -                | -               | -                  | -                | -               |
| Contract Services                           | -                | -                | 75,000           | -                | -                | -               | -                  | -                | -               |
| Cost of of Goods Sold                       | 120,160          | -                | 15,000           | -                | -                | -               | -                  | -                | -               |
| Equipment - Rental                          | 194,000          | -                | 115,000          | -                | -                | -               | -                  | -                | -               |
| Financial Expenses                          | 2,000            | -                | -                | -                | -                | -               | -                  | -                | -               |
| Grants and Sponsorship Expense              | 10,000           | -                | 4,500            | 115,000          | 68,000           | 68,000          | -                  | -                | -               |
| Office Supplies                             | 7,000            | -                | -                | -                | -                | -               | -                  | -                | -               |
| Program Supplies                            | 278,840          | -                | 56,000           | -                | -                | -               | 42,700             | 18,000           | 42,700          |
| Protective & Uniform Clothing               | -                | -                | -                | -                | -                | -               | -                  | -                | -               |
| R&M Grounds                                 | -                | -                | -                | -                | -                | -               | 2,500              | -                | 2,500           |
| Repairs and Maintenance - Tree              | -                | -                | -                | -                | -                | -               | -                  | -                | -               |
| Staff Training & Development                | -                | -                | -                | -                | -                | -               | -                  | -                | -               |
| SME - Consultants                           | -                | -                | -                | -                | -                | -               | -                  | -                | -               |
| Telephone/Internet                          | -                | -                | -                | -                | -                | -               | -                  | -                | -               |
| Travel                                      | -                | -                | -                | -                | -                | -               | -                  | -                | -               |
| <b>Total Expense</b>                        | <b>652,000</b>   | <b>-</b>         | <b>285,500</b>   | <b>125,000</b>   | <b>68,000</b>    | <b>68,000</b>   | <b>45,200</b>      | <b>18,000</b>    | <b>45,200</b>   |
| <b>Surplus/(Deficit) Before Allocations</b> | <b>(125,000)</b> | <b>-</b>         | <b>(125,000)</b> | <b>(125,000)</b> | <b>(68,000)</b>  | <b>(68,000)</b> | <b>(26,700)</b>    | <b>(18,000)</b>  | <b>(16,600)</b> |

Appendix D - PGA Divisional Detail

| Object Name                                      | Canal Days       |                 |                  | CIP Incentives   |                 |                 | Civic Celebrations |                 |                 |
|--|------------------|-----------------|------------------|------------------|-----------------|-----------------|--------------------|-----------------|-----------------|
|  | Budget 2022      | Forecast 2021   | Budget 2021      | Budget 2022      | Forecast 2021   | Budget 2021     | Budget 2022        | Forecast 2021   | Budget 2021     |
| <b>Allocations: Within Departments</b>           | -                | -               | -                | -                | -               | -               | -                  | -               | -               |
| <b>Surplus/(Deficit) - Directly Attributable</b> | (125,000)        | -               | (125,000)        | (125,000)        | (68,000)        | (68,000)        | (26,700)           | (18,000)        | (16,600)        |
| COVID - Personnel                                | -                | -               | -                | -                | -               | -               | -                  | -               | -               |
| COVID - Other                                    | -                | -               | -                | -                | -               | -               | -                  | -               | -               |
| Facility Costs                                   | -                | -               | -                | -                | -               | -               | -                  | -               | -               |
| Personnel  | 20,700           | -               | -                | -                | -               | -               | -                  | -               | -               |
| Global Departmental Allocations                  | 63,206           | 23,238          | 66,475           | -                | -               | -               | 50,564             | 23,238          | 53,180          |
| <b>Allocations: Between Departments</b>          | <b>83,906</b>    | <b>23,238</b>   | <b>66,475</b>    | <b>-</b>         | <b>-</b>        | <b>-</b>        | <b>50,564</b>      | <b>23,238</b>   | <b>53,180</b>   |
| <b>Surplus/(Deficit) (After Allocations)</b>     | <b>(208,906)</b> | <b>(23,238)</b> | <b>(191,475)</b> | <b>(125,000)</b> | <b>(68,000)</b> | <b>(68,000)</b> | <b>(77,264)</b>    | <b>(41,238)</b> | <b>(69,780)</b> |
| Transfers to (from) Reserves                     | -                | -               | -                | -                | -               | -               | -                  | -               | -               |
| <b>Total Transfers</b>                           | <b>-</b>         | <b>-</b>        | <b>-</b>         | <b>-</b>         | <b>-</b>        | <b>-</b>        | <b>-</b>           | <b>-</b>        | <b>-</b>        |
| <b>Surplus/(Deficit)</b>                         | <b>(208,906)</b> | <b>(23,238)</b> | <b>(191,475)</b> | <b>(125,000)</b> | <b>(68,000)</b> | <b>(68,000)</b> | <b>(77,264)</b>    | <b>(41,238)</b> | <b>(69,780)</b> |

**Appendix D - PGA Divisional Detail**

| Object Name                                 | Community Grants |                  |                  | COVID-19        |                |                  | Crossing Guards  |                  |                  |
|---|------------------|------------------|------------------|-----------------|----------------|------------------|------------------|------------------|------------------|
|   | Budget 2022      | Forecast 2021    | Budget 2021      | Budget 2022     | Forecast 2021  | Budget 2021      | Budget 2022      | Forecast 2021    | Budget 2021      |
| Advertising and Sponsorship                 | -                | -                | -                | -               | -              | -                | -                | -                | -                |
| Lease Income                                | -                | -                | -                | -               | -              | -                | -                | -                | -                |
| Rentals                                     | -                | -                | -                | -               | -              | (58,900)         | -                | -                | -                |
| Other Revenue                               | -                | -                | -                | -               | -              | -                | -                | -                | -                |
| Fees  | -                | -                | -                | -               | -              | -                | -                | -                | -                |
| Grants - Other                              | -                | -                | -                | -               | -              | -                | -                | -                | -                |
| Grant - Provincial                          | -                | -                | -                | -               | 630,536        | -                | -                | -                | -                |
| Sales                                       | -                | -                | -                | -               | -              | -                | -                | -                | -                |
| Penalties and Interest                      | -                | -                | -                | -               | -              | (20,000)         | -                | -                | -                |
| <b>Total Revenue</b>                        | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>        | <b>630,536</b> | <b>(78,900)</b>  | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| Salaries and Wages - Part Time              | -                | -                | -                | -               | -              | -                | 275,668          | 145,000          | 273,500          |
| Salaries and Wages - Students               | -                | -                | -                | -               | -              | 40,000           | -                | -                | -                |
| Employee Benefits                           | -                | -                | -                | -               | -              | -                | 76,256           | 30,000           | 73,500           |
| Association/Membership Fees                 | -                | -                | -                | -               | -              | -                | -                | -                | -                |
| Cleaning Supplies                           | -                | -                | -                | 8,000           | 10,000         | 20,000           | -                | -                | -                |
| Comm and Public Relations                   | -                | -                | -                | 10,000          | 10,000         | 20,000           | -                | -                | -                |
| Computer Software                           | -                | -                | -                | 4,000           | 15,000         | -                | -                | -                | -                |
| Contract Services                           | -                | -                | -                | 50,000          | 71,686         | 49,500           | -                | -                | -                |
| Cost of of Goods Sold                       | -                | -                | -                | -               | -              | -                | -                | -                | -                |
| Equipment - Rental                          | -                | -                | -                | -               | -              | -                | -                | -                | -                |
| Financial Expenses                          | -                | -                | -                | -               | -              | -                | -                | -                | -                |
| Grants and Sponsorship Expense              | 124,200          | 144,200          | 144,200          | -               | -              | -                | -                | -                | -                |
| Office Supplies                             | -                | -                | -                | -               | -              | -                | 500              | 200              | 500              |
| Program Supplies                            | -                | -                | -                | -               | -              | -                | 1,000            | 600              | 1,000            |
| Protective & Uniform Clothing               | -                | -                | -                | 20,000          | 20,000         | 45,000           | 3,000            | 1,500            | 3,000            |
| R&M Grounds                                 | -                | -                | -                | -               | -              | -                | -                | -                | -                |
| Repairs and Maintenance - Tree              | -                | -                | -                | -               | -              | -                | -                | -                | -                |
| Staff Training & Development                | -                | -                | -                | -               | -              | -                | 6,900            | -                | 6,800            |
| SME - Consultants                           | -                | -                | -                | -               | -              | -                | -                | -                | -                |
| Telephone/Internet                          | -                | -                | -                | -               | -              | -                | -                | -                | -                |
| Travel                                      | -                | -                | -                | -               | -              | -                | 1,400            | 100              | 1,400            |
| <b>Total Expense</b>                        | <b>124,200</b>   | <b>144,200</b>   | <b>144,200</b>   | <b>92,000</b>   | <b>126,686</b> | <b>174,500</b>   | <b>364,724</b>   | <b>177,400</b>   | <b>359,700</b>   |
| <b>Surplus/(Deficit) Before Allocations</b> | <b>(124,200)</b> | <b>(144,200)</b> | <b>(144,200)</b> | <b>(92,000)</b> | <b>503,850</b> | <b>(253,400)</b> | <b>(364,724)</b> | <b>(177,400)</b> | <b>(359,700)</b> |

Appendix D - PGA Divisional Detail

| Object Name                                      | Community Grants |               |             | COVID-19    |               |             | Crossing Guards |               |             |
|--|------------------|---------------|-------------|-------------|---------------|-------------|-----------------|---------------|-------------|
|  | Budget 2022      | Forecast 2021 | Budget 2021 | Budget 2022 | Forecast 2021 | Budget 2021 | Budget 2022     | Forecast 2021 | Budget 2021 |
| <b>Allocations: Within Departments</b>           | -                | -             | -           | -           | -             | -           | -               | -             | -           |
| <b>Surplus/(Deficit) - Directly Attributable</b> | (124,200)        | (144,200)     | (144,200)   | (92,000)    | 503,850       | (253,400)   | (364,724)       | (177,400)     | (359,700)   |
| COVID - Personnel                                | -                | -             | -           | -           | 414,800       | -           | -               | -             | -           |
| COVID - Other                                    | -                | -             | -           | -           | (2,950)       | -           | -               | -             | -           |
| Facility Costs                                   | 15,400           | 14,700        | 14,700      | -           | -             | -           | -               | -             | -           |
| Personnel  | -                | -             | -           | -           | -             | -           | 8,850           | -             | -           |
| Global Departmental Allocations                  | -                | -             | -           | -           | -             | -           | -               | -             | -           |
| <b>Allocations: Between Departments</b>          | 15,400           | 14,700        | 14,700      | -           | 411,850       | -           | 8,850           | -             | -           |
| <b>Surplus/(Deficit) (After Allocations)</b>     | (139,600)        | (158,900)     | (158,900)   | (92,000)    | 92,000        | (253,400)   | (373,574)       | (177,400)     | (359,700)   |
| Transfers to (from) Reserves                     | -                | 15,000        | 15,000      | (92,000)    | 92,000        | (253,400)   | -               | -             | -           |
| <b>Total Transfers</b>                           | -                | 15,000        | 15,000      | (92,000)    | 92,000        | (253,400)   | -               | -             | -           |
| <b>Surplus/(Deficit)</b>                         | (139,600)        | (173,900)     | (173,900)   | -           | -             | -           | (373,574)       | (177,400)     | (359,700)   |

**Appendix D - PGA Divisional Detail**

| Object Name                                 | EcDev and Tourism Grants |                |                 | Goderich Elevator |                |                | Municipal Election |                |             |
|---|--------------------------|----------------|-----------------|-------------------|----------------|----------------|--------------------|----------------|-------------|
|   | Budget 2022              | Forecast 2021  | Budget 2021     | Budget 2022       | Forecast 2021  | Budget 2021    | Budget 2022        | Forecast 2021  | Budget 2021 |
| Advertising and Sponsorship                 | -                        | -              | -               | -                 | -              | -              | -                  | -              | -           |
| Lease Income                                | -                        | -              | -               | 150,000           | 150,000        | 150,000        | -                  | -              | -           |
| Rentals                                     | -                        | -              | -               | -                 | -              | -              | -                  | -              | -           |
| Other Revenue                               | -                        | -              | -               | -                 | -              | -              | -                  | -              | -           |
| Fees  | -                        | -              | -               | -                 | -              | -              | -                  | -              | -           |
| Grants - Other                              | -                        | -              | -               | -                 | -              | -              | -                  | -              | -           |
| Grant - Provincial                          | -                        | -              | -               | -                 | -              | -              | -                  | -              | -           |
| Sales                                       | -                        | -              | -               | -                 | -              | -              | -                  | -              | -           |
| Penalties and Interest                      | -                        | -              | -               | -                 | -              | -              | -                  | -              | -           |
| <b>Total Revenue</b>                        | <b>-</b>                 | <b>-</b>       | <b>-</b>        | <b>150,000</b>    | <b>150,000</b> | <b>150,000</b> | <b>-</b>           | <b>-</b>       | <b>-</b>    |
| Salaries and Wages - Part Time              | -                        | -              | -               | -                 | -              | -              | -                  | -              | -           |
| Salaries and Wages - Students               | -                        | -              | -               | -                 | -              | -              | -                  | -              | -           |
| Employee Benefits                           | -                        | -              | -               | -                 | -              | -              | -                  | -              | -           |
| Association/Membership Fees                 | -                        | -              | -               | -                 | -              | -              | -                  | -              | -           |
| Cleaning Supplies                           | -                        | -              | -               | -                 | -              | -              | -                  | -              | -           |
| Comm and Public Relations                   | -                        | -              | -               | -                 | -              | -              | -                  | -              | -           |
| Computer Software                           | -                        | -              | -               | -                 | -              | -              | -                  | -              | -           |
| Contract Services                           | -                        | -              | -               | -                 | -              | -              | -                  | 2,000          | -           |
| Cost of of Goods Sold                       | -                        | -              | -               | -                 | -              | -              | -                  | -              | -           |
| Equipment - Rental                          | -                        | -              | -               | -                 | -              | -              | -                  | -              | -           |
| Financial Expenses                          | -                        | -              | -               | -                 | -              | -              | -                  | -              | -           |
| Grants and Sponsorship Expense              | 25,000                   | 6,500          | 25,000          | -                 | -              | -              | -                  | -              | -           |
| Office Supplies                             | -                        | -              | -               | -                 | -              | -              | -                  | -              | -           |
| Program Supplies                            | -                        | -              | -               | -                 | -              | -              | -                  | -              | -           |
| Protective & Uniform Clothing               | -                        | -              | -               | -                 | -              | -              | -                  | -              | -           |
| R&M Grounds                                 | -                        | -              | -               | 85,000            | 85,000         | 85,000         | -                  | -              | -           |
| Repairs and Maintenance - Tree              | -                        | -              | -               | -                 | -              | -              | -                  | -              | -           |
| Staff Training & Development                | -                        | -              | -               | -                 | -              | -              | -                  | -              | -           |
| SME - Consultants                           | -                        | -              | -               | -                 | -              | -              | -                  | -              | -           |
| Telephone/Internet                          | -                        | -              | -               | -                 | -              | -              | -                  | -              | -           |
| Travel                                      | -                        | -              | -               | -                 | -              | -              | -                  | -              | -           |
| <b>Total Expense</b>                        | <b>25,000</b>            | <b>6,500</b>   | <b>25,000</b>   | <b>85,000</b>     | <b>85,000</b>  | <b>85,000</b>  | <b>-</b>           | <b>2,000</b>   | <b>-</b>    |
| <b>Surplus/(Deficit) Before Allocations</b> | <b>(25,000)</b>          | <b>(6,500)</b> | <b>(25,000)</b> | <b>65,000</b>     | <b>65,000</b>  | <b>65,000</b>  | <b>-</b>           | <b>(2,000)</b> | <b>-</b>    |

Appendix D - PGA Divisional Detail

| Object Name                                      | EcDev and Tourism Grants |                |                 | Goderich Elevator |               |               | Municipal Election |                 |                 |
|--|--------------------------|----------------|-----------------|-------------------|---------------|---------------|--------------------|-----------------|-----------------|
|  | Budget 2022              | Forecast 2021  | Budget 2021     | Budget 2022       | Forecast 2021 | Budget 2021   | Budget 2022        | Forecast 2021   | Budget 2021     |
| <b>Allocations: Within Departments</b>           | -                        | -              | -               | -                 | -             | -             | -                  | -               | -               |
| <b>Surplus/(Deficit) - Directly Attributable</b> | (25,000)                 | (6,500)        | (25,000)        | 65,000            | 65,000        | 65,000        | -                  | (2,000)         | -               |
| COVID - Personnel                                | -                        | -              | -               | -                 | -             | -             | -                  | -               | -               |
| COVID - Other                                    | -                        | -              | -               | -                 | -             | -             | -                  | -               | -               |
| Facility Costs                                   | -                        | -              | -               | -                 | -             | -             | -                  | -               | -               |
| Personnel  | -                        | -              | -               | -                 | -             | -             | -                  | -               | -               |
| Global Departmental Allocations                  | 3,792                    | 2,789          | 3,989           | -                 | -             | -             | -                  | -               | -               |
| <b>Allocations: Between Departments</b>          | <b>3,792</b>             | <b>2,789</b>   | <b>3,989</b>    | <b>-</b>          | <b>-</b>      | <b>-</b>      | <b>-</b>           | <b>-</b>        | <b>-</b>        |
| <b>Surplus/(Deficit) (After Allocations)</b>     | <b>(28,792)</b>          | <b>(9,289)</b> | <b>(28,989)</b> | <b>65,000</b>     | <b>65,000</b> | <b>65,000</b> | <b>-</b>           | <b>(2,000)</b>  | <b>-</b>        |
| Transfers to (from) Reserves                     | -                        | -              | -               | -                 | -             | -             | 30,000             | 28,000          | 30,000          |
| <b>Total Transfers</b>                           | <b>-</b>                 | <b>-</b>       | <b>-</b>        | <b>-</b>          | <b>-</b>      | <b>-</b>      | <b>30,000</b>      | <b>28,000</b>   | <b>30,000</b>   |
| <b>Surplus/(Deficit)</b>                         | <b>(28,792)</b>          | <b>(9,289)</b> | <b>(28,989)</b> | <b>65,000</b>     | <b>65,000</b> | <b>65,000</b> | <b>(30,000)</b>    | <b>(30,000)</b> | <b>(30,000)</b> |



**Appendix D - PGA Divisional Detail**

| Object Name                                 | Outdoor Vendors |               |               | Physician Recruitment |                 |                  | Residential Rebates |                |             |
|---|-----------------|---------------|---------------|-----------------------|-----------------|------------------|---------------------|----------------|-------------|
|   | Budget 2022     | Forecast 2021 | Budget 2021   | Budget 2022           | Forecast 2021   | Budget 2021      | Budget 2022         | Forecast 2021  | Budget 2021 |
| Advertising and Sponsorship                 | -               | -             | -             | -                     | -               | -                | -                   | -              | -           |
| Lease Income                                | 10,500          | 5,000         | -             | -                     | -               | 1,000            | -                   | -              | -           |
| Rentals                                     | -               | (5)           | 11,600        | -                     | -               | -                | -                   | -              | -           |
| Other Revenue                               | 500             | 500           | -             | -                     | -               | -                | -                   | -              | -           |
| Fees  | -               | -             | -             | -                     | -               | -                | -                   | -              | -           |
| Grants - Other                              | -               | -             | -             | -                     | -               | -                | -                   | -              | -           |
| Grant - Provincial                          | -               | -             | -             | -                     | -               | -                | -                   | -              | -           |
| Sales                                       | -               | -             | -             | -                     | -               | -                | -                   | -              | -           |
| Penalties and Interest                      | -               | -             | -             | -                     | -               | -                | -                   | -              | -           |
| <b>Total Revenue</b>                        | <b>11,000</b>   | <b>5,495</b>  | <b>11,600</b> | <b>-</b>              | <b>-</b>        | <b>1,000</b>     | <b>-</b>            | <b>-</b>       | <b>-</b>    |
| Salaries and Wages - Part Time              | -               | -             | -             | -                     | -               | -                | -                   | -              | -           |
| Salaries and Wages - Students               | -               | -             | -             | -                     | -               | -                | -                   | -              | -           |
| Employee Benefits                           | -               | -             | -             | -                     | -               | -                | -                   | -              | -           |
| Association/Membership Fees                 | -               | -             | -             | -                     | -               | 200              | -                   | -              | -           |
| Cleaning Supplies                           | -               | -             | 700           | -                     | -               | -                | -                   | -              | -           |
| Comm and Public Relations                   | -               | -             | -             | -                     | -               | -                | -                   | -              | -           |
| Computer Software                           | -               | -             | -             | -                     | -               | -                | -                   | -              | -           |
| Contract Services                           | -               | -             | 300           | -                     | -               | -                | -                   | -              | -           |
| Cost of of Goods Sold                       | -               | -             | -             | -                     | -               | -                | -                   | -              | -           |
| Equipment - Rental                          | -               | -             | -             | -                     | -               | -                | -                   | -              | -           |
| Financial Expenses                          | -               | -             | -             | -                     | -               | -                | -                   | -              | -           |
| Grants and Sponsorship Expense              | -               | -             | -             | 83,000                | 83,000          | 106,800          | 1,000               | 1,000          | -           |
| Office Supplies                             | -               | -             | -             | -                     | -               | -                | -                   | -              | -           |
| Program Supplies                            | 2,000           | -             | 5,000         | -                     | -               | -                | -                   | -              | -           |
| Protective & Uniform Clothing               | -               | -             | -             | -                     | -               | -                | -                   | -              | -           |
| R&M Grounds                                 | -               | -             | -             | -                     | -               | -                | -                   | -              | -           |
| Repairs and Maintenance - Tree              | -               | -             | -             | -                     | -               | -                | -                   | -              | -           |
| Staff Training & Development                | -               | -             | -             | -                     | -               | -                | -                   | -              | -           |
| SME - Consultants                           | -               | -             | -             | 4,000                 | 4,000           | 40,000           | -                   | -              | -           |
| Telephone/Internet                          | -               | -             | -             | -                     | -               | 1,000            | -                   | -              | -           |
| Travel                                      | -               | -             | -             | -                     | -               | -                | -                   | -              | -           |
| <b>Total Expense</b>                        | <b>2,000</b>    | <b>-</b>      | <b>6,000</b>  | <b>87,000</b>         | <b>87,000</b>   | <b>148,000</b>   | <b>1,000</b>        | <b>1,000</b>   | <b>-</b>    |
| <b>Surplus/(Deficit) Before Allocations</b> | <b>9,000</b>    | <b>5,495</b>  | <b>5,600</b>  | <b>(87,000)</b>       | <b>(87,000)</b> | <b>(147,000)</b> | <b>(1,000)</b>      | <b>(1,000)</b> | <b>-</b>    |

Appendix D - PGA Divisional Detail

| Object Name                                      | Outdoor Vendors |               |             | Physician Recruitment |               |             | Residential Rebates |               |             |
|--|-----------------|---------------|-------------|-----------------------|---------------|-------------|---------------------|---------------|-------------|
|  | Budget 2022     | Forecast 2021 | Budget 2021 | Budget 2022           | Forecast 2021 | Budget 2021 | Budget 2022         | Forecast 2021 | Budget 2021 |
| <b>Allocations: Within Departments</b>           | -               | -             | -           | -                     | -             | -           | -                   | -             | -           |
| <b>Surplus/(Deficit) - Directly Attributable</b> | 9,000           | 5,495         | 5,600       | (87,000)              | (87,000)      | (147,000)   | (1,000)             | (1,000)       | -           |
| COVID - Personnel                                | -               | -             | -           | -                     | -             | -           | -                   | -             | -           |
| COVID - Other                                    | -               | -             | -           | -                     | -             | -           | -                   | -             | -           |
| Facility Costs                                   | 1,600           | 1,500         | 1,600       | -                     | -             | -           | -                   | -             | -           |
| Personnel  | -               | -             | -           | -                     | -             | -           | -                   | -             | -           |
| Global Departmental Allocations                  | 2,528           | 1,859         | 2,659       | -                     | -             | -           | -                   | -             | -           |
| <b>Allocations: Between Departments</b>          | 4,128           | 3,359         | 4,259       | -                     | -             | -           | -                   | -             | -           |
| <b>Surplus/(Deficit) (After Allocations)</b>     | 4,872           | 2,136         | 1,341       | (87,000)              | (87,000)      | (147,000)   | (1,000)             | (1,000)       | -           |
| Transfers to (from) Reserves                     | -               | -             | -           | -                     | -             | -           | -                   | -             | -           |
| <b>Total Transfers</b>                           | -               | -             | -           | -                     | -             | -           | -                   | -             | -           |
| <b>Surplus/(Deficit)</b>                         | 4,872           | 2,136         | 1,341       | (87,000)              | (87,000)      | (147,000)   | (1,000)             | (1,000)       | -           |

**Appendix D - PGA Divisional Detail**

| Object Name                                 | Showboat - Lighthouse |                 |                 | SportsFest   |               |              | Transit          |                  |                  |
|---|-----------------------|-----------------|-----------------|--------------|---------------|--------------|------------------|------------------|------------------|
|   | Budget 2022           | Forecast 2021   | Budget 2021     | Budget 2022  | Forecast 2021 | Budget 2021  | Budget 2022      | Forecast 2021    | Budget 2021      |
| Advertising and Sponsorship                 | -                     | -               | -               | 500          | -             | 500          | -                | -                | -                |
| Lease Income                                | -                     | -               | -               | -            | -             | -            | -                | -                | -                |
| Rentals                                     | -                     | -               | -               | -            | -             | -            | -                | -                | -                |
| Other Revenue                               | -                     | -               | -               | -            | -             | -            | -                | -                | -                |
| Fees  | -                     | -               | -               | 8,500        | -             | 8,500        | -                | 9,000            | -                |
| Grants - Other                              | -                     | -               | -               | -            | -             | -            | -                | -                | -                |
| Grant - Provincial                          | -                     | -               | -               | -            | -             | -            | -                | 150,380          | 138,000          |
| Sales                                       | -                     | -               | -               | -            | -             | -            | -                | -                | -                |
| Penalties and Interest                      | -                     | -               | -               | -            | -             | -            | -                | -                | -                |
| <b>Total Revenue</b>                        | <b>-</b>              | <b>-</b>        | <b>-</b>        | <b>9,000</b> | <b>-</b>      | <b>9,000</b> | <b>-</b>         | <b>159,380</b>   | <b>138,000</b>   |
| Salaries and Wages - Part Time              | -                     | -               | -               | -            | -             | -            | -                | -                | -                |
| Salaries and Wages - Students               | -                     | -               | -               | -            | -             | -            | -                | -                | -                |
| Employee Benefits                           | -                     | -               | -               | -            | -             | -            | -                | -                | -                |
| Association/Membership Fees                 | -                     | -               | -               | -            | -             | -            | -                | -                | -                |
| Cleaning Supplies                           | -                     | -               | -               | -            | -             | -            | -                | -                | -                |
| Comm and Public Relations                   | -                     | -               | -               | 2,000        | -             | 2,000        | -                | -                | -                |
| Computer Software                           | -                     | -               | -               | -            | -             | -            | -                | -                | -                |
| Contract Services                           | -                     | -               | -               | -            | -             | -            | 323,300          | 291,000          | 303,700          |
| Cost of of Goods Sold                       | -                     | -               | -               | -            | -             | -            | -                | -                | -                |
| Equipment - Rental                          | -                     | -               | -               | -            | -             | -            | -                | -                | -                |
| Financial Expenses                          | -                     | -               | -               | -            | -             | -            | -                | -                | -                |
| Grants and Sponsorship Expense              | 25,500                | 25,500          | 25,000          | -            | -             | -            | -                | -                | -                |
| Office Supplies                             | -                     | -               | -               | -            | -             | -            | -                | -                | -                |
| Program Supplies                            | -                     | -               | -               | 7,000        | -             | 3,000        | -                | -                | -                |
| Protective & Uniform Clothing               | -                     | -               | -               | -            | -             | -            | -                | -                | -                |
| R&M Grounds                                 | -                     | -               | -               | -            | -             | -            | -                | -                | -                |
| Repairs and Maintenance - Tree              | -                     | -               | -               | -            | -             | -            | -                | -                | -                |
| Staff Training & Development                | -                     | -               | -               | -            | -             | -            | -                | -                | -                |
| SME - Consultants                           | -                     | -               | -               | -            | -             | -            | -                | -                | -                |
| Telephone/Internet                          | -                     | -               | -               | -            | -             | -            | -                | -                | -                |
| Travel                                      | -                     | -               | -               | -            | -             | -            | -                | -                | -                |
| <b>Total Expense</b>                        | <b>25,500</b>         | <b>25,500</b>   | <b>25,000</b>   | <b>9,000</b> | <b>-</b>      | <b>5,000</b> | <b>323,300</b>   | <b>291,000</b>   | <b>303,700</b>   |
| <b>Surplus/(Deficit) Before Allocations</b> | <b>(25,500)</b>       | <b>(25,500)</b> | <b>(25,000)</b> | <b>-</b>     | <b>-</b>      | <b>4,000</b> | <b>(323,300)</b> | <b>(131,620)</b> | <b>(165,700)</b> |

Appendix D - PGA Divisional Detail

| Object Name                                      | Showboat - Lighthouse |               |             | SportsFest  |               |             | Transit     |               |             |
|--|-----------------------|---------------|-------------|-------------|---------------|-------------|-------------|---------------|-------------|
|  | Budget 2022           | Forecast 2021 | Budget 2021 | Budget 2022 | Forecast 2021 | Budget 2021 | Budget 2022 | Forecast 2021 | Budget 2021 |
| <b>Allocations: Within Departments</b>           | -                     | -             | -           | -           | -             | -           | -           | -             | -           |
| <b>Surplus/(Deficit) - Directly Attributable</b> | (25,500)              | (25,500)      | (25,000)    | -           | -             | 4,000       | (323,300)   | (131,620)     | (165,700)   |
| COVID - Personnel                                | -                     | -             | -           | -           | -             | -           | -           | -             | -           |
| COVID - Other                                    | -                     | -             | -           | -           | -             | -           | -           | -             | -           |
| Facility Costs                                   | -                     | -             | -           | -           | -             | -           | -           | -             | -           |
| Personnel  | -                     | -             | -           | -           | -             | -           | -           | -             | -           |
| Global Departmental Allocations                  | -                     | -             | -           | 6,321       | -             | 6,648       | -           | -             | -           |
| <b>Allocations: Between Departments</b>          | -                     | -             | -           | 6,321       | -             | 6,648       | -           | -             | -           |
| <b>Surplus/(Deficit) (After Allocations)</b>     | (25,500)              | (25,500)      | (25,000)    | (6,321)     | -             | (2,648)     | (323,300)   | (131,620)     | (165,700)   |
| Transfers to (from) Reserves                     | -                     | -             | -           | -           | -             | -           | (157,600)   | -             | -           |
| <b>Total Transfers</b>                           | -                     | -             | -           | -           | -             | -           | (157,600)   | -             | -           |
| <b>Surplus/(Deficit)</b>                         | (25,500)              | (25,500)      | (25,000)    | (6,321)     | -             | (2,648)     | (165,700)   | (131,620)     | (165,700)   |

# Appendix D - Divisional Summary & Detail

## Boards and Committees Divisional Summary

**Appendix D - Boards and Committees**  
**Divisional Summary**

|                          |                                      | Boards and Committees |                   |                  |                  |                  |                    | Total              |
|--------------------------|--------------------------------------|-----------------------|-------------------|------------------|------------------|------------------|--------------------|--------------------|
|                          |                                      | Committees            | Heritage Archives | Library Board    | Museum           | NSCTA            | Roselawn           |                    |
| <b>2022 BUDGET</b>       | Total Revenue                        | -                     | 13,700            | 46,300           | 78,393           | -                | 20,000             | 158,393            |
|                          | Personnel Expenses                   | -                     | 56,000            | 655,400          | 436,900          | -                | 200                | 1,148,500          |
|                          | Operating Expenses                   | 7,100                 | 11,260            | 122,500          | 61,680           | 30,000           | 24,828             | 257,368            |
|                          | Total Expense                        | 7,100                 | 67,260            | 777,900          | 498,580          | 30,000           | 25,028             | 1,405,868          |
|                          | Surplus/(Deficit) Before Allocations | (7,100)               | (53,560)          | (731,600)        | (420,187)        | (30,000)         | (5,028)            | (1,247,475)        |
|                          | Allocations: Within Departments      | -                     | 21,000            | -                | (21,000)         | -                | -                  | -                  |
|                          | Allocations: Between Departments     | -                     | 10,600            | 116,400          | (168,100)        | 45,000           | 312,700            | 316,600            |
|                          | Surplus/(Deficit) After Allocations  | (7,100)               | (85,160)          | (848,000)        | (231,087)        | (75,000)         | (317,728)          | (1,564,075)        |
|                          | Transfers to (from) Reserves         | -                     | -                 | 69,000           | -                | -                | -                  | 69,000             |
|                          | Transfers to (from) Rate             | -                     | -                 | -                | -                | -                | -                  | -                  |
|                          | <b>Total Transfers</b>               | <b>-</b>              | <b>-</b>          | <b>69,000</b>    | <b>-</b>         | <b>-</b>         | <b>-</b>           | <b>69,000</b>      |
| <b>Surplus/(Deficit)</b> | <b>(7,100)</b>                       | <b>(85,160)</b>       | <b>(917,000)</b>  | <b>(231,087)</b> | <b>(75,000)</b>  | <b>(317,728)</b> | <b>(1,633,075)</b> |                    |
| <b>2021 BUDGET</b>       | Total Revenue                        | -                     | 11,900            | 40,900           | 77,300           | -                | 15,000             | 145,100            |
|                          | Operating Expenses                   | 14,600                | 3,400             | 116,900          | 58,300           | 30,000           | 4,300              | 227,500            |
|                          | Total Expense                        | 14,600                | 67,800            | 716,000          | 285,800          | 30,000           | 4,300              | 1,118,500          |
|                          | Surplus/(Deficit) Before Allocations | (14,600)              | (55,900)          | (675,100)        | (208,500)        | (30,000)         | 10,700             | (973,400)          |
|                          | Allocations: Within Departments      | -                     | 28,600            | -                | (28,600)         | -                | -                  | -                  |
|                          | Allocations: Between Departments     | -                     | 11,600            | 108,500          | 39,600           | -                | 61,400             | 221,100            |
|                          | Surplus/(Deficit) After Allocations  | (14,600)              | (96,100)          | (783,600)        | (219,500)        | (30,000)         | (50,700)           | (1,194,500)        |
|                          | Transfers to (from) Reserves         | -                     | -                 | 45,000           | 5,000            | -                | -                  | 50,000             |
|                          | Transfers to (from) Rate             | -                     | -                 | -                | -                | -                | -                  | -                  |
|                          | <b>Total Transfers</b>               | <b>-</b>              | <b>-</b>          | <b>45,000</b>    | <b>5,000</b>     | <b>-</b>         | <b>-</b>           | <b>50,000</b>      |
|                          | <b>Surplus/(Deficit)</b>             | <b>(14,600)</b>       | <b>(96,100)</b>   | <b>(828,600)</b> | <b>(224,500)</b> | <b>(30,000)</b>  | <b>(50,700)</b>    | <b>(1,244,500)</b> |
| <b>VARIANCE</b>          | Total Revenue                        | -                     | 1,800             | 5,400            | 1,093            | -                | 5,000              | 13,293             |
|                          | Personnel Expenses                   | -                     | (8,400)           | 56,300           | 209,400          | -                | 200                | 257,500            |
|                          | Operating Expenses                   | (7,500)               | 7,860             | 5,600            | 3,380            | -                | 20,528             | 29,868             |
|                          | Total Expense                        | (7,500)               | (540)             | 61,900           | 212,780          | -                | 20,728             | 287,368            |
|                          | Surplus/(Deficit) Before Allocations | 7,500                 | 2,340             | (56,500)         | (211,687)        | -                | (15,728)           | (274,075)          |
|                          | Allocations: Within Departments      | -                     | (7,600)           | -                | 7,600            | -                | -                  | -                  |
|                          | Allocations: Between Departments     | -                     | (1,000)           | 7,900            | (207,700)        | 45,000           | 251,300            | 95,500             |
|                          | Surplus/(Deficit) After Allocations  | 7,500                 | 10,940            | (64,400)         | (11,587)         | (45,000)         | (267,028)          | (369,575)          |
|                          | Transfers to (from) Reserves         | -                     | -                 | 24,000           | (5,000)          | -                | -                  | 19,000             |
|                          | Transfers to (from) Rate             | -                     | -                 | -                | -                | -                | -                  | -                  |
|                          | <b>Total Transfers</b>               | <b>-</b>              | <b>-</b>          | <b>24,000</b>    | <b>(5,000)</b>   | <b>-</b>         | <b>-</b>           | <b>19,000</b>      |
| <b>Surplus/(Deficit)</b> | <b>7,500</b>                         | <b>10,940</b>         | <b>(88,400)</b>   | <b>(6,587)</b>   | <b>(45,000)</b>  | <b>(267,028)</b> | <b>(388,575)</b>   |                    |

# Appendix D - Divisional Summary & Detail

## Boards and Committees Divisional Detail

**Appendix D - Boards and Committees**  
**Divisional Detail**

| Object Name                    | Total          |                |                | Committees  |               |             | Heritage Archives |               |               |
|--------------------------------|----------------|----------------|----------------|-------------|---------------|-------------|-------------------|---------------|---------------|
|                                | Budget 2022    | Forecast 2021  | Budget 2021    | Budget 2022 | Forecast 2021 | Budget 2021 | Budget 2022       | Forecast 2021 | Budget 2021   |
| Advertising and Sponsorship    | 2,500          | 1,000          | -              | -           | -             | -           | 500               | -             | -             |
| Donations                      | 19,500         | 8,850          | 12,900         | -           | -             | -           | 1,000             | 1,500         | 500           |
| Fines                          | 200            | 400            | 500            | -           | -             | -           | -                 | -             | -             |
| Fundraising                    | 19,300         | 600            | -              | -           | -             | -           | 200               | 200           | -             |
| Rentals                        | 6,300          | 4,050          | 11,300         | -           | -             | -           | 4,000             | -             | 4,000         |
| Other Revenue                  | 7,900          | 1,500          | -              | -           | -             | -           | 600               | -             | -             |
| Fees                           | 7,000          | 6,600          | 16,500         | -           | -             | -           | 2,100             | 1,200         | 2,100         |
| Grants - Other                 | 61,300         | 49,300         | 91,400         | -           | -             | -           | 5,000             | -             | 5,000         |
| Grant - Federal                | 4,000          | 17,000         | -              | -           | -             | -           | -                 | 7,000         | -             |
| Grant - Provincial             | 24,093         | 24,093         | -              | -           | -             | -           | -                 | -             | -             |
| Sales                          | 6,300          | 1,200          | 12,500         | -           | -             | -           | 300               | 200           | 300           |
| <b>Total Revenue</b>           | <b>158,393</b> | <b>114,593</b> | <b>145,100</b> | <b>-</b>    | <b>-</b>      | <b>-</b>    | <b>13,700</b>     | <b>10,100</b> | <b>11,900</b> |
| Salaries and Wages - Full Time | 677,500        | 601,200        | 559,600        | -           | -             | -           | -                 | 35,800        | -             |
| Salaries and Wages - Part Time | 181,200        | 190,400        | 118,500        | -           | -             | -           | 42,600            | 29,400        | 54,700        |
| Salaries and Wages - Students  | 12,200         | -              | -              | -           | -             | -           | -                 | -             | -             |
| Honourariums                   | 700            | -              | -              | -           | -             | -           | -                 | -             | -             |
| Employee Benefits              | 276,900        | 244,400        | 212,900        | -           | -             | -           | 13,400            | 20,300        | 9,700         |
| Association/Membership Fees    | 2,500          | 1,300          | 1,800          | -           | -             | -           | 200               | -             | 200           |
| Auto - Fuel                    | -              | 200            | -              | -           | -             | -           | -                 | -             | -             |
| Cleaning Supplies              | 3,500          | 1,700          | -              | -           | -             | -           | -                 | -             | -             |
| Library Collection             | 74,700         | 74,300         | 72,800         | -           | -             | -           | -                 | -             | -             |
| Comm and Public Relations      | 7,800          | 4,900          | 6,600          | -           | -             | -           | 100               | -             | 100           |
| Computer Software              | 1,000          | 730            | 1,000          | -           | -             | -           | -                 | -             | -             |
| Contract Services              | 45,300         | 18,000         | 51,000         | 7,100       | -             | 14,600      | -                 | -             | -             |
| Cost of of Goods Sold          | 5,000          | 500            | 5,000          | -           | -             | -           | -                 | -             | -             |
| Equipment - Purchase           | 13,300         | 8,000          | 27,300         | -           | -             | -           | 1,000             | -             | 1,500         |
| Equipment - Rental             | 3,000          | 300            | -              | -           | -             | -           | 1,500             | -             | -             |
| Grants and Sponsorship Expense | 1,000          | 300            | -              | -           | -             | -           | -                 | -             | -             |
| Hospitality Expense            | 2,250          | 720            | 1,900          | -           | -             | -           | 150               | -             | 300           |
| Insurance - Contract           | 6,253          | -              | -              | -           | -             | -           | 110               | -             | -             |
| Office Supplies                | 8,600          | 5,000          | 6,500          | -           | -             | -           | 1,000             | -             | -             |
| Postage & Courier              | 2,940          | 2,313          | 2,400          | -           | -             | -           | 100               | -             | -             |
| Program Supplies               | 23,200         | 14,120         | 18,300         | -           | -             | -           | 200               | -             | 800           |
| Protective & Uniform Clothing  | 2,300          | 1,700          | 1,900          | -           | -             | -           | 400               | -             | -             |
| R&M Grounds                    | 1,000          | 3,500          | -              | -           | -             | -           | -                 | -             | -             |
| R&M Consumables and Parts      | 15,000         | -              | -              | -           | -             | -           | 5,000             | -             | -             |
| Repairs and Maintenance - Tree | -              | 1,500          | -              | -           | -             | -           | -                 | -             | -             |
| Staff Training & Development   | 12,200         | 5,800          | 11,500         | -           | -             | -           | 1,000             | -             | 300           |
| SME - Audit and Actuary        | 6,500          | 6,500          | 6,500          | -           | -             | -           | -                 | -             | -             |
| SME - Consultants              | -              | 500            | -              | -           | -             | -           | -                 | -             | -             |
| Subscriptions and Publications | 1,000          | -              | -              | -           | -             | -           | 300               | -             | -             |
| Telephone/Internet             | 17,325         | 14,950         | 11,600         | -           | -             | -           | -                 | -             | -             |



**Appendix D - Boards and Committees**  
**Divisional Detail**

| Object Name                                      | Total              |                    |                    | Committees     |               |                 | Heritage Archives |                  |                 |
|--|--------------------|--------------------|--------------------|----------------|---------------|-----------------|-------------------|------------------|-----------------|
|  | Budget 2022        | Forecast 2021      | Budget 2021        | Budget 2022    | Forecast 2021 | Budget 2021     | Budget 2022       | Forecast 2021    | Budget 2021     |
| Travel   | 1,700              | 800                | 1,400              | -              | -             | -               | 200               | -                | 200             |
| Utilities - Gas                                  | -                  | -                  | -                  | -              | -             | -               | -                 | -                | -               |
| Utilities - Hydro                                | -                  | -                  | -                  | -              | -             | -               | -                 | -                | -               |
| Utilities - Water                                | -                  | -                  | -                  | -              | -             | -               | -                 | -                | -               |
| <b>Total Expense</b>                             | <b>1,405,868</b>   | <b>1,203,633</b>   | <b>1,118,500</b>   | <b>7,100</b>   | <b>-</b>      | <b>14,600</b>   | <b>67,260</b>     | <b>85,500</b>    | <b>67,800</b>   |
| <b>Surplus/(Deficit) Before Allocations</b>      | <b>(1,247,475)</b> | <b>(1,089,040)</b> | <b>(973,400)</b>   | <b>(7,100)</b> | <b>-</b>      | <b>(14,600)</b> | <b>(53,560)</b>   | <b>(75,400)</b>  | <b>(55,900)</b> |
| <b>Allocations: Within Departments</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>       | <b>-</b>      | <b>-</b>        | <b>21,000</b>     | <b>31,300</b>    | <b>28,600</b>   |
| <b>Surplus/(Deficit) - Directly Attributable</b> | <b>(1,247,475)</b> | <b>(1,089,040)</b> | <b>(973,400)</b>   | <b>(7,100)</b> | <b>-</b>      | <b>(14,600)</b> | <b>(74,560)</b>   | <b>(106,700)</b> | <b>(84,500)</b> |
| Allocated Overhead (Credit Cards / Insurance)    | 62,000             | 54,000             | 53,500             | -              | -             | -               | 3,400             | 4,800            | 4,800           |
| COVID - Personnel                                | -                  | (9,000)            | -                  | -              | -             | -               | -                 | (2,800)          | -               |
| Facility Costs                                   | 209,600            | 167,600            | 167,600            | -              | -             | -               | 7,200             | 6,800            | 6,800           |
| Personnel  | 45,000             | -                  | -                  | -              | -             | -               | -                 | -                | -               |
| <b>Allocations: Between Departments</b>          | <b>316,600</b>     | <b>212,600</b>     | <b>221,100</b>     | <b>-</b>       | <b>-</b>      | <b>-</b>        | <b>10,600</b>     | <b>8,800</b>     | <b>11,600</b>   |
| <b>Surplus/(Deficit) (After Allocations)</b>     | <b>(1,564,075)</b> | <b>(1,301,640)</b> | <b>(1,194,500)</b> | <b>(7,100)</b> | <b>-</b>      | <b>(14,600)</b> | <b>(85,160)</b>   | <b>(115,500)</b> | <b>(96,100)</b> |
| Transfers to (from) Reserves                     | 69,000             | 50,000             | 50,000             | -              | -             | -               | -                 | -                | -               |
| <b>Total Transfers</b>                           | <b>69,000</b>      | <b>50,000</b>      | <b>50,000</b>      | <b>-</b>       | <b>-</b>      | <b>-</b>        | <b>-</b>          | <b>-</b>         | <b>-</b>        |
| <b>Surplus/(Deficit)</b>                         | <b>(1,633,075)</b> | <b>(1,351,640)</b> | <b>(1,244,500)</b> | <b>(7,100)</b> | <b>-</b>      | <b>(14,600)</b> | <b>(85,160)</b>   | <b>(115,500)</b> | <b>(96,100)</b> |

**Appendix D - Boards and Committees**  
**Divisional Detail**

| Object Name                    | Library Board |               |               | Museum        |               |               | NSCTA       |               |             |
|--------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|-------------|---------------|-------------|
|                                | Budget 2022   | Forecast 2021 | Budget 2021   | Budget 2022   | Forecast 2021 | Budget 2021   | Budget 2022 | Forecast 2021 | Budget 2021 |
| Advertising and Sponsorship    | -             | -             | -             | 2,000         | 1,000         | -             | -           | -             | -           |
| Donations                      | 500           | 1,350         | 400           | 15,000        | 5,000         | 12,000        | -           | -             | -           |
| Fines                          | 200           | 400           | 500           | -             | -             | -             | -           | -             | -           |
| Fundraising                    | 4,100         | 400           | -             | 10,000        | -             | -             | -           | -             | -           |
| Rentals                        | 300           | 50            | 300           | -             | 4,000         | 7,000         | -           | -             | -           |
| Other Revenue                  | -             | -             | -             | 7,300         | -             | -             | -           | -             | -           |
| Fees                           | 2,900         | 400           | 1,400         | 2,000         | 5,000         | 13,000        | -           | -             | -           |
| Grants - Other                 | 38,300        | 38,300        | 38,300        | 8,000         | 7,000         | 33,100        | -           | -             | -           |
| Grant - Federal                | -             | -             | -             | 4,000         | 10,000        | -             | -           | -             | -           |
| Grant - Provincial             | -             | -             | -             | 24,093        | 24,093        | -             | -           | -             | -           |
| Sales                          | -             | -             | -             | 6,000         | 1,000         | 12,200        | -           | -             | -           |
| <b>Total Revenue</b>           | <b>46,300</b> | <b>40,900</b> | <b>40,900</b> | <b>78,393</b> | <b>57,093</b> | <b>77,300</b> | <b>-</b>    | <b>-</b>      | <b>-</b>    |
| Salaries and Wages - Full Time | 423,100       | 411,400       | 407,000       | 254,400       | 154,000       | 152,600       | -           | -             | -           |
| Salaries and Wages - Part Time | 66,600        | 52,700        | 42,000        | 72,000        | 108,300       | 21,800        | -           | -             | -           |
| Salaries and Wages - Students  | -             | -             | -             | 12,200        | -             | -             | -           | -             | -           |
| Honourariums                   | -             | -             | -             | 500           | -             | -             | -           | -             | -           |
| Employee Benefits              | 165,700       | 147,100       | 150,100       | 97,800        | 77,000        | 53,100        | -           | -             | -           |
| Association/Membership Fees    | 1,500         | 700           | 800           | 800           | 600           | 800           | -           | -             | -           |
| Auto - Fuel                    | -             | -             | -             | -             | 200           | -             | -           | -             | -           |
| Cleaning Supplies              | -             | -             | -             | 1,500         | 800           | -             | -           | -             | -           |
| Library Collection             | 72,700        | 72,800        | 72,800        | 2,000         | 1,500         | -             | -           | -             | -           |
| Comm and Public Relations      | 1,000         | 900           | 1,000         | 6,000         | 4,000         | 5,500         | -           | -             | -           |
| Computer Software              | 1,000         | 500           | 1,000         | -             | 230           | -             | -           | -             | -           |
| Contract Services              | 3,200         | 3,000         | 3,200         | -             | -             | -             | 30,000      | 15,000        | 30,000      |
| Cost of of Goods Sold          | -             | -             | -             | 5,000         | 500           | 5,000         | -           | -             | -           |
| Equipment - Purchase           | 7,300         | 6,000         | 7,300         | 2,000         | 2,000         | 18,500        | -           | -             | -           |
| Equipment - Rental             | -             | -             | -             | 1,500         | 300           | -             | -           | -             | -           |
| Grants and Sponsorship Expense | -             | -             | -             | 500           | 300           | -             | -           | -             | -           |
| Hospitality Expense            | 1,100         | 600           | 1,100         | 500           | 120           | 500           | -           | -             | -           |
| Insurance - Contract           | -             | -             | -             | 1,480         | -             | -             | -           | -             | -           |
| Office Supplies                | 3,500         | 3,000         | 3,500         | 3,500         | 2,000         | 3,000         | -           | -             | -           |
| Postage & Courier              | 400           | 100           | 400           | 2,300         | 2,013         | 2,000         | -           | -             | -           |
| Program Supplies               | 3,000         | 3,000         | 3,000         | 14,500        | 11,000        | 14,500        | -           | -             | -           |
| Protective & Uniform Clothing  | 1,200         | 1,200         | 1,200         | 700           | 500           | 700           | -           | -             | -           |
| R&M Grounds                    | -             | -             | -             | 1,000         | 2,000         | -             | -           | -             | -           |
| R&M Consumables and Parts      | -             | -             | -             | 10,000        | -             | -             | -           | -             | -           |
| Repairs and Maintenance - Tree | -             | -             | -             | -             | -             | -             | -           | -             | -           |
| Staff Training & Development   | 7,100         | 5,000         | 7,100         | 4,100         | 800           | 4,100         | -           | -             | -           |
| SME - Audit and Actuary        | 6,500         | 6,500         | 6,500         | -             | -             | -             | -           | -             | -           |
| SME - Consultants              | -             | -             | -             | -             | -             | -             | -           | -             | -           |
| Subscriptions and Publications | -             | -             | -             | 500           | -             | -             | -           | -             | -           |
| Telephone/Internet             | 12,500        | 11,000        | 7,500         | 3,000         | 2,000         | 3,000         | -           | -             | -           |

**Appendix D - Boards and Committees**  
**Divisional Detail**

| Object Name                                      | Library Board    |                  |                  | Museum           |                  |                  | NSCTA           |                 |                 |
|--|------------------|------------------|------------------|------------------|------------------|------------------|-----------------|-----------------|-----------------|
|  | Budget 2022      | Forecast 2021    | Budget 2021      | Budget 2022      | Forecast 2021    | Budget 2021      | Budget 2022     | Forecast 2021   | Budget 2021     |
| Travel   | 500              | 500              | 500              | 800              | 300              | 700              | -               | -               | -               |
| Utilities - Gas                                  | -                | -                | -                | -                | -                | -                | -               | -               | -               |
| Utilities - Hydro                                | -                | -                | -                | -                | -                | -                | -               | -               | -               |
| Utilities - Water                                | -                | -                | -                | -                | -                | -                | -               | -               | -               |
| <b>Total Expense</b>                             | <b>777,900</b>   | <b>726,000</b>   | <b>716,000</b>   | <b>498,580</b>   | <b>370,463</b>   | <b>285,800</b>   | <b>30,000</b>   | <b>15,000</b>   | <b>30,000</b>   |
| <b>Surplus/(Deficit) Before Allocations</b>      | <b>(731,600)</b> | <b>(685,100)</b> | <b>(675,100)</b> | <b>(420,187)</b> | <b>(313,370)</b> | <b>(208,500)</b> | <b>(30,000)</b> | <b>(15,000)</b> | <b>(30,000)</b> |
| <b>Allocations: Within Departments</b>           | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>(21,000)</b>  | <b>(31,300)</b>  | <b>(28,600)</b>  | <b>-</b>        | <b>-</b>        | <b>-</b>        |
| <b>Surplus/(Deficit) - Directly Attributable</b> | <b>(731,600)</b> | <b>(685,100)</b> | <b>(675,100)</b> | <b>(399,187)</b> | <b>(282,070)</b> | <b>(179,900)</b> | <b>(30,000)</b> | <b>(15,000)</b> | <b>(30,000)</b> |
| Allocated Overhead (Credit Cards / Insurance)    | 38,900           | 36,300           | 35,800           | 19,700           | 12,900           | 12,900           | -               | -               | -               |
| COVID - Personnel                                | -                | -                | -                | -                | (6,200)          | -                | -               | -               | -               |
| Facility Costs                                   | 77,500           | 72,700           | 72,700           | 31,800           | 26,700           | 26,700           | -               | -               | -               |
| Personnel  | -                | -                | -                | (219,600)        | -                | -                | 45,000          | -               | -               |
| <b>Allocations: Between Departments</b>          | <b>116,400</b>   | <b>109,000</b>   | <b>108,500</b>   | <b>(168,100)</b> | <b>33,400</b>    | <b>39,600</b>    | <b>45,000</b>   | <b>-</b>        | <b>-</b>        |
| <b>Surplus/(Deficit) (After Allocations)</b>     | <b>(848,000)</b> | <b>(794,100)</b> | <b>(783,600)</b> | <b>(231,087)</b> | <b>(315,470)</b> | <b>(219,500)</b> | <b>(75,000)</b> | <b>(15,000)</b> | <b>(30,000)</b> |
| Transfers to (from) Reserves                     | 69,000           | 45,000           | 45,000           | -                | 5,000            | 5,000            | -               | -               | -               |
| <b>Total Transfers</b>                           | <b>69,000</b>    | <b>45,000</b>    | <b>45,000</b>    | <b>-</b>         | <b>5,000</b>     | <b>5,000</b>     | <b>-</b>        | <b>-</b>        | <b>-</b>        |
| <b>Surplus/(Deficit)</b>                         | <b>(917,000)</b> | <b>(839,100)</b> | <b>(828,600)</b> | <b>(231,087)</b> | <b>(320,470)</b> | <b>(224,500)</b> | <b>(75,000)</b> | <b>(15,000)</b> | <b>(30,000)</b> |

**Appendix D - Boards and Committees**  
**Divisional Detail**

| Object Name                    | Roselawn       |                  |                |
|--------------------------------|----------------|------------------|----------------|
|                                | Budget<br>2022 | Forecast<br>2021 | Budget<br>2021 |
| Advertising and Sponsorship    | -              | -                | -              |
| Donations                      | 3,000          | 1,000            | -              |
| Fines                          | -              | -                | -              |
| Fundraising                    | 5,000          | -                | -              |
| Rentals                        | 2,000          | -                | -              |
| Other Revenue                  | -              | 1,500            | -              |
| Fees                           | -              | -                | -              |
| Grants - Other                 | 10,000         | 4,000            | 15,000         |
| Grant - Federal                | -              | -                | -              |
| Grant - Provincial             | -              | -                | -              |
| Sales                          | -              | -                | -              |
| <b>Total Revenue</b>           | <b>20,000</b>  | <b>6,500</b>     | <b>15,000</b>  |
| Salaries and Wages - Full Time | -              | -                | -              |
| Salaries and Wages - Part Time | -              | -                | -              |
| Salaries and Wages - Students  | -              | -                | -              |
| Honourariums                   | 200            | -                | -              |
| Employee Benefits              | -              | -                | -              |
| Association/Membership Fees    | -              | -                | -              |
| Auto - Fuel                    | -              | -                | -              |
| Cleaning Supplies              | 2,000          | 900              | -              |
| Library Collection             | -              | -                | -              |
| Comm and Public Relations      | 700            | -                | -              |
| Computer Software              | -              | -                | -              |
| Contract Services              | 5,000          | -                | 3,200          |
| Cost of of Goods Sold          | -              | -                | -              |
| Equipment - Purchase           | 3,000          | -                | -              |
| Equipment - Rental             | -              | -                | -              |
| Grants and Sponsorship Expense | 500            | -                | -              |
| Hospitality Expense            | 500            | -                | -              |
| Insurance - Contract           | 4,663          | -                | -              |
| Office Supplies                | 600            | -                | -              |
| Postage & Courier              | 140            | 200              | -              |
| Program Supplies               | 5,500          | 120              | -              |
| Protective & Uniform Clothing  | -              | -                | -              |
| R&M Grounds                    | -              | 1,500            | -              |
| R&M Consumables and Parts      | -              | -                | -              |
| Repairs and Maintenance - Tree | -              | 1,500            | -              |
| Staff Training & Development   | -              | -                | -              |
| SME - Audit and Actuary        | -              | -                | -              |
| SME - Consultants              | -              | 500              | -              |
| Subscriptions and Publications | 200            | -                | -              |
| Telephone/Internet             | 1,825          | 1,950            | 1,100          |

**Appendix D - Boards and Committees**  
**Divisional Detail**

| Object Name                                      | Roselawn         |                 |                 |
|--|------------------|-----------------|-----------------|
|  | Budget 2022      | Forecast 2021   | Budget 2021     |
| Travel   | 200              | -               | -               |
| Utilities - Gas                                  | -                | -               | -               |
| Utilities - Hydro                                | -                | -               | -               |
| Utilities - Water                                | -                | -               | -               |
| <b>Total Expense</b>                             | <b>25,028</b>    | <b>6,670</b>    | <b>4,300</b>    |
| <b>Surplus/(Deficit) Before Allocations</b>      | <b>(5,028)</b>   | <b>(170)</b>    | <b>10,700</b>   |
| <b>Allocations: Within Departments</b>           | -                | -               | -               |
| <b>Surplus/(Deficit) - Directly Attributable</b> | <b>(5,028)</b>   | <b>(170)</b>    | <b>10,700</b>   |
| Allocated Overhead (Credit Cards / Insurance)    | -                | -               | -               |
| COVID - Personnel                                | -                | -               | -               |
| Facility Costs                                   | 93,100           | 61,400          | 61,400          |
| Personnel  | 219,600          | -               | -               |
| <b>Allocations: Between Departments</b>          | <b>312,700</b>   | <b>61,400</b>   | <b>61,400</b>   |
| <b>Surplus/(Deficit) (After Allocations)</b>     | <b>(317,728)</b> | <b>(61,570)</b> | <b>(50,700)</b> |
| Transfers to (from) Reserves                     | -                | -               | -               |
| <b>Total Transfers</b>                           | <b>-</b>         | <b>-</b>        | <b>-</b>        |
| <b>Surplus/(Deficit)</b>                         | <b>(317,728)</b> | <b>(61,570)</b> | <b>(50,700)</b> |

# Appendix D - Divisional Summary & Detail

## Council Divisional Detail

**Appendix D - Council Divisional Detail**

| Object Name                                      | Council          |                  |                  |
|--|------------------|------------------|------------------|
|  | Budget<br>2022   | Forecast<br>2021 | Budget<br>2021   |
| <b>Total Revenue</b>                             | -                | -                | -                |
| Salaries and Wages - Part Time                   | 141,000          | 138,300          | 141,400          |
| Employee Benefits                                | 82,100           | 75,325           | 93,700           |
| Contract Services                                | 24,100           | 25,900           | 24,100           |
| Hospitality Expense                              | 7,300            | 3,500            | 7,300            |
| Office Supplies                                  | 3,600            | 3,500            | 3,600            |
| Postage & Courier                                | 1,000            | 1,300            | 100              |
| Staff Training & Development                     | 32,100           | 10,000           | 31,800           |
| Telephone/Internet                               | 3,000            | 2,000            | 7,100            |
| Travel   | 6,420            |                  | 6,400            |
| <b>Total Expense</b>                             | <b>300,620</b>   | <b>259,825</b>   | <b>315,500</b>   |
| <b>Surplus/(Deficit) Before Allocations</b>      | <b>(300,620)</b> | <b>(259,825)</b> | <b>(315,500)</b> |
| <b>Allocations: Within Departments</b>           | -                | -                | -                |
| <b>Surplus/(Deficit) - Directly Attributable</b> | <b>(300,620)</b> | <b>(259,825)</b> | <b>(315,500)</b> |
| <b>Allocations: Between Departments</b>          | -                | -                | -                |
| <b>Surplus/(Deficit) (After Allocations)</b>     | <b>(300,620)</b> | <b>(259,825)</b> | <b>(315,500)</b> |
| <b>Total Transfers</b>                           | -                | -                | -                |
| <b>Surplus/(Deficit)</b>                         | <b>(300,620)</b> | <b>(259,825)</b> | <b>(315,500)</b> |

# Appendix D - Divisional Summary & Detail

Chief Administrative Officer Divisional Summary



**Appendix D - Chief Administrative Officer  
Divisional Summary**

|                          |                                      | Chief Administrative Officer |                      |                             |             |
|--------------------------|--------------------------------------|------------------------------|----------------------|-----------------------------|-------------|
|                          |                                      | CAO                          | Economic Development | Marketing and Communication | Total       |
| <b>2022 BUDGET</b>       | Total Revenue                        | -                            | 5,000                | -                           | 5,000       |
|                          | Personnel Expenses                   | 360,700                      | 452,900              | 206,900                     | 1,020,500   |
|                          | Operating Expenses                   | 44,020                       | 69,082               | 61,332                      | 174,434     |
|                          | Total Expense                        | 404,720                      | 521,982              | 268,232                     | 1,194,934   |
|                          | Surplus/(Deficit) Before Allocations | (404,720)                    | (516,982)            | (268,232)                   | (1,189,934) |
|                          | Allocations: Within Departments      | -                            | -                    | -                           | -           |
|                          | Allocations: Between Departments     | -                            | (71,550)             | -                           | (71,550)    |
|                          | Surplus/(Deficit) After Allocations  | (404,720)                    | (445,432)            | (268,232)                   | (1,118,384) |
|                          | Transfers to (from) Reserves         | -                            | -                    | -                           | -           |
|                          | Transfers to (from) Rate             | -                            | -                    | -                           | -           |
| <b>Total Transfers</b>   | <b>-</b>                             | <b>-</b>                     | <b>-</b>             | <b>-</b>                    |             |
| <b>Surplus/(Deficit)</b> | <b>(404,720)</b>                     | <b>(445,432)</b>             | <b>(268,232)</b>     | <b>(1,118,384)</b>          |             |
| <b>2021 BUDGET</b>       | Total Revenue                        | -                            | 3,700                | -                           | 3,700       |
|                          | Personnel Expenses                   | 443,300                      | 293,662              | 218,700                     | 955,662     |
|                          | Operating Expenses                   | 47,300                       | 50,100               | 81,400                      | 178,800     |
|                          | Total Expense                        | 490,600                      | 343,762              | 300,100                     | 1,134,462   |
|                          | Surplus/(Deficit) Before Allocations | (490,600)                    | (340,062)            | (300,100)                   | (1,130,762) |
|                          | Allocations: Within Departments      | -                            | -                    | -                           | -           |
|                          | Allocations: Between Departments     | -                            | (20,000)             | -                           | (20,000)    |
|                          | Surplus/(Deficit) After Allocations  | (490,600)                    | (320,062)            | (300,100)                   | (1,110,762) |
|                          | Transfers to (from) Reserves         | -                            | -                    | -                           | -           |
|                          | Transfers to (from) Rate             | -                            | -                    | -                           | -           |
| <b>Total Transfers</b>   | <b>-</b>                             | <b>-</b>                     | <b>-</b>             | <b>-</b>                    |             |
| <b>Surplus/(Deficit)</b> | <b>(490,600)</b>                     | <b>(320,062)</b>             | <b>(300,100)</b>     | <b>(1,110,762)</b>          |             |
| <b>VARIANCE</b>          | Total Revenue                        | -                            | 1,300                | -                           | 1,300       |
|                          | Personnel Expenses                   | (82,600)                     | 159,238              | (11,800)                    | 64,838      |
|                          | Operating Expenses                   | (3,280)                      | 18,982               | (20,068)                    | (4,366)     |
|                          | Total Expense                        | (85,880)                     | 178,220              | (31,868)                    | 60,472      |
|                          | Surplus/(Deficit) Before Allocations | 85,880                       | (176,920)            | 31,868                      | (59,172)    |
|                          | Allocations: Within Departments      | -                            | -                    | -                           | -           |
|                          | Allocations: Between Departments     | -                            | (51,550)             | -                           | (51,550)    |
|                          | Surplus/(Deficit) After Allocations  | 85,880                       | (125,370)            | 31,868                      | (7,622)     |
|                          | Transfers to (from) Reserves         | -                            | -                    | -                           | -           |
|                          | Transfers to (from) Rate             | -                            | -                    | -                           | -           |
| <b>Total Transfers</b>   | <b>-</b>                             | <b>-</b>                     | <b>-</b>             | <b>-</b>                    |             |
| <b>Surplus/(Deficit)</b> | <b>85,880</b>                        | <b>(125,370)</b>             | <b>31,868</b>        | <b>(7,622)</b>              |             |

# Appendix D - Divisional Summary & Detail

## Chief Administrative Officer Divisional Detail

**Appendix D - Chief Administrative  
Officer Divisional Detail**

| Object Name                                      | Total              |                    |                    | CAO              |                  |                  | Economic Development |                  |                  |
|--|--------------------|--------------------|--------------------|------------------|------------------|------------------|----------------------|------------------|------------------|
|  | Budget<br>2022     | Forecast<br>2021   | Budget<br>2021     | Budget<br>2022   | Forecast<br>2021 | Budget<br>2021   | Budget<br>2022       | Forecast<br>2021 | Budget<br>2021   |
| Grants - Other                                   | 5,000              | 5,000              | -                  | -                | -                | -                | 5,000                | 5,000            | -                |
| Grant - Provincial                               | -                  | -                  | 3,700              | -                | -                | -                | -                    | -                | 3,700            |
| <b>Total Revenue</b>                             | <b>5,000</b>       | <b>5,000</b>       | <b>3,700</b>       | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>5,000</b>         | <b>5,000</b>     | <b>3,700</b>     |
| Salaries and Wages - Full Time                   | 748,500            | 699,688            | 717,862            | 283,900          | 367,900          | 349,000          | 325,200              | 217,883          | 212,662          |
| Salaries and Wages - Part Time                   | -                  | 84,000             | -                  | -                | 44,000           | -                | -                    | -                | -                |
| Salaries and Wages - Students                    | 36,200             | 44,700             | 27,000             | -                | -                | -                | 18,100               | 28,000           | 9,000            |
| Overtime Pay                                     | -                  | 4,000              | -                  | -                | -                | -                | -                    | -                | -                |
| Employee Benefits                                | 235,800            | 236,100            | 210,800            | 76,800           | 117,000          | 94,300           | 109,600              | 76,600           | 72,000           |
| Association/Membership Fees                      | 14,300             | 14,100             | 23,800             | 2,900            | 2,700            | 2,900            | 10,000               | 10,000           | 19,500           |
| Comm and Public Relations                        | 61,400             | 45,000             | 51,400             | -                | -                | -                | 10,000               | -                | -                |
| Contract Services                                | -                  | 2,000              | 10,000             | -                | -                | -                | -                    | -                | -                |
| Hospitality Expense                              | 1,700              | 850                | 900                | 500              | 500              | 300              | 1,000                | 150              | 400              |
| Office Supplies                                  | 6,700              | 2,800              | 2,800              | 1,500            | 1,500            | 1,200            | 5,000                | 1,100            | 800              |
| Postage & Courier                                | 300                | 25                 | 300                | -                | -                | 100              | 200                  | 25               | 100              |
| Staff Training & Development                     | 19,600             | 8,900              | 18,300             | 7,100            | 3,000            | 8,700            | 8,600                | 2,000            | 5,700            |
| SME - Consultants                                | 60,000             | 65,000             | 60,000             | 30,000           | 10,000           | 30,000           | 30,000               | 55,000           | 20,000           |
| Subscriptions and Publications                   | 1,500              | 3,000              | 1,200              | -                | -                | -                | -                    | -                | -                |
| Telephone/Internet                               | 5,034              | 8,238              | 6,500              | 620              | 670              | 2,400            | 2,582                | 5,498            | 2,500            |
| Travel   | 3,900              | 200                | 3,600              | 1,400            | -                | 1,700            | 1,700                | 200              | 1,100            |
| <b>Total Expense</b>                             | <b>1,194,934</b>   | <b>1,218,601</b>   | <b>1,134,462</b>   | <b>404,720</b>   | <b>547,270</b>   | <b>490,600</b>   | <b>521,982</b>       | <b>396,456</b>   | <b>343,762</b>   |
| <b>Surplus/(Deficit) Before Allocations</b>      | <b>(1,189,934)</b> | <b>(1,213,601)</b> | <b>(1,130,762)</b> | <b>(404,720)</b> | <b>(547,270)</b> | <b>(490,600)</b> | <b>(516,982)</b>     | <b>(391,456)</b> | <b>(340,062)</b> |
| <b>Allocations: Within Departments</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>             | <b>-</b>         | <b>-</b>         |
| <b>Surplus/(Deficit) - Directly Attributable</b> | <b>(1,189,934)</b> | <b>(1,213,601)</b> | <b>(1,130,762)</b> | <b>(404,720)</b> | <b>(547,270)</b> | <b>(490,600)</b> | <b>(516,982)</b>     | <b>(391,456)</b> | <b>(340,062)</b> |
| COVID - Personnel                                | -                  | (28,100)           | -                  | -                | (21,800)         | -                | -                    | -                | -                |
| Personnel  | (71,550)           | (17,000)           | (20,000)           | -                | -                | -                | (71,550)             | (17,000)         | (20,000)         |
| Global Departmental Allocations                  | -                  | 41,828             | -                  | -                | -                | -                | -                    | 41,828           | -                |
| <b>Allocations: Between Departments</b>          | <b>(71,550)</b>    | <b>(3,273)</b>     | <b>(20,000)</b>    | <b>-</b>         | <b>(21,800)</b>  | <b>-</b>         | <b>(71,550)</b>      | <b>24,828</b>    | <b>(20,000)</b>  |
| <b>Surplus/(Deficit) (After Allocations)</b>     | <b>(1,118,384)</b> | <b>(1,210,328)</b> | <b>(1,110,762)</b> | <b>(404,720)</b> | <b>(525,470)</b> | <b>(490,600)</b> | <b>(445,432)</b>     | <b>(416,283)</b> | <b>(320,062)</b> |
| <b>Total Transfers</b>                           | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>             | <b>-</b>         | <b>-</b>         |
| <b>Surplus/(Deficit)</b>                         | <b>(1,118,384)</b> | <b>(1,210,328)</b> | <b>(1,110,762)</b> | <b>(404,720)</b> | <b>(525,470)</b> | <b>(490,600)</b> | <b>(445,432)</b>     | <b>(416,283)</b> | <b>(320,062)</b> |

**Appendix D - Chief Administrative  
Officer Divisional Detail**

| Object Name                                      | Marketing and Communication |                  |                  |
|--|-----------------------------|------------------|------------------|
|  | Budget<br>2022              | Forecast<br>2021 | Budget<br>2021   |
| Grants - Other                                   | -                           | -                | -                |
| Grant - Provincial                               | -                           | -                | -                |
| <b>Total Revenue</b>                             | <b>-</b>                    | <b>-</b>         | <b>-</b>         |
| Salaries and Wages - Full Time                   | 139,400                     | 113,905          | 156,200          |
| Salaries and Wages - Part Time                   | -                           | 40,000           | -                |
| Salaries and Wages - Students                    | 18,100                      | 16,700           | 18,000           |
| Overtime Pay                                     | -                           | 4,000            | -                |
| Employee Benefits                                | 49,400                      | 42,500           | 44,500           |
| Association/Membership Fees                      | 1,400                       | 1,400            | 1,400            |
| Comm and Public Relations                        | 51,400                      | 45,000           | 51,400           |
| Contract Services                                | -                           | 2,000            | 10,000           |
| Hospitality Expense                              | 200                         | 200              | 200              |
| Office Supplies                                  | 200                         | 200              | 800              |
| Postage & Courier                                | 100                         | -                | 100              |
| Staff Training & Development                     | 3,900                       | 3,900            | 3,900            |
| SME - Consultants                                | -                           | -                | 10,000           |
| Subscriptions and Publications                   | 1,500                       | 3,000            | 1,200            |
| Telephone/Internet                               | 1,832                       | 2,070            | 1,600            |
| Travel   | 800                         | -                | 800              |
| <b>Total Expense</b>                             | <b>268,232</b>              | <b>274,875</b>   | <b>300,100</b>   |
| <b>Surplus/(Deficit) Before Allocations</b>      | <b>(268,232)</b>            | <b>(274,875)</b> | <b>(300,100)</b> |
| <b>Allocations: Within Departments</b>           | <b>-</b>                    | <b>-</b>         | <b>-</b>         |
| <b>Surplus/(Deficit) - Directly Attributable</b> | <b>(268,232)</b>            | <b>(274,875)</b> | <b>(300,100)</b> |
| COVID - Personnel                                | -                           | (6,300)          | -                |
| Personnel  | -                           | -                | -                |
| Global Departmental Allocations                  | -                           | -                | -                |
| <b>Allocations: Between Departments</b>          | <b>-</b>                    | <b>(6,300)</b>   | <b>-</b>         |
| <b>Surplus/(Deficit) (After Allocations)</b>     | <b>(268,232)</b>            | <b>(268,575)</b> | <b>(300,100)</b> |
| <b>Total Transfers</b>                           | <b>-</b>                    | <b>-</b>         | <b>-</b>         |
| <b>Surplus/(Deficit)</b>                         | <b>(268,232)</b>            | <b>(268,575)</b> | <b>(300,100)</b> |

# Appendix D - Divisional Summary & Detail

## Corporate Services & Recreation Divisional Summary

**Appendix D - Corporate Services & Recreation  
Divisional Summary**

|                          |                                      | Corporate Services & Recreation        |                             |                  |                  |                    |                  |                        |             |
|--------------------------|--------------------------------------|--|-----------------------------|------------------|------------------|--------------------|------------------|------------------------|-------------|
|                          |                                      | Community Sports and Recreation (VHWC) | Corporate Services - Global | Customer Service | Events           | Financial Services | Human Resources  | Information Technology | Total       |
| <b>2022 BUDGET</b>       | Total Revenue                        | 592,700                                | -                           | -                | -                | 50,000             | -                | -                      | 642,700     |
|                          | Personnel Expenses                   | 753,600                                | 240,900                     | 435,700          | 143,600          | 821,100            | 471,900          | 345,400                | 3,212,200   |
|                          | Operating Expenses                   | 468,300                                | 78,100                      | 11,800           | 3,811            | 158,500            | 18,700           | 12,200                 | 751,411     |
|                          | Total Expense                        | 1,221,900                              | 319,000                     | 447,500          | 147,411          | 979,600            | 490,600          | 357,600                | 3,963,611   |
|                          | Surplus/(Deficit) Before Allocations | (629,200)                              | (319,000)                   | (447,500)        | (147,411)        | (929,600)          | (490,600)        | (357,600)              | (3,320,911) |
|                          | Allocations: Within Departments      | 129,700                                | (210,500)                   | (7,330)          | (21,000)         | 57,630             | 29,800           | 21,700                 | -           |
|                          | Allocations: Between Departments     | (48,400)                               | (108,500)                   | (105,300)        | (126,411)        | -                  | -                | -                      | (388,611)   |
|                          | Surplus/(Deficit) After Allocations  | (710,500)                              | -                           | (334,870)        | -                | (987,230)          | (520,400)        | (379,300)              | (2,932,300) |
|                          | Transfers to (from) Reserves         | -                                      | -                           | -                | -                | (74,600)           | -                | -                      | (74,600)    |
|                          | Transfers to (from) Rate             | -                                      | -                           | -                | -                | -                  | -                | -                      | -           |
| <b>Total Transfers</b>   | <b>-</b>                             | <b>-</b>                               | <b>-</b>                    | <b>-</b>         | <b>(74,600)</b>  | <b>-</b>           | <b>-</b>         | <b>(74,600)</b>        |             |
| <b>Surplus/(Deficit)</b> | <b>(710,500)</b>                     | <b>-</b>                               | <b>(334,870)</b>            | <b>-</b>         | <b>(912,630)</b> | <b>(520,400)</b>   | <b>(379,300)</b> | <b>(2,857,700)</b>     |             |
| <b>2021 BUDGET</b>       | Total Revenue                        | 625,500                                | -                           | -                | -                | 28,700             | -                | -                      | 654,200     |
|                          | Personnel Expenses                   | 777,100                                | 213,000                     | 256,700          | 132,800          | 727,300            | 439,200          | 349,600                | 2,895,700   |
|                          | Operating Expenses                   | 488,300                                | 87,900                      | 8,300            | 5,400            | 129,600            | 22,100           | 11,900                 | 753,500     |
|                          | Total Expense                        | 1,265,400                              | 300,900                     | 265,000          | 138,200          | 856,900            | 461,300          | 361,500                | 3,649,200   |
|                          | Surplus/(Deficit) Before Allocations | (639,900)                              | (300,900)                   | (265,000)        | (138,200)        | (828,200)          | (461,300)        | (361,500)              | (2,995,000) |
|                          | Allocations: Within Departments      | 90,050                                 | (215,600)                   | 17,800           | (5,250)          | 57,700             | 31,000           | 24,300                 | -           |
|                          | Allocations: Between Departments     | -                                      | (85,300)                    | -                | (132,950)        | -                  | -                | -                      | (218,250)   |
|                          | Surplus/(Deficit) After Allocations  | (729,950)                              | -                           | (282,800)        | -                | (885,900)          | (492,300)        | (385,800)              | (2,776,750) |
|                          | Transfers to (from) Reserves         | -                                      | -                           | -                | -                | -                  | -                | -                      | -           |
|                          | Transfers to (from) Rate             | -                                      | -                           | -                | -                | -                  | -                | -                      | -           |
| <b>Total Transfers</b>   | <b>-</b>                             | <b>-</b>                               | <b>-</b>                    | <b>-</b>         | <b>-</b>         | <b>-</b>           | <b>-</b>         | <b>-</b>               |             |
| <b>Surplus/(Deficit)</b> | <b>(729,950)</b>                     | <b>-</b>                               | <b>(282,800)</b>            | <b>-</b>         | <b>(885,900)</b> | <b>(492,300)</b>   | <b>(385,800)</b> | <b>(2,776,750)</b>     |             |
| <b>VARIANCE</b>          | Total Revenue                        | (32,800)                               | -                           | -                | -                | 21,300             | -                | -                      | (11,500)    |
|                          | Personnel Expenses                   | (23,500)                               | 27,900                      | 179,000          | 10,800           | 93,800             | 32,700           | (4,200)                | 316,500     |
|                          | Operating Expenses                   | (20,000)                               | (9,800)                     | 3,500            | (1,589)          | 28,900             | (3,400)          | 300                    | (2,089)     |
|                          | Total Expense                        | (43,500)                               | 18,100                      | 182,500          | 9,211            | 122,700            | 29,300           | (3,900)                | 314,411     |
|                          | Surplus/(Deficit) Before Allocations | 10,700                                 | (18,100)                    | (182,500)        | (9,211)          | (101,400)          | (29,300)         | 3,900                  | (325,911)   |
|                          | Allocations: Within Departments      | 39,650                                 | 5,100                       | (25,130)         | (15,750)         | (70)               | (1,200)          | (2,600)                | -           |
|                          | Allocations: Between Departments     | (48,400)                               | (23,200)                    | (105,300)        | 6,539            | -                  | -                | -                      | (170,361)   |
|                          | Surplus/(Deficit) After Allocations  | 19,450                                 | -                           | (52,070)         | -                | (101,330)          | (28,100)         | 6,500                  | (155,550)   |
|                          | Transfers to (from) Reserves         | -                                      | -                           | -                | -                | (74,600)           | -                | -                      | (74,600)    |
|                          | Transfers to (from) Rate             | -                                      | -                           | -                | -                | -                  | -                | -                      | -           |
| <b>Total Transfers</b>   | <b>-</b>                             | <b>-</b>                               | <b>-</b>                    | <b>-</b>         | <b>(74,600)</b>  | <b>-</b>           | <b>-</b>         | <b>(74,600)</b>        |             |
| <b>Surplus/(Deficit)</b> | <b>19,450</b>                        | <b>-</b>                               | <b>(52,070)</b>             | <b>-</b>         | <b>(26,730)</b>  | <b>(28,100)</b>    | <b>6,500</b>     | <b>(80,950)</b>        |             |

# Appendix D - Divisional Summary & Detail

## Corporate Services & Recreation Divisional Detail

**Appendix D - Corporate Services & Recreation Divisional Detail**

| Object Name                                 | Total              |                    |                    | Community Sports and Recreation (VHWC) |                  |                  | Corporate Services - Global |                  |                  |
|---|--------------------|--------------------|--------------------|--|------------------|------------------|-----------------------------|------------------|------------------|
|   | Budget 2022        | Forecast 2021      | Budget 2021        | Budget 2022                            | Forecast 2021    | Budget 2021      | Budget 2022                 | Forecast 2021    | Budget 2021      |
| Advertising and Sponsorship                 | 35,000             | 9,000              | 35,000             | 35,000                                 | 9,000            | 35,000           | -                           | -                | -                |
| Lease Income                                | 18,700             | 2,500              | 18,700             | 18,700                                 | 2,500            | 18,700           | -                           | -                | -                |
| Licences and Permits                        | 20,000             | 20,000             | 16,000             | -                                      | -                | -                | -                           | -                | -                |
| Rentals                                     | 504,000            | 168,000            | 497,000            | 504,000                                | 168,000          | 497,000          | -                           | -                | -                |
| Other Revenue                               | -                  | 150                | -                  | -                                      | -                | -                | -                           | -                | -                |
| Fees  | 65,000             | 12,250             | 82,700             | 35,000                                 | 6,250            | 70,000           | -                           | -                | -                |
| Sales                                       | -                  | -                  | 4,800              | -                                      | -                | 4,800            | -                           | -                | -                |
| <b>Total Revenue</b>                        | <b>642,700</b>     | <b>211,900</b>     | <b>654,200</b>     | <b>592,700</b>                         | <b>185,750</b>   | <b>625,500</b>   | <b>-</b>                    | <b>-</b>         | <b>-</b>         |
| Salaries and Wages - Full Time              | 2,158,400          | 2,040,500          | 1,943,000          | 516,900                                | 475,000          | 478,600          | 160,500                     | 169,800          | 147,900          |
| Salaries and Wages - Part Time              | 102,600            | 183,284            | 187,000            | 34,200                                 | 30,000           | 120,600          | -                           | -                | -                |
| Salaries and Wages - Students               | 110,000            | 18,000             | 80,900             | -                                      | -                | -                | -                           | -                | -                |
| Overtime Pay                                | 43,500             | 23,000             | 38,500             | -                                      | -                | -                | 38,500                      | -                | 28,500           |
| Employee Benefits                           | 797,700            | 725,500            | 646,300            | 202,500                                | 190,000          | 177,900          | 41,900                      | 42,500           | 36,600           |
| Association/Membership Fees                 | 14,400             | 9,200              | 14,400             | -                                      | -                | -                | 2,400                       | 1,000            | 2,400            |
| Cleaning Supplies                           | 22,000             | 15,000             | 21,500             | 22,000                                 | 15,000           | 21,500           | -                           | -                | -                |
| Contract Services                           | 395,000            | 300,000            | 393,100            | 385,000                                | 300,000          | 382,100          | 10,000                      | -                | 10,000           |
| Cost of of Goods Sold                       | -                  | -                  | 500                | -                                      | -                | 500              | -                           | -                | -                |
| Equipment - Purchase                        | 8,500              | 8,500              | 8,500              | 8,500                                  | 8,500            | 8,500            | -                           | -                | -                |
| Equipment - Rental                          | 5,000              | -                  | 3,400              | 5,000                                  | -                | 3,400            | -                           | -                | -                |
| Hospitality Expense                         | 3,500              | 3,500              | 3,500              | -                                      | -                | -                | 3,500                       | 3,500            | 3,500            |
| Office Supplies                             | 26,700             | 26,800             | 29,200             | 600                                    | 800              | 3,100            | 26,100                      | 26,000           | 26,100           |
| Postage & Courier                           | 48,700             | 38,100             | 49,200             | -                                      | -                | 100              | 700                         | 100              | 700              |
| Program Supplies                            | 4,000              | 2,000              | 13,600             | 4,000                                  | 2,000            | 13,600           | -                           | -                | -                |
| Protective & Uniform Clothing               | 1,400              | 1,400              | 1,000              | 1,400                                  | 1,400            | 1,000            | -                           | -                | -                |
| R&M Grounds                                 | 24,000             | 24,000             | 27,800             | 24,000                                 | 24,000           | 27,800           | -                           | -                | -                |
| Staff Training & Development                | 59,200             | 23,400             | 57,600             | 13,800                                 | 6,000            | 15,000           | 4,000                       | 1,200            | 3,700            |
| SME - Audit and Actuary                     | 85,000             | 65,000             | 55,000             | -                                      | -                | -                | -                           | -                | -                |
| SME - Consultants                           | 30,000             | 70,000             | 40,000             | -                                      | -                | -                | 30,000                      | 70,000           | 40,000           |
| Subscriptions and Publications              | 3,500              | 1,800              | 3,000              | -                                      | -                | -                | -                           | -                | -                |
| Telephone/Internet                          | 8,911              | 14,620             | 20,700             | 1,200                                  | 8,400            | 8,700            | 600                         | 700              | 800              |
| Travel                                      | 11,600             | 2,000              | 11,500             | 2,800                                  | 2,000            | 3,000            | 800                         | -                | 700              |
| <b>Total Expense</b>                        | <b>3,963,611</b>   | <b>3,595,604</b>   | <b>3,649,200</b>   | <b>1,221,900</b>                       | <b>1,063,100</b> | <b>1,265,400</b> | <b>319,000</b>              | <b>314,800</b>   | <b>300,900</b>   |
| <b>Surplus/(Deficit) Before Allocations</b> | <b>(3,320,911)</b> | <b>(3,383,704)</b> | <b>(2,995,000)</b> | <b>(629,200)</b>                       | <b>(877,350)</b> | <b>(639,900)</b> | <b>(319,000)</b>            | <b>(314,800)</b> | <b>(300,900)</b> |



**Appendix D - Corporate Services & Recreation Divisional Detail**

| Object Name                                  | Total              |                    |                    | Community Sports and Recreation (VHWC) |                  |                  | Corporate Services - Global |                  |                  |
|--|--------------------|--------------------|--------------------|--|------------------|------------------|-----------------------------|------------------|------------------|
|  | Budget 2022        | Forecast 2021      | Budget 2021        | Budget 2022                            | Forecast 2021    | Budget 2021      | Budget 2022                 | Forecast 2021    | Budget 2021      |
| <b>Allocations: Within Departments</b>       | -                  | -                  | -                  | <b>129,700</b>                         | <b>57,750</b>    | <b>90,050</b>    | <b>(210,500)</b>            | <b>(187,300)</b> | <b>(215,600)</b> |
| Surplus/(Deficit) - Directly Attributable    | (3,320,911)        | (3,383,704)        | (2,995,000)        | (758,900)                              | (935,100)        | (729,950)        | (108,500)                   | (127,500)        | (85,300)         |
| COVID - Personnel                            | -                  | (202,300)          | -                  | -                                      | (41,400)         | -                | -                           | (9,200)          | -                |
| COVID - Other                                | -                  | (267,050)          | -                  | -                                      | (267,050)        | -                | -                           | -                | -                |
| Personnel                                    | (153,700)          | -                  | -                  | (48,400)                               | -                | -                | -                           | -                | -                |
| Global Departmental Allocations              | (234,911)          | (207,850)          | (218,250)          | -                                      | -                | -                | (108,500)                   | (114,900)        | (85,300)         |
| <b>Allocations: Between Departments</b>      | <b>(388,611)</b>   | <b>(677,200)</b>   | <b>(218,250)</b>   | <b>(48,400)</b>                        | <b>(308,450)</b> | <b>-</b>         | <b>(108,500)</b>            | <b>(124,100)</b> | <b>(85,300)</b>  |
| <b>Surplus/(Deficit) (After Allocations)</b> | <b>(2,932,300)</b> | <b>(2,706,504)</b> | <b>(2,776,750)</b> | <b>(710,500)</b>                       | <b>(626,650)</b> | <b>(729,950)</b> | <b>-</b>                    | <b>(3,400)</b>   | <b>-</b>         |
| Transfers to (from) Reserves                 | (74,600)           | -                  | -                  | -                                      | -                | -                | -                           | -                | -                |
| <b>Total Transfers</b>                       | <b>(74,600)</b>    | <b>-</b>           | <b>-</b>           | <b>-</b>                               | <b>-</b>         | <b>-</b>         | <b>-</b>                    | <b>-</b>         | <b>-</b>         |
| <b>Surplus/(Deficit)</b>                     | <b>(2,857,700)</b> | <b>(2,706,504)</b> | <b>(2,776,750)</b> | <b>(710,500)</b>                       | <b>(626,650)</b> | <b>(729,950)</b> | <b>-</b>                    | <b>(3,400)</b>   | <b>-</b>         |

**Appendix D - Corporate Services & Recreation Divisional Detail**

| Object Name                                 | Customer Service |                  |                  | Events           |                 |                  | Financial Services |                    |                  |                  |
|---|------------------|------------------|------------------|------------------|-----------------|------------------|--------------------|--------------------|------------------|------------------|
|   | Budget 2022      | Forecast 2021    | Budget 2021      | Budget 2022      | Forecast 2021   | Budget 2021      | Budget 2022        | Forecast 2021      | Budget 2021      | Actual 2021      |
| Advertising and Sponsorship                 | -                | -                | -                | -                | -               | -                | -                  | -                  | -                | -                |
| Lease Income                                | -                | -                | -                | -                | -               | -                | -                  | -                  | -                | -                |
| Licences and Permits                        | -                | -                | -                | -                | -               | -                | 20,000             | 20,000             | 16,000           | 14,560           |
| Rentals                                     | -                | -                | -                | -                | -               | -                | -                  | -                  | -                | -                |
| Other Revenue                               | -                | -                | -                | -                | -               | -                | -                  | 150                | -                | 143              |
| Fees  | -                | -                | -                | -                | -               | -                | 30,000             | 6,000              | 12,700           | 3,962            |
| Sales                                       | -                | -                | -                | -                | -               | -                | -                  | -                  | -                | -                |
| <b>Total Revenue</b>                        | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>        | <b>-</b>         | <b>50,000</b>      | <b>26,150</b>      | <b>28,700</b>    | <b>18,665</b>    |
| Salaries and Wages - Full Time              | 273,200          | 133,100          | 123,100          | 63,700           | 64,600          | 64,200           | 549,200            | 656,600            | 540,300          | 277,298          |
| Salaries and Wages - Part Time              | -                | 120,384          | 66,400           | -                | -               | -                | 68,400             | 30,500             | -                | 25,009           |
| Salaries and Wages - Students               | 43,100           | 8,000            | 9,000            | 45,300           | 10,000          | 44,900           | -                  | -                  | 9,000            | -                |
| Overtime Pay                                | -                | 3,000            | 4,000            | -                | -               | -                | -                  | 20,000             | 4,000            | 3,209            |
| Employee Benefits                           | 119,400          | 69,700           | 54,200           | 34,600           | 23,400          | 23,700           | 203,500            | 209,000            | 174,000          | 111,825          |
| Association/Membership Fees                 | 1,200            | -                | 1,200            | -                | -               | -                | 3,600              | 3,600              | 4,800            | 2,773            |
| Cleaning Supplies                           | -                | -                | -                | -                | -               | -                | -                  | -                  | -                | -                |
| Contract Services                           | -                | -                | -                | -                | -               | -                | -                  | -                  | 1,000            | -                |
| Cost of of Goods Sold                       | -                | -                | -                | -                | -               | -                | -                  | -                  | -                | -                |
| Equipment - Purchase                        | -                | -                | -                | -                | -               | -                | -                  | -                  | -                | -                |
| Equipment - Rental                          | -                | -                | -                | -                | -               | -                | -                  | -                  | -                | -                |
| Hospitality Expense                         | -                | -                | -                | -                | -               | -                | -                  | -                  | -                | -                |
| Office Supplies                             | -                | -                | -                | -                | -               | -                | -                  | -                  | -                | -                |
| Postage & Courier                           | -                | -                | -                | -                | -               | -                | 48,000             | 38,000             | 48,000           | 33,951           |
| Program Supplies                            | -                | -                | -                | -                | -               | -                | -                  | -                  | -                | -                |
| Protective & Uniform Clothing               | -                | -                | -                | -                | -               | -                | -                  | -                  | -                | -                |
| R&M Grounds                                 | -                | -                | -                | -                | -               | -                | -                  | -                  | -                | -                |
| Staff Training & Development                | 7,900            | 1,000            | 4,800            | 2,700            | 200             | 3,200            | 15,400             | 5,000              | 13,600           | 1,694            |
| SME - Audit and Actuary                     | -                | -                | -                | -                | -               | -                | 85,000             | 65,000             | 55,000           | 54,048           |
| SME - Consultants                           | -                | -                | -                | -                | -               | -                | -                  | -                  | -                | -                |
| Subscriptions and Publications              | 500              | -                | 500              | -                | -               | -                | 1,000              | -                  | 500              | -                |
| Telephone/Internet                          | 600              | 620              | 800              | 611              | -               | 1,600            | 2,400              | 1,400              | 4,000            | 804              |
| Travel                                      | 1,600            | -                | 1,000            | 500              | -               | 600              | 3,100              | -                  | 2,700            | -                |
| <b>Total Expense</b>                        | <b>447,500</b>   | <b>335,804</b>   | <b>265,000</b>   | <b>147,411</b>   | <b>98,200</b>   | <b>138,200</b>   | <b>979,600</b>     | <b>1,029,100</b>   | <b>856,900</b>   | <b>510,611</b>   |
| <b>Surplus/(Deficit) Before Allocations</b> | <b>(447,500)</b> | <b>(335,804)</b> | <b>(265,000)</b> | <b>(147,411)</b> | <b>(98,200)</b> | <b>(138,200)</b> | <b>(929,600)</b>   | <b>(1,002,950)</b> | <b>(828,200)</b> | <b>(491,946)</b> |

**Appendix D - Corporate Services &  
Recreation Divisional Detail**

| Object Name                                  | Customer Service |                  |                  | Events           |                 |                  | Financial Services |                    |                  |                  |
|--|------------------|------------------|------------------|------------------|-----------------|------------------|--------------------|--------------------|------------------|------------------|
|  | Budget 2022      | Forecast 2021    | Budget 2021      | Budget 2022      | Forecast 2021   | Budget 2021      | Budget 2022        | Forecast 2021      | Budget 2021      | Actual 2021      |
| <b>Allocations: Within Departments</b>       | <b>(7,330)</b>   | <b>21,400</b>    | <b>17,800</b>    | <b>(21,000)</b>  | <b>(5,250)</b>  | <b>(5,250)</b>   | <b>57,630</b>      | <b>65,400</b>      | <b>57,700</b>    | <b>-</b>         |
| Surplus/(Deficit) - Directly Attributable    | (440,170)        | (357,204)        | (282,800)        | (126,411)        | (92,950)        | (132,950)        | (987,230)          | (1,068,350)        | (885,900)        | (491,946)        |
| COVID - Personnel                            | -                | (56,500)         | -                | -                | -               | -                | -                  | -                  | -                | -                |
| COVID - Other                                | -                | -                | -                | -                | -               | -                | -                  | -                  | -                | -                |
| Personnel                                    | (105,300)        | -                | -                | -                | -               | -                | -                  | -                  | -                | -                |
| Global Departmental Allocations              | -                | -                | -                | (126,411)        | (92,950)        | (132,950)        | -                  | -                  | -                | -                |
| <b>Allocations: Between Departments</b>      | <b>(105,300)</b> | <b>(56,500)</b>  | <b>-</b>         | <b>(126,411)</b> | <b>(92,950)</b> | <b>(132,950)</b> | <b>-</b>           | <b>-</b>           | <b>-</b>         | <b>-</b>         |
| <b>Surplus/(Deficit) (After Allocations)</b> | <b>(334,870)</b> | <b>(300,704)</b> | <b>(282,800)</b> | <b>-</b>         | <b>-</b>        | <b>-</b>         | <b>(987,230)</b>   | <b>(1,068,350)</b> | <b>(885,900)</b> | <b>(491,946)</b> |
| Transfers to (from) Reserves                 | -                | -                | -                | -                | -               | -                | (74,600)           | -                  | -                | -                |
| <b>Total Transfers</b>                       | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>        | <b>-</b>         | <b>(74,600)</b>    | <b>-</b>           | <b>-</b>         | <b>-</b>         |
| <b>Surplus/(Deficit)</b>                     | <b>(334,870)</b> | <b>(300,704)</b> | <b>(282,800)</b> | <b>-</b>         | <b>-</b>        | <b>-</b>         | <b>(912,630)</b>   | <b>(1,068,350)</b> | <b>(885,900)</b> | <b>(491,946)</b> |

**Appendix D - Corporate Services & Recreation Divisional Detail**

| Object Name                                 | Human Resources  |                  |                  | Information Technology |                  |                  |
|---|------------------|------------------|------------------|------------------------|------------------|------------------|
|   | Budget 2022      | Forecast 2021    | Budget 2021      | Budget 2022            | Forecast 2021    | Budget 2021      |
| Advertising and Sponsorship                 | -                | -                | -                | -                      | -                | -                |
| Lease Income                                | -                | -                | -                | -                      | -                | -                |
| Licences and Permits                        | -                | -                | -                | -                      | -                | -                |
| Rentals                                     | -                | -                | -                | -                      | -                | -                |
| Other Revenue                               | -                | -                | -                | -                      | -                | -                |
| Fees  | -                | -                | -                | -                      | -                | -                |
| Sales                                       | -                | -                | -                | -                      | -                | -                |
| <b>Total Revenue</b>                        | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>               | <b>-</b>         | <b>-</b>         |
| Salaries and Wages - Full Time              | 346,700          | 344,900          | 330,600          | 248,200                | 196,500          | 258,300          |
| Salaries and Wages - Part Time              | -                | -                | -                | -                      | 2,400            | -                |
| Salaries and Wages - Students               | 12,600           | -                | 9,000            | 9,000                  | -                | 9,000            |
| Overtime Pay                                | -                | -                | -                | 5,000                  | -                | 2,000            |
| Employee Benefits                           | 112,600          | 114,400          | 99,600           | 83,200                 | 76,500           | 80,300           |
| Association/Membership Fees                 | 4,800            | 4,600            | 4,800            | 2,400                  | -                | 1,200            |
| Cleaning Supplies                           | -                | -                | -                | -                      | -                | -                |
| Contract Services                           | -                | -                | -                | -                      | -                | -                |
| Cost of of Goods Sold                       | -                | -                | -                | -                      | -                | -                |
| Equipment - Purchase                        | -                | -                | -                | -                      | -                | -                |
| Equipment - Rental                          | -                | -                | -                | -                      | -                | -                |
| Hospitality Expense                         | -                | -                | -                | -                      | -                | -                |
| Office Supplies                             | -                | -                | -                | -                      | -                | -                |
| Postage & Courier                           | -                | -                | 400              | -                      | -                | -                |
| Program Supplies                            | -                | -                | -                | -                      | -                | -                |
| Protective & Uniform Clothing               | -                | -                | -                | -                      | -                | -                |
| R&M Grounds                                 | -                | -                | -                | -                      | -                | -                |
| Staff Training & Development                | 9,000            | 10,000           | 10,800           | 6,400                  | -                | 6,500            |
| SME - Audit and Actuary                     | -                | -                | -                | -                      | -                | -                |
| SME - Consultants                           | -                | -                | -                | -                      | -                | -                |
| Subscriptions and Publications              | 1,500            | 1,400            | 1,500            | 500                    | 400              | 500              |
| Telephone/Internet                          | 1,600            | 1,600            | 2,400            | 1,900                  | 1,900            | 2,400            |
| Travel                                      | 1,800            | -                | 2,200            | 1,000                  | -                | 1,300            |
| <b>Total Expense</b>                        | <b>490,600</b>   | <b>476,900</b>   | <b>461,300</b>   | <b>357,600</b>         | <b>277,700</b>   | <b>361,500</b>   |
| <b>Surplus/(Deficit) Before Allocations</b> | <b>(490,600)</b> | <b>(476,900)</b> | <b>(461,300)</b> | <b>(357,600)</b>       | <b>(277,700)</b> | <b>(361,500)</b> |

**Appendix D - Corporate Services &  
Recreation Divisional Detail**

| Object Name                                  | Human Resources  |                  |                  | Information Technology |                  |                  |
|--|------------------|------------------|------------------|------------------------|------------------|------------------|
|  | Budget<br>2022   | Forecast<br>2021 | Budget<br>2021   | Budget<br>2022         | Forecast<br>2021 | Budget<br>2021   |
| <b>Allocations: Within Departments</b>       | <b>29,800</b>    | <b>30,300</b>    | <b>31,000</b>    | <b>21,700</b>          | <b>17,700</b>    | <b>24,300</b>    |
| Surplus/(Deficit) - Directly<br>Attributable | (520,400)        | (507,200)        | (492,300)        | (379,300)              | (295,400)        | (385,800)        |
| COVID - Personnel                            | -                | (44,200)         | -                | -                      | (51,000)         | -                |
| COVID - Other                                | -                | -                | -                | -                      | -                | -                |
| Personnel                                    | -                | -                | -                | -                      | -                | -                |
| Global Departmental Allocations              | -                | -                | -                | -                      | -                | -                |
| <b>Allocations: Between Departments</b>      | <b>-</b>         | <b>(44,200)</b>  | <b>-</b>         | <b>-</b>               | <b>(51,000)</b>  | <b>-</b>         |
| <b>Surplus/(Deficit) (After Allocations)</b> | <b>(520,400)</b> | <b>(463,000)</b> | <b>(492,300)</b> | <b>(379,300)</b>       | <b>(244,400)</b> | <b>(385,800)</b> |
| Transfers to (from) Reserves                 | -                | -                | -                | -                      | -                | -                |
| <b>Total Transfers</b>                       | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>               | <b>-</b>         | <b>-</b>         |
| <b>Surplus/(Deficit)</b>                     | <b>(520,400)</b> | <b>(463,000)</b> | <b>(492,300)</b> | <b>(379,300)</b>       | <b>(244,400)</b> | <b>(385,800)</b> |

# Appendix D - Divisional Summary & Detail

## Legislative Services Divisional Summary

**Appendix D - Legislative Services Divisional Summary**

|                          |                                      | Legislative Services |                          |                  |           |
|--------------------------|--------------------------------------|----------------------|--------------------------|------------------|-----------|
|                          |                                      | Clerks               | Planning and Development | Planning Global  | Total     |
| <b>2022 BUDGET</b>       | Total Revenue                        | 30,550               | 182,900                  | 7,500            | 220,950   |
|                          | Personnel Expenses                   | 333,800              | 463,100                  | 166,000          | 962,900   |
|                          | Operating Expenses                   | 10,300               | 14,100                   | 49,600           | 74,000    |
|                          | Total Expense                        | 344,100              | 477,200                  | 215,600          | 1,036,900 |
|                          | Surplus/(Deficit) Before Allocations | (313,550)            | (294,300)                | (208,100)        | (815,950) |
|                          | Allocations: Within Departments      | 61,800               | 85,700                   | (147,500)        | -         |
|                          | Allocations: Between Departments     | -                    | -                        | (60,600)         | (60,600)  |
|                          | Surplus/(Deficit) After Allocations  | (375,350)            | (380,000)                | -                | (755,350) |
|                          | Transfers to (from) Reserves         | -                    | -                        | -                | -         |
|                          | Transfers to (from) Rate             | -                    | -                        | -                | -         |
|                          | <b>Total Transfers</b>               | <b>-</b>             | <b>-</b>                 | <b>-</b>         | <b>-</b>  |
| <b>Surplus/(Deficit)</b> | <b>(375,350)</b>                     | <b>(380,000)</b>     | <b>-</b>                 | <b>(755,350)</b> |           |
| <b>2021 BUDGET</b>       | Total Revenue                        | 22,700               | 182,900                  | -                | 205,600   |
|                          | Personnel Expenses                   | 388,300              | 237,100                  | 171,500          | 796,900   |
|                          | Operating Expenses                   | 13,500               | 12,900                   | 37,700           | 64,100    |
|                          | Total Expense                        | 401,800              | 250,000                  | 209,200          | 861,000   |
|                          | Surplus/(Deficit) Before Allocations | (379,100)            | (67,100)                 | (209,200)        | (655,400) |
|                          | Allocations: Within Departments      | 85,500               | 53,200                   | (138,700)        | -         |
|                          | Allocations: Between Departments     | -                    | -                        | (70,500)         | (70,500)  |
|                          | Surplus/(Deficit) After Allocations  | (464,600)            | (120,300)                | -                | (584,900) |
|                          | Transfers to (from) Reserves         | -                    | -                        | -                | -         |
|                          | Transfers to (from) Rate             | -                    | -                        | -                | -         |
|                          | <b>Total Transfers</b>               | <b>-</b>             | <b>-</b>                 | <b>-</b>         | <b>-</b>  |
| <b>Surplus/(Deficit)</b> | <b>(464,600)</b>                     | <b>(120,300)</b>     | <b>-</b>                 | <b>(584,900)</b> |           |
| <b>VARIANCE</b>          | Total Revenue                        | 7,850                | -                        | 7,500            | 15,350    |
|                          | Personnel Expenses                   | (54,500)             | 226,000                  | (5,500)          | 166,000   |
|                          | Operating Expenses                   | (3,200)              | 1,200                    | 11,900           | 9,900     |
|                          | Total Expense                        | (57,700)             | 227,200                  | 6,400            | 175,900   |
|                          | Surplus/(Deficit) Before Allocations | 65,550               | (227,200)                | 1,100            | (160,550) |
|                          | Allocations: Within Departments      | (23,700)             | 32,500                   | (8,800)          | -         |
|                          | Allocations: Between Departments     | -                    | -                        | 9,900            | 9,900     |
|                          | Surplus/(Deficit) After Allocations  | 89,250               | (259,700)                | -                | (170,450) |
|                          | Transfers to (from) Reserves         | -                    | -                        | -                | -         |
|                          | Transfers to (from) Rate             | -                    | -                        | -                | -         |
|                          | <b>Total Transfers</b>               | <b>-</b>             | <b>-</b>                 | <b>-</b>         | <b>-</b>  |
| <b>Surplus/(Deficit)</b> | <b>89,250</b>                        | <b>(259,700)</b>     | <b>-</b>                 | <b>(170,450)</b> |           |

# Appendix D - Divisional Summary & Detail

## Legislative Services Divisional Detail



**Appendix D - Legislative Services  
Divisional Detail**

| Object Name                                      | Total            |                  |                  | Clerks           |                  |                  | Planning and Development |                  |                  |
|--|------------------|------------------|------------------|------------------|------------------|------------------|--------------------------|------------------|------------------|
|  | Budget 2022      | Forecast 2021    | Budget 2021      | Budget 2022      | Forecast 2021    | Budget 2021      | Budget 2022              | Forecast 2021    | Budget 2021      |
| Licences and Permits                             | 30,000           | 30,000           | 21,500           | 30,000           | 30,000           | 21,500           | -                        | -                | -                |
| Fees   | 190,950          | 175,550          | 184,100          | 550              | 550              | 1,200            | 182,900                  | 175,000          | 182,900          |
| <b>Total Revenue</b>                             | <b>220,950</b>   | <b>205,550</b>   | <b>205,600</b>   | <b>30,550</b>    | <b>30,550</b>    | <b>22,700</b>    | <b>182,900</b>           | <b>175,000</b>   | <b>182,900</b>   |
| Salaries and Wages - Full Time                   | 681,900          | 634,300          | 585,200          | 242,700          | 306,700          | 288,200          | 309,600                  | 208,600          | 160,100          |
| Salaries and Wages - Students                    | 18,900           | 9,000            | 27,000           | -                | -                | 9,000            | 18,900                   | 9,000            | 18,000           |
| Overtime Pay                                     | 7,000            | 7,000            | -                | -                | -                | -                | 7,000                    | 7,000            | -                |
| Employee Benefits                                | 255,100          | 211,000          | 184,700          | 91,100           | 105,000          | 91,100           | 127,600                  | 67,400           | 59,000           |
| Association/Membership Fees                      | 3,200            | 2,800            | 3,900            | 1,200            | 1,000            | 2,400            | 800                      | 800              | 300              |
| Comm and Public Relations                        | 3,000            | 3,000            | 5,000            | -                | -                | -                | 2,000                    | 2,000            | 5,000            |
| Contract Services                                | 7,500            | -                | -                | -                | -                | -                | -                        | -                | -                |
| Hospitality Expense                              | 1,400            | 1,200            | 1,200            | -                | -                | -                | -                        | -                | -                |
| Office Supplies                                  | 4,000            | 2,000            | 2,000            | -                | -                | -                | -                        | -                | 1,600            |
| Postage & Courier                                | 300              | 150              | 500              | 100              | 100              | 400              | 100                      | 50               | 100              |
| Staff Training & Development                     | 17,500           | 9,000            | 14,600           | 6,100            | 4,000            | 7,200            | 8,200                    | 2,000            | 4,000            |
| SME - Consultants                                | 30,000           | 110,000          | 30,000           | -                | -                | -                | -                        | 100,000          | -                |
| Subscriptions and Publications                   | 800              | 300              | 800              | 500              | -                | 500              | 300                      | 300              | 300              |
| Telephone/Internet                               | 2,900            | 3,200            | 3,200            | 1,200            | 1,200            | 1,600            | 1,100                    | 1,200            | 800              |
| Travel   | 3,400            | -                | 2,900            | 1,200            | -                | 1,400            | 1,600                    | -                | 800              |
| <b>Total Expense</b>                             | <b>1,036,900</b> | <b>992,950</b>   | <b>861,000</b>   | <b>344,100</b>   | <b>418,000</b>   | <b>401,800</b>   | <b>477,200</b>           | <b>398,350</b>   | <b>250,000</b>   |
| <b>Surplus/(Deficit) Before Allocations</b>      | <b>(815,950)</b> | <b>(787,400)</b> | <b>(655,400)</b> | <b>(313,550)</b> | <b>(387,450)</b> | <b>(379,100)</b> | <b>(294,300)</b>         | <b>(223,350)</b> | <b>(67,100)</b>  |
| <b>Allocations: Within Departments</b>           | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>61,800</b>    | <b>63,400</b>    | <b>85,500</b>    | <b>85,700</b>            | <b>62,400</b>    | <b>53,200</b>    |
| <b>Surplus/(Deficit) - Directly Attributable</b> | <b>(815,950)</b> | <b>(787,400)</b> | <b>(655,400)</b> | <b>(375,350)</b> | <b>(450,850)</b> | <b>(464,600)</b> | <b>(380,000)</b>         | <b>(285,750)</b> | <b>(120,300)</b> |
| COVID - Personnel                                | -                | (31,900)         | -                | -                | (30,100)         | -                | -                        | (1,800)          | -                |
| Global Departmental Allocations                  | (60,600)         | (50,800)         | (70,500)         | -                | -                | -                | -                        | -                | -                |
| <b>Allocations: Between Departments</b>          | <b>(60,600)</b>  | <b>(82,700)</b>  | <b>(70,500)</b>  | <b>-</b>         | <b>(30,100)</b>  | <b>-</b>         | <b>-</b>                 | <b>(1,800)</b>   | <b>-</b>         |
| <b>Surplus/(Deficit) (After Allocations)</b>     | <b>(755,350)</b> | <b>(704,700)</b> | <b>(584,900)</b> | <b>(375,350)</b> | <b>(420,750)</b> | <b>(464,600)</b> | <b>(380,000)</b>         | <b>(283,950)</b> | <b>(120,300)</b> |
| <b>Total Transfers</b>                           | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>                 | <b>-</b>         | <b>-</b>         |
| <b>Surplus/(Deficit)</b>                         | <b>(755,350)</b> | <b>(704,700)</b> | <b>(584,900)</b> | <b>(375,350)</b> | <b>(420,750)</b> | <b>(464,600)</b> | <b>(380,000)</b>         | <b>(283,950)</b> | <b>(120,300)</b> |

**Appendix D - Legislative Services**

**Divisional Detail**

| Object Name                                      | Planning Global  |                  |                  |
|--|------------------|------------------|------------------|
|  | Budget 2022      | Forecast 2021    | Budget 2021      |
| Licences and Permits                             | -                | -                | -                |
| Fees   | 7,500            | -                | -                |
| <b>Total Revenue</b>                             | <b>7,500</b>     | <b>-</b>         | <b>-</b>         |
| Salaries and Wages - Full Time                   | 129,600          | 119,000          | 136,900          |
| Salaries and Wages - Students                    | -                | -                | -                |
| Overtime Pay                                     | -                | -                | -                |
| Employee Benefits                                | 36,400           | 38,600           | 34,600           |
| Association/Membership Fees                      | 1,200            | 1,000            | 1,200            |
| Comm and Public Relations                        | 1,000            | 1,000            | -                |
| Contract Services                                | 7,500            | -                | -                |
| Hospitality Expense                              | 1,400            | 1,200            | 1,200            |
| Office Supplies                                  | 4,000            | 2,000            | 400              |
| Postage & Courier                                | 100              | -                | -                |
| Staff Training & Development                     | 3,200            | 3,000            | 3,400            |
| SME - Consultants                                | 30,000           | 10,000           | 30,000           |
| Subscriptions and Publications                   | -                | -                | -                |
| Telephone/Internet                               | 600              | 800              | 800              |
| Travel   | 600              | -                | 700              |
| <b>Total Expense</b>                             | <b>215,600</b>   | <b>176,600</b>   | <b>209,200</b>   |
| <b>Surplus/(Deficit) Before Allocations</b>      | <b>(208,100)</b> | <b>(176,600)</b> | <b>(209,200)</b> |
| <b>Allocations: Within Departments</b>           | <b>(147,500)</b> | <b>(125,800)</b> | <b>(138,700)</b> |
| <b>Surplus/(Deficit) - Directly Attributable</b> | <b>(60,600)</b>  | <b>(50,800)</b>  | <b>(70,500)</b>  |
| COVID - Personnel                                | -                | -                | -                |
| Global Departmental Allocations                  | (60,600)         | (50,800)         | (70,500)         |
| <b>Allocations: Between Departments</b>          | <b>(60,600)</b>  | <b>(50,800)</b>  | <b>(70,500)</b>  |
| <b>Surplus/(Deficit) (After Allocations)</b>     | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| <b>Total Transfers</b>                           | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| <b>Surplus/(Deficit)</b>                         | <b>-</b>         | <b>-</b>         | <b>-</b>         |

# Appendix D - Divisional Summary & Detail

## Community Safety Divisional Summary

**Appendix D - Community Safety Divisional Summary**

|                          |                                      | Fire and Bylaw     |                    |             |
|--------------------------|--------------------------------------|--------------------|--------------------|-------------|
|                          |                                      | Bylaws             | Fire               | Total       |
| <b>2022 BUDGET</b>       | Total Revenue                        | 46,500             | 21,200             | 67,700      |
|                          | Personnel Expenses                   | 386,000            | 3,282,500          | 3,668,500   |
|                          | Operating Expenses                   | 45,800             | 298,500            | 344,300     |
|                          | Total Expense                        | 431,800            | 3,581,000          | 4,012,800   |
|                          | Surplus/(Deficit) Before Allocations | (385,300)          | (3,559,800)        | (3,945,100) |
|                          | Allocations: Within Departments      | 103,200            | (103,200)          | -           |
|                          | Allocations: Between Departments     | -                  | -                  | -           |
|                          | Surplus/(Deficit) After Allocations  | (488,500)          | (3,456,600)        | (3,945,100) |
|                          | Transfers to (from) Reserves         | -                  | -                  | -           |
|                          | Transfers to (from) Rate             | -                  | -                  | -           |
| <b>Total Transfers</b>   | <b>-</b>                             | <b>-</b>           | <b>-</b>           |             |
| <b>Surplus/(Deficit)</b> | <b>(488,500)</b>                     | <b>(3,456,600)</b> | <b>(3,945,100)</b> |             |
| <b>2021 BUDGET</b>       | Total Revenue                        | 31,500             | 20,600             | 52,100      |
|                          | Personnel Expenses                   | 353,500            | 2,913,700          | 3,267,200   |
|                          | Operating Expenses                   | 32,800             | 290,000            | 322,800     |
|                          | Total Expense                        | 386,300            | 3,203,700          | 3,590,000   |
|                          | Surplus/(Deficit) Before Allocations | (354,800)          | (3,183,100)        | (3,537,900) |
|                          | Allocations: Within Departments      | 99,072             | (99,072)           | -           |
|                          | Allocations: Between Departments     | -                  | -                  | -           |
|                          | Surplus/(Deficit) After Allocations  | (453,872)          | (3,084,028)        | (3,537,900) |
|                          | Transfers to (from) Reserves         | -                  | -                  | -           |
|                          | Transfers to (from) Rate             | -                  | -                  | -           |
| <b>Total Transfers</b>   | <b>-</b>                             | <b>-</b>           | <b>-</b>           |             |
| <b>Surplus/(Deficit)</b> | <b>(453,872)</b>                     | <b>(3,084,028)</b> | <b>(3,537,900)</b> |             |
| <b>VARIANCE</b>          | Total Revenue                        | 15,000             | 600                | 15,600      |
|                          | Personnel Expenses                   | 32,500             | 368,800            | 401,300     |
|                          | Operating Expenses                   | 13,000             | 8,500              | 21,500      |
|                          | Total Expense                        | 45,500             | 377,300            | 422,800     |
|                          | Surplus/(Deficit) Before Allocations | (30,500)           | (376,700)          | (407,200)   |
|                          | Allocations: Within Departments      | 4,128              | (4,128)            | -           |
|                          | Allocations: Between Departments     | -                  | -                  | -           |
|                          | Surplus/(Deficit) After Allocations  | (34,628)           | (372,572)          | (407,200)   |
|                          | Transfers to (from) Reserves         | -                  | -                  | -           |
|                          | Transfers to (from) Rate             | -                  | -                  | -           |
| <b>Total Transfers</b>   | <b>-</b>                             | <b>-</b>           | <b>-</b>           |             |
| <b>Surplus/(Deficit)</b> | <b>(34,628)</b>                      | <b>(372,572)</b>   | <b>(407,200)</b>   |             |

# Appendix D - Divisional Summary & Detail

## Community Safety Divisional Detail

**Appendix D - Community Safety  
Divisional Detail**

| Object Name                                      | Total              |                    |                    | Bylaws           |                  |                  | Fire               |                    |                    |
|--|--------------------|--------------------|--------------------|------------------|------------------|------------------|--------------------|--------------------|--------------------|
|  | Budget 2022        | Forecast 2021      | Budget 2021        | Budget 2022      | Forecast 2021    | Budget 2021      | Budget 2022        | Forecast 2021      | Budget 2021        |
| Donations  | 600                | 600                | -                  | -                | -                | -                | 600                | 600                | -                  |
| Fines  | 45,000             | 45,000             | 11,000             | 45,000           | 45,000           | 11,000           | -                  | -                  | -                  |
| Licences and Permits                             | 1,500              | 1,500              | 20,500             | 1,500            | 1,500            | 20,500           | -                  | -                  | -                  |
| Chargebacks                                      | -                  | 42,000             | -                  | -                | 42,000           | -                | -                  | -                  | -                  |
| Fees   | 20,600             | 108,000            | 20,600             | -                | 8,000            | -                | 20,600             | 100,000            | 20,600             |
| Grant - Provincial                               | -                  | 9,100              | -                  | -                | -                | -                | -                  | 9,100              | -                  |
| Sales  | -                  | 960                | -                  | -                | -                | -                | -                  | 960                | -                  |
| <b>Total Revenue</b>                             | <b>67,700</b>      | <b>207,160</b>     | <b>52,100</b>      | <b>46,500</b>    | <b>96,500</b>    | <b>31,500</b>    | <b>21,200</b>      | <b>110,660</b>     | <b>20,600</b>      |
| Salaries and Wages - Full Time                   | 2,010,200          | 1,924,100          | 1,902,200          | 262,700          | 213,400          | 245,400          | 1,747,500          | 1,710,700          | 1,656,800          |
| Salaries and Wages - Part Time                   | 419,200            | 483,700            | 438,600            | -                | 45,100           | -                | 419,200            | 438,600            | 438,600            |
| Salaries and Wages - Students                    | 36,300             | 29,100             | 19,300             | 27,200           | 29,100           | 10,300           | 9,100              | -                  | 9,000              |
| Overtime Pay                                     | 68,800             | 75,000             | 72,800             | -                | 10,000           | 14,000           | 68,800             | 65,000             | 58,800             |
| Honourariums                                     | 25,000             | 25,000             | 25,000             | -                | -                | -                | 25,000             | 25,000             | 25,000             |
| Employee Benefits                                | 1,109,000          | 1,006,216          | 809,300            | 96,100           | 89,200           | 83,800           | 1,012,900          | 917,016            | 725,500            |
| Association/Membership Fees                      | 3,200              | 1,500              | 3,200              | 1,200            | -                | 1,200            | 2,000              | 1,500              | 2,000              |
| Cleaning Supplies                                | 3,000              | 2,500              | 3,000              | -                | -                | -                | 3,000              | 2,500              | 3,000              |
| Comm and Public Relations                        | 16,300             | 10,500             | 16,300             | 500              | 500              | 500              | 15,800             | 10,000             | 15,800             |
| Contract Services                                | 107,000            | 150,300            | 105,800            | 15,500           | 60,000           | 15,500           | 91,500             | 90,300             | 90,300             |
| Equipment - Purchase                             | 26,200             | 26,000             | 26,200             | -                | -                | -                | 26,200             | 26,000             | 26,200             |
| Hospitality Expense                              | 6,000              | 3,200              | 6,000              | -                | -                | -                | 6,000              | 3,200              | 6,000              |
| Office Supplies                                  | 8,400              | 8,400              | 8,000              | 2,000            | 2,000            | 1,600            | 6,400              | 6,400              | 6,400              |
| Postage & Courier                                | 2,600              | 1,400              | 2,600              | 2,000            | 800              | 2,000            | 600                | 600                | 600                |
| Program Supplies                                 | 40,000             | 20,000             | 44,000             | -                | -                | -                | 40,000             | 20,000             | 44,000             |
| Protective & Uniform Clothing                    | 40,500             | 35,000             | 25,000             | 8,500            | 10,000           | 1,000            | 32,000             | 25,000             | 24,000             |
| Staff Training & Development                     | 63,900             | 36,000             | 60,400             | 7,200            | 1,000            | 6,500            | 56,700             | 35,000             | 53,900             |
| Subscriptions and Publications                   | 1,500              | 500                | 1,500              | -                | -                | -                | 1,500              | 500                | 1,500              |
| Telephone/Internet                               | 13,000             | 12,500             | 8,700              | 7,500            | 7,000            | 3,200            | 5,500              | 5,500              | 5,500              |
| Travel   | 12,700             | 5,000              | 12,100             | 1,400            | -                | 1,300            | 11,300             | 5,000              | 10,800             |
| <b>Total Expense</b>                             | <b>4,012,800</b>   | <b>3,855,916</b>   | <b>3,590,000</b>   | <b>431,800</b>   | <b>468,100</b>   | <b>386,300</b>   | <b>3,581,000</b>   | <b>3,387,816</b>   | <b>3,203,700</b>   |
| <b>Surplus/(Deficit) Before Allocations</b>      | <b>(3,945,100)</b> | <b>(3,648,756)</b> | <b>(3,537,900)</b> | <b>(385,300)</b> | <b>(371,600)</b> | <b>(354,800)</b> | <b>(3,559,800)</b> | <b>(3,277,156)</b> | <b>(3,183,100)</b> |
| <b>Allocations: Within Departments</b>           | -                  | -                  | -                  | <b>103,200</b>   | <b>99,072</b>    | <b>99,072</b>    | <b>(103,200)</b>   | <b>(99,072)</b>    | <b>(99,072)</b>    |
| <b>Surplus/(Deficit) - Directly Attributable</b> | <b>(3,945,100)</b> | <b>(3,648,756)</b> | <b>(3,537,900)</b> | <b>(488,500)</b> | <b>(470,672)</b> | <b>(453,872)</b> | <b>(3,456,600)</b> | <b>(3,178,084)</b> | <b>(3,084,028)</b> |
| COVID - Personnel                                | -                  | (67,400)           | -                  | -                | (15,400)         | -                | -                  | (52,000)           | -                  |
| <b>Allocations: Between Departments</b>          | -                  | <b>(67,400)</b>    | -                  | -                | <b>(15,400)</b>  | -                | -                  | <b>(52,000)</b>    | -                  |
| <b>Surplus/(Deficit) (After Allocations)</b>     | <b>(3,945,100)</b> | <b>(3,581,356)</b> | <b>(3,537,900)</b> | <b>(488,500)</b> | <b>(455,272)</b> | <b>(453,872)</b> | <b>(3,456,600)</b> | <b>(3,126,084)</b> | <b>(3,084,028)</b> |
| <b>Total Transfers</b>                           | -                  | -                  | -                  | -                | -                | -                | -                  | -                  | -                  |
| <b>Surplus/(Deficit)</b>                         | <b>(3,945,100)</b> | <b>(3,581,356)</b> | <b>(3,537,900)</b> | <b>(488,500)</b> | <b>(455,272)</b> | <b>(453,872)</b> | <b>(3,456,600)</b> | <b>(3,126,084)</b> | <b>(3,084,028)</b> |

# Appendix D - Divisional Summary & Detail

## Public Works Divisional Summary

Appendix D - Public Works Divisional Summary

|                          |                                      | Public Works     |                         |            |                    |                  |                    |                       |                    |                    |             |
|--------------------------|--------------------------------------|------------------|-------------------------|------------|--------------------|------------------|--------------------|-----------------------|--------------------|--------------------|-------------|
|                          |                                      | Drainage         | Enviromental Compliance | Facilities | Fleet              | Parks and Trails | Project Management | Public Works (Global) | Stores             | Transportation     | Total       |
| 2022 BUDGET              | Total Revenue                        | 169,300          | -                       | -          | -                  | 5,000            | -                  | -                     | -                  | 27,500             | 201,800     |
|                          | Personnel Expenses                   | 280,200          | 218,413                 | 376,700    | 281,529            | 1,046,832        | 850,700            | 472,300               | 158,452            | 1,447,300          | 5,132,426   |
|                          | Operating Expenses                   | 10,500           | 20,500                  | 14,900     | 43,200             | 487,600          | 28,800             | 121,800               | 6,500              | 1,204,800          | 1,938,600   |
|                          | Total Expense                        | 290,700          | 238,913                 | 391,600    | 324,729            | 1,534,432        | 879,500            | 594,100               | 164,952            | 2,652,100          | 7,071,026   |
|                          | Surplus/(Deficit) Before Allocations | (121,400)        | (238,913)               | (391,600)  | (324,729)          | (1,529,432)      | (879,500)          | (594,100)             | (164,952)          | (2,624,600)        | (6,869,226) |
|                          | Allocations: Within Departments      | 11,494           | 22,619                  | 37,075     | 30,744             | 144,800          | 83,267             | (594,100)             | 15,617             | 248,485            | -           |
|                          | Allocations: Between Departments     | -                | -                       | (428,675)  | (355,473)          | -                | -                  | -                     | -                  | -                  | (784,148)   |
|                          | Surplus/(Deficit) After Allocations  | (132,894)        | (261,532)               | 0          | 0                  | (1,674,232)      | (962,767)          | -                     | (180,569)          | (2,873,085)        | (6,085,078) |
|                          | Transfers to (from) Reserves         | 85,000           | -                       | -          | -                  | -                | -                  | -                     | -                  | -                  | 85,000      |
|                          | Transfers to (from) Rate             | -                | -                       | -          | -                  | -                | -                  | -                     | -                  | -                  | -           |
| <b>Total Transfers</b>   | <b>85,000</b>                        | <b>-</b>         | <b>-</b>                | <b>-</b>   | <b>-</b>           | <b>-</b>         | <b>-</b>           | <b>-</b>              | <b>-</b>           | <b>85,000</b>      |             |
| <b>Surplus/(Deficit)</b> | <b>(217,894)</b>                     | <b>(261,532)</b> | <b>0</b>                | <b>0</b>   | <b>(1,674,232)</b> | <b>(962,767)</b> | <b>-</b>           | <b>(180,569)</b>      | <b>(2,873,085)</b> | <b>(6,170,078)</b> |             |
| 2021 BUDGET              | Total Revenue                        | 189,000          | -                       | -          | -                  | 14,000           | -                  | -                     | -                  | 27,500             | 230,500     |
|                          | Personnel Expenses                   | 198,400          | 199,500                 | 371,000    | 312,700            | 925,700          | 810,100            | 454,700               | 148,900            | 1,486,700          | 4,907,700   |
|                          | Operating Expenses                   | 6,700            | 20,400                  | 15,400     | 38,800             | 471,500          | 30,400             | 122,100               | 3,400              | 1,168,200          | 1,876,900   |
|                          | Total Expense                        | 205,100          | 219,900                 | 386,400    | 351,500            | 1,397,200        | 840,500            | 576,800               | 152,300            | 2,654,900          | 6,784,600   |
|                          | Surplus/(Deficit) Before Allocations | (16,100)         | (219,900)               | (386,400)  | (351,500)          | (1,383,200)      | (840,500)          | (576,800)             | (152,300)          | (2,627,400)        | (6,554,100) |
|                          | Allocations: Within Departments      | 1,554            | 21,220                  | 37,287     | 33,919             | 133,477          | 81,107             | (576,800)             | 14,697             | 253,540            | -           |
|                          | Allocations: Between Departments     | -                | -                       | (423,687)  | (385,419)          | -                | -                  | -                     | -                  | -                  | (809,106)   |
|                          | Surplus/(Deficit) After Allocations  | (17,654)         | (241,120)               | 0          | (0)                | (1,516,677)      | (921,607)          | -                     | (166,997)          | (2,880,940)        | (5,744,994) |
|                          | Transfers to (from) Reserves         | 85,000           | -                       | -          | -                  | -                | -                  | -                     | -                  | (530,000)          | (445,000)   |
|                          | Transfers to (from) Rate             | -                | -                       | -          | -                  | -                | -                  | -                     | -                  | -                  | -           |
| <b>Total Transfers</b>   | <b>85,000</b>                        | <b>-</b>         | <b>-</b>                | <b>-</b>   | <b>-</b>           | <b>-</b>         | <b>-</b>           | <b>-</b>              | <b>(530,000)</b>   | <b>(445,000)</b>   |             |
| <b>Surplus/(Deficit)</b> | <b>(102,654)</b>                     | <b>(241,120)</b> | <b>0</b>                | <b>(0)</b> | <b>(1,516,677)</b> | <b>(921,607)</b> | <b>-</b>           | <b>(166,997)</b>      | <b>(2,350,940)</b> | <b>(5,299,994)</b> |             |
| VARIANCE                 | Total Revenue                        | (19,700)         | -                       | -          | -                  | (9,000)          | -                  | -                     | -                  | -                  | (28,700)    |
|                          | Personnel Expenses                   | 81,800           | 18,913                  | 5,700      | (31,171)           | 121,132          | 40,600             | 17,600                | 9,552              | (39,400)           | 224,726     |
|                          | Operating Expenses                   | 3,800            | 100                     | (500)      | 4,400              | 16,100           | (1,600)            | (300)                 | 3,100              | 36,600             | 61,700      |
|                          | Total Expense                        | 85,600           | 19,013                  | 5,200      | (26,771)           | 137,232          | 39,000             | 17,300                | 12,652             | (2,800)            | 286,426     |
|                          | Surplus/(Deficit) Before Allocations | (105,300)        | (19,013)                | (5,200)    | 26,771             | (146,232)        | (39,000)           | (17,300)              | (12,652)           | 2,800              | (315,126)   |
|                          | Allocations: Within Departments      | 9,940            | 1,399                   | (212)      | (3,175)            | 11,323           | 2,160              | (17,300)              | 920                | (5,055)            | 0           |
|                          | Allocations: Between Departments     | -                | -                       | (4,988)    | 29,946             | -                | -                  | -                     | -                  | -                  | 24,958      |
|                          | Surplus/(Deficit) After Allocations  | (115,240)        | (20,412)                | 0          | 0                  | (157,555)        | (41,160)           | -                     | (13,572)           | 7,855              | (340,084)   |
|                          | Transfers to (from) Reserves         | -                | -                       | -          | -                  | -                | -                  | -                     | -                  | 530,000            | 530,000     |
|                          | Transfers to (from) Rate             | -                | -                       | -          | -                  | -                | -                  | -                     | -                  | -                  | -           |
| <b>Total Transfers</b>   | <b>-</b>                             | <b>-</b>         | <b>-</b>                | <b>-</b>   | <b>-</b>           | <b>-</b>         | <b>-</b>           | <b>-</b>              | <b>530,000</b>     | <b>530,000</b>     |             |
| <b>Surplus/(Deficit)</b> | <b>(115,240)</b>                     | <b>(20,412)</b>  | <b>0</b>                | <b>0</b>   | <b>(157,555)</b>   | <b>(41,160)</b>  | <b>-</b>           | <b>(13,572)</b>       | <b>(522,145)</b>   | <b>(870,084)</b>   |             |



# Appendix D - Divisional Summary & Detail

## Public Works Divisional Detail

**Appendix D - Public Works Divisional  
Detail**

| Object Name                                 | Total              |                    |                    | Drainage         |                  |                 | Enviromental Compliance |                  |                  |
|---|--------------------|--------------------|--------------------|------------------|------------------|-----------------|-------------------------|------------------|------------------|
|   | Budget<br>2022     | Forecast<br>2021   | Budget<br>2021     | Budget<br>2022   | Forecast<br>2021 | Budget<br>2021  | Budget<br>2022          | Forecast<br>2021 | Budget<br>2021   |
| Rentals                                     | -                  | -                  | 6,000              | -                | -                | -               | -                       | -                | -                |
| Other Revenue                               | 122,800            | 63,500             | 142,500            | 120,300          | 63,000           | 140,000         | -                       | -                | -                |
| Chargebacks                                 | -                  | 13,871             | -                  | -                | 6,671            | -               | -                       | 2,700            | -                |
| Fees  | 30,000             | 50,000             | 28,000             | -                | -                | -               | -                       | -                | -                |
| Grants - Other                              | -                  | -                  | 5,000              | -                | -                | -               | -                       | -                | -                |
| Grant - Provincial                          | 49,000             | 49,000             | 49,000             | 49,000           | 49,000           | 49,000          | -                       | -                | -                |
| <b>Total Revenue</b>                        | <b>201,800</b>     | <b>176,371</b>     | <b>230,500</b>     | <b>169,300</b>   | <b>118,671</b>   | <b>189,000</b>  | <b>-</b>                | <b>2,700</b>     | <b>-</b>         |
| Salaries and Wages - Full Time              | 3,349,234          | 3,280,100          | 3,239,200          | 204,100          | 141,200          | 145,500         | 156,736                 | 134,800          | 154,300          |
| Salaries and Wages - Part Time              | 220,702            | 271,730            | 220,300            | -                | -                | -               | -                       | 2,000            | -                |
| Salaries and Wages - Students               | 145,545            | 99,900             | 170,500            | -                | -                | -               | 9,430                   | -                | -                |
| Overtime Pay                                | 190,000            | 160,500            | 189,200            | -                | 4,000            | 5,000           | -                       | -                | -                |
| Employee Benefits                           | 1,226,945          | 1,176,300          | 1,088,500          | 76,100           | 44,500           | 47,900          | 52,247                  | 47,900           | 45,200           |
| Association/Membership Fees                 | 17,500             | 15,700             | 20,100             | 500              | 500              | 500             | 2,400                   | 2,400            | 2,400            |
| Cleaning Supplies                           | 7,000              | 7,000              | 7,000              | -                | -                | -               | -                       | -                | -                |
| Comm and Public Relations                   | 3,000              | 3,000              | 3,000              | -                | -                | -               | -                       | -                | -                |
| Computer Software                           | 1,000              | -                  | -                  | -                | -                | -               | -                       | -                | -                |
| Contract Services                           | 923,100            | 884,900            | 874,400            | -                | -                | -               | 12,500                  | 12,500           | 12,500           |
| Equipment - Purchase                        | 101,300            | 90,800             | 90,300             | 1,000            | 500              | -               | -                       | -                | -                |
| Equipment - Rental                          | 47,100             | 47,100             | 47,100             | -                | -                | -               | -                       | -                | -                |
| Hospitality Expense                         | 6,900              | 2,000              | 6,000              | -                | -                | -               | -                       | -                | -                |
| Office Supplies                             | 15,600             | 15,600             | 18,100             | -                | -                | -               | -                       | -                | -                |
| Postage & Courier                           | 800                | 800                | 600                | -                | -                | -               | -                       | -                | -                |
| Program Supplies                            | 25,700             | 25,700             | 25,700             | -                | -                | -               | -                       | -                | -                |
| Protective & Uniform Clothing               | 19,300             | 19,300             | 15,700             | -                | -                | -               | -                       | -                | -                |
| R&M Grounds                                 | 114,000            | 99,000             | 116,600            | -                | -                | -               | -                       | -                | -                |
| R&M Trails                                  | 113,800            | 113,800            | 113,800            | -                | -                | -               | -                       | -                | -                |
| R&M Consumables and Parts                   | 295,900            | 295,900            | 292,900            | -                | -                | -               | -                       | -                | -                |
| R&M Playground                              | 20,000             | 20,000             | 3,000              | -                | -                | -               | -                       | -                | -                |
| Repairs and Maintenance - Tree              | 21,200             | 21,200             | 21,200             | -                | -                | -               | -                       | -                | -                |
| Staff Training & Development                | 93,000             | 59,900             | 90,600             | 5,100            | 3,800            | 3,800           | 4,200                   | 3,900            | 3,900            |
| SME - Consultants                           | 70,000             | 74,000             | 70,000             | -                | -                | -               | -                       | -                | -                |
| Subscriptions and Publications              | 3,200              | 3,200              | 3,500              | -                | -                | -               | -                       | -                | -                |
| Telephone/Internet                          | 24,100             | 33,050             | 39,000             | 2,900            | 3,200            | 1,600           | 600                     | 750              | 800              |
| Travel                                      | 15,100             | 2,000              | 18,300             | 1,000            | -                | 800             | 800                     | -                | 800              |
| <b>Total Expense</b>                        | <b>7,071,026</b>   | <b>6,822,480</b>   | <b>6,784,600</b>   | <b>290,700</b>   | <b>197,700</b>   | <b>205,100</b>  | <b>238,913</b>          | <b>204,250</b>   | <b>219,900</b>   |
| <b>Surplus/(Deficit) Before Allocations</b> | <b>(6,869,226)</b> | <b>(6,646,109)</b> | <b>(6,554,100)</b> | <b>(121,400)</b> | <b>(79,029)</b>  | <b>(16,100)</b> | <b>(238,913)</b>        | <b>(201,550)</b> | <b>(219,900)</b> |

**Appendix D - Public Works Divisional  
Detail**

| Object Name                                  | Total              |                    |                    | Drainage         |                  |                  | Enviromental Compliance |                  |                  |
|--|--------------------|--------------------|--------------------|------------------|------------------|------------------|-------------------------|------------------|------------------|
|  | Budget<br>2022     | Forecast<br>2021   | Budget<br>2021     | Budget<br>2022   | Forecast<br>2021 | Budget<br>2021   | Budget<br>2022          | Forecast<br>2021 | Budget<br>2021   |
| <b>Allocations: Within Departments</b>       | -                  | -                  | -                  | <b>11,494</b>    | <b>15,000</b>    | <b>1,554</b>     | <b>22,619</b>           | <b>15,500</b>    | <b>21,220</b>    |
| Surplus/(Deficit) - Directly<br>Attributable | (6,869,226)        | (6,646,109)        | (6,554,100)        | (132,894)        | (94,029)         | (17,654)         | (261,532)               | (217,050)        | (241,120)        |
| COVID - Personnel                            | -                  | (76,100)           | -                  | -                | -                | -                | -                       | -                | -                |
| Global Departmental Allocations              | (784,148)          | (659,030)          | (809,106)          | -                | -                | -                | -                       | -                | -                |
| <b>Allocations: Between Departments</b>      | <b>(784,148)</b>   | <b>(735,130)</b>   | <b>(809,106)</b>   | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>                | <b>-</b>         | <b>-</b>         |
| <b>Surplus/(Deficit) (After Allocations)</b> | <b>(6,085,078)</b> | <b>(5,910,979)</b> | <b>(5,744,994)</b> | <b>(132,894)</b> | <b>(94,029)</b>  | <b>(17,654)</b>  | <b>(261,532)</b>        | <b>(217,050)</b> | <b>(241,120)</b> |
| Transfers to (from) Reserves                 | 85,000             | (445,000)          | (445,000)          | 85,000           | 85,000           | 85,000           | -                       | -                | -                |
| <b>Total Transfers</b>                       | <b>85,000</b>      | <b>(445,000)</b>   | <b>(445,000)</b>   | <b>85,000</b>    | <b>85,000</b>    | <b>85,000</b>    | <b>-</b>                | <b>-</b>         | <b>-</b>         |
| <b>Surplus/(Deficit)</b>                     | <b>(6,170,078)</b> | <b>(5,465,979)</b> | <b>(5,299,994)</b> | <b>(217,894)</b> | <b>(179,029)</b> | <b>(102,654)</b> | <b>(261,532)</b>        | <b>(217,050)</b> | <b>(241,120)</b> |

**Appendix D - Public Works Divisional  
Detail**

| Object Name                                 | Facilities       |                  |                  | Fleet            |                  |                  | Parks and Trails   |                    |                    |
|---|------------------|------------------|------------------|------------------|------------------|------------------|--------------------|--------------------|--------------------|
|   | Budget<br>2022   | Forecast<br>2021 | Budget<br>2021   | Budget<br>2022   | Forecast<br>2021 | Budget<br>2021   | Budget<br>2022     | Forecast<br>2021   | Budget<br>2021     |
| Rentals                                     | -                | -                | -                | -                | -                | -                | -                  | -                  | 6,000              |
| Other Revenue                               | -                | -                | -                | -                | -                | -                | -                  | -                  | -                  |
| Chargebacks                                 | -                | -                | -                | -                | -                | -                | -                  | 4,000              | -                  |
| Fees  | -                | -                | -                | -                | -                | -                | 5,000              | 5,000              | 3,000              |
| Grants - Other                              | -                | -                | -                | -                | -                | -                | -                  | -                  | 5,000              |
| Grant - Provincial                          | -                | -                | -                | -                | -                | -                | -                  | -                  | -                  |
| <b>Total Revenue</b>                        | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>5,000</b>       | <b>9,000</b>       | <b>14,000</b>      |
| Salaries and Wages - Full Time              | 274,800          | 261,300          | 277,500          | 204,589          | 139,400          | 237,000          | 519,264            | 536,100            | 501,800            |
| Salaries and Wages - Part Time              | -                | 16,730           | -                | -                | 1,000            | -                | 220,702            | 136,000            | 108,500            |
| Salaries and Wages - Students               | -                | -                | -                | -                | -                | -                | 86,215             | 75,000             | 123,100            |
| Overtime Pay                                | -                | 30,000           | -                | -                | -                | -                | -                  | 50,000             | -                  |
| Employee Benefits                           | 101,900          | 92,700           | 93,500           | 76,940           | 61,000           | 75,700           | 220,651            | 237,000            | 192,300            |
| Association/Membership Fees                 | 300              | 300              | 300              | -                | -                | -                | 3,500              | 2,500              | 7,100              |
| Cleaning Supplies                           | -                | -                | -                | -                | -                | -                | 7,000              | 7,000              | 7,000              |
| Comm and Public Relations                   | -                | -                | -                | -                | -                | -                | -                  | -                  | -                  |
| Computer Software                           | -                | -                | -                | -                | -                | -                | -                  | -                  | -                  |
| Contract Services                           | -                | -                | -                | -                | -                | -                | 47,500             | 55,000             | 44,500             |
| Equipment - Purchase                        | 1,500            | 1,500            | 1,500            | 10,000           | 5,000            | 5,000            | 83,800             | 83,800             | 83,800             |
| Equipment - Rental                          | -                | -                | -                | -                | -                | -                | 47,100             | 47,100             | 47,100             |
| Hospitality Expense                         | -                | -                | -                | -                | -                | -                | -                  | -                  | -                  |
| Office Supplies                             | -                | -                | -                | -                | -                | -                | -                  | -                  | -                  |
| Postage & Courier                           | -                | -                | -                | 500              | 600              | 100              | -                  | -                  | -                  |
| Program Supplies                            | -                | -                | -                | 25,000           | 25,000           | 25,000           | 700                | 700                | 700                |
| Protective & Uniform Clothing               | 1,800            | 1,800            | 1,800            | -                | -                | -                | 5,600              | 5,600              | 2,000              |
| R&M Grounds                                 | -                | -                | -                | -                | -                | -                | 114,000            | 99,000             | 116,600            |
| R&M Trails                                  | -                | -                | -                | -                | -                | -                | 113,800            | 113,800            | 113,800            |
| R&M Consumables and Parts                   | -                | -                | -                | -                | -                | -                | -                  | -                  | -                  |
| R&M Playground                              | -                | -                | -                | -                | -                | -                | 20,000             | 20,000             | 3,000              |
| Repairs and Maintenance - Tree              | -                | -                | -                | -                | -                | -                | 15,600             | 15,600             | 15,600             |
| Staff Training & Development                | 6,900            | 6,900            | 6,900            | 5,100            | 5,900            | 5,900            | 20,700             | 13,900             | 15,900             |
| SME - Consultants                           | -                | -                | -                | -                | -                | -                | -                  | -                  | -                  |
| Subscriptions and Publications              | -                | -                | 300              | 800              | 800              | 800              | -                  | -                  | -                  |
| Telephone/Internet                          | 3,000            | 3,500            | 3,200            | 800              | 800              | 800              | 4,200              | 10,300             | 11,200             |
| Travel                                      | 1,400            | -                | 1,400            | 1,000            | -                | 1,200            | 4,100              | 1,000              | 3,200              |
| <b>Total Expense</b>                        | <b>391,600</b>   | <b>414,730</b>   | <b>386,400</b>   | <b>324,729</b>   | <b>239,500</b>   | <b>351,500</b>   | <b>1,534,432</b>   | <b>1,509,400</b>   | <b>1,397,200</b>   |
| <b>Surplus/(Deficit) Before Allocations</b> | <b>(391,600)</b> | <b>(414,730)</b> | <b>(386,400)</b> | <b>(324,729)</b> | <b>(239,500)</b> | <b>(351,500)</b> | <b>(1,529,432)</b> | <b>(1,500,400)</b> | <b>(1,383,200)</b> |

**Appendix D - Public Works Divisional  
Detail**

| Object Name                                  | Facilities       |                  |                  | Fleet            |                  |                  | Parks and Trails   |                    |                    |
|--|------------------|------------------|------------------|------------------|------------------|------------------|--------------------|--------------------|--------------------|
|  | Budget<br>2022   | Forecast<br>2021 | Budget<br>2021   | Budget<br>2022   | Forecast<br>2021 | Budget<br>2021   | Budget<br>2022     | Forecast<br>2021   | Budget<br>2021     |
| <b>Allocations: Within Departments</b>       | <b>37,075</b>    | <b>31,600</b>    | <b>37,287</b>    | <b>30,744</b>    | <b>18,200</b>    | <b>33,919</b>    | <b>144,800</b>     | <b>114,800</b>     | <b>133,477</b>     |
| Surplus/(Deficit) - Directly<br>Attributable | (428,675)        | (446,330)        | (423,687)        | (355,473)        | (257,700)        | (385,419)        | (1,674,232)        | (1,615,200)        | (1,516,677)        |
| COVID - Personnel                            | -                | (26,500)         | -                | -                | -                | -                | -                  | (3,300)            | -                  |
| Global Departmental Allocations              | (428,675)        | (407,330)        | (423,687)        | (355,473)        | (251,700)        | (385,419)        | -                  | -                  | -                  |
| <b>Allocations: Between Departments</b>      | <b>(428,675)</b> | <b>(433,830)</b> | <b>(423,687)</b> | <b>(355,473)</b> | <b>(251,700)</b> | <b>(385,419)</b> | <b>-</b>           | <b>(3,300)</b>     | <b>-</b>           |
| <b>Surplus/(Deficit) (After Allocations)</b> | <b>0</b>         | <b>(12,500)</b>  | <b>0</b>         | <b>0</b>         | <b>(6,000)</b>   | <b>(0)</b>       | <b>(1,674,232)</b> | <b>(1,611,900)</b> | <b>(1,516,677)</b> |
| Transfers to (from) Reserves                 | -                | -                | -                | -                | -                | -                | -                  | -                  | -                  |
| <b>Total Transfers</b>                       | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>           | <b>-</b>           | <b>-</b>           |
| <b>Surplus/(Deficit)</b>                     | <b>0</b>         | <b>(12,500)</b>  | <b>0</b>         | <b>0</b>         | <b>(6,000)</b>   | <b>(0)</b>       | <b>(1,674,232)</b> | <b>(1,611,900)</b> | <b>(1,516,677)</b> |

**Appendix D - Public Works Divisional  
Detail**

| Object Name                                 | Project Management |                  |                  | Public Works - Global |                  |                  | Stores           |                  |                  |
|---|--------------------|------------------|------------------|-----------------------|------------------|------------------|------------------|------------------|------------------|
|   | Budget<br>2022     | Forecast<br>2021 | Budget<br>2021   | Budget<br>2022        | Forecast<br>2021 | Budget<br>2021   | Budget<br>2022   | Forecast<br>2021 | Budget<br>2021   |
| Rentals                                     | -                  | -                | -                | -                     | -                | -                | -                | -                | -                |
| Other Revenue                               | -                  | -                | -                | -                     | -                | -                | -                | -                | -                |
| Chargebacks                                 | -                  | -                | -                | -                     | -                | -                | -                | -                | -                |
| Fees  | -                  | -                | -                | -                     | -                | -                | -                | -                | -                |
| Grants - Other                              | -                  | -                | -                | -                     | -                | -                | -                | -                | -                |
| Grant - Provincial                          | -                  | -                | -                | -                     | -                | -                | -                | -                | -                |
| <b>Total Revenue</b>                        | <b>-</b>           | <b>-</b>         | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| Salaries and Wages - Full Time              | 612,200            | 630,400          | 592,500          | 217,000               | 287,300          | 212,800          | 115,245          | 115,000          | 113,000          |
| Salaries and Wages - Part Time              | -                  | -                | -                | -                     | -                | -                | -                | -                | -                |
| Salaries and Wages - Students               | 28,300             | 15,900           | 26,900           | -                     | -                | -                | -                | -                | -                |
| Overtime Pay                                | -                  | 40,000           | -                | 190,000               | 1,000            | 184,200          | -                | 500              | -                |
| Employee Benefits                           | 210,200            | 218,100          | 190,700          | 65,300                | 80,600           | 57,700           | 43,207           | 43,500           | 35,900           |
| Association/Membership Fees                 | 3,400              | 2,600            | 3,400            | 4,000                 | 4,000            | 3,000            | -                | -                | -                |
| Cleaning Supplies                           | -                  | -                | -                | -                     | -                | -                | -                | -                | -                |
| Comm and Public Relations                   | 2,000              | 2,000            | 2,000            | -                     | -                | -                | -                | -                | -                |
| Computer Software                           | -                  | -                | -                | -                     | -                | -                | -                | -                | -                |
| Contract Services                           | -                  | -                | -                | -                     | -                | -                | -                | -                | -                |
| Equipment - Purchase                        | -                  | -                | -                | -                     | -                | -                | -                | -                | -                |
| Equipment - Rental                          | -                  | -                | -                | -                     | -                | -                | -                | -                | -                |
| Hospitality Expense                         | -                  | -                | -                | 6,900                 | 2,000            | 6,000            | -                | -                | -                |
| Office Supplies                             | -                  | -                | -                | 15,600                | 15,600           | 18,100           | -                | -                | -                |
| Postage & Courier                           | -                  | -                | -                | 300                   | 200              | 500              | -                | -                | -                |
| Program Supplies                            | -                  | -                | -                | -                     | -                | -                | -                | -                | -                |
| Protective & Uniform Clothing               | -                  | -                | -                | 11,900                | 11,900           | 11,900           | -                | -                | -                |
| R&M Grounds                                 | -                  | -                | -                | -                     | -                | -                | -                | -                | -                |
| R&M Trails                                  | -                  | -                | -                | -                     | -                | -                | -                | -                | -                |
| R&M Consumables and Parts                   | -                  | -                | -                | -                     | -                | -                | 3,000            | 3,000            | -                |
| R&M Playground                              | -                  | -                | -                | -                     | -                | -                | -                | -                | -                |
| Repairs and Maintenance - Tree              | -                  | -                | -                | -                     | -                | -                | -                | -                | -                |
| Staff Training & Development                | 16,000             | 16,000           | 14,800           | 5,400                 | 8,000            | 8,700            | 2,900            | 1,500            | 2,800            |
| SME - Consultants                           | -                  | -                | -                | 70,000                | 74,000           | 70,000           | -                | -                | -                |
| Subscriptions and Publications              | 900                | 900              | 900              | 600                   | 600              | 600              | -                | -                | -                |
| Telephone/Internet                          | 3,300              | 3,800            | 6,300            | 6,000                 | 7,100            | 1,600            | -                | -                | -                |
| Travel                                      | 3,200              | -                | 3,000            | 1,100                 | -                | 1,700            | 600              | -                | 600              |
| <b>Total Expense</b>                        | <b>879,500</b>     | <b>929,700</b>   | <b>840,500</b>   | <b>594,100</b>        | <b>492,300</b>   | <b>576,800</b>   | <b>164,952</b>   | <b>163,500</b>   | <b>152,300</b>   |
| <b>Surplus/(Deficit) Before Allocations</b> | <b>(879,500)</b>   | <b>(929,700)</b> | <b>(840,500)</b> | <b>(594,100)</b>      | <b>(492,300)</b> | <b>(576,800)</b> | <b>(164,952)</b> | <b>(163,500)</b> | <b>(152,300)</b> |

**Appendix D - Public Works Divisional  
Detail**

| Object Name                                  | Project Management |                    |                  | Public Works - Global |                  |                  | Stores           |                  |                  |
|--|--------------------|--------------------|------------------|-----------------------|------------------|------------------|------------------|------------------|------------------|
|  | Budget<br>2022     | Forecast<br>2021   | Budget<br>2021   | Budget<br>2022        | Forecast<br>2021 | Budget<br>2021   | Budget<br>2022   | Forecast<br>2021 | Budget<br>2021   |
| <b>Allocations: Within Departments</b>       | <b>83,267</b>      | <b>70,900</b>      | <b>81,107</b>    | <b>(594,100)</b>      | <b>(481,600)</b> | <b>(576,800)</b> | <b>15,617</b>    | <b>12,400</b>    | <b>14,697</b>    |
| Surplus/(Deficit) - Directly<br>Attributable | (962,767)          | (1,000,600)        | (921,607)        | -                     | (10,700)         | -                | (180,569)        | (175,900)        | (166,997)        |
| COVID - Personnel                            | -                  | -                  | -                | -                     | (10,700)         | -                | -                | (16,700)         | -                |
| Global Departmental Allocations              | -                  | -                  | -                | -                     | -                | -                | -                | -                | -                |
| <b>Allocations: Between Departments</b>      | <b>-</b>           | <b>-</b>           | <b>-</b>         | <b>-</b>              | <b>(10,700)</b>  | <b>-</b>         | <b>-</b>         | <b>(16,700)</b>  | <b>-</b>         |
| <b>Surplus/(Deficit) (After Allocations)</b> | <b>(962,767)</b>   | <b>(1,000,600)</b> | <b>(921,607)</b> | <b>-</b>              | <b>-</b>         | <b>-</b>         | <b>(180,569)</b> | <b>(159,200)</b> | <b>(166,997)</b> |
| Transfers to (from) Reserves                 | -                  | -                  | -                | -                     | -                | -                | -                | -                | -                |
| <b>Total Transfers</b>                       | <b>-</b>           | <b>-</b>           | <b>-</b>         | <b>-</b>              | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| <b>Surplus/(Deficit)</b>                     | <b>(962,767)</b>   | <b>(1,000,600)</b> | <b>(921,607)</b> | <b>-</b>              | <b>-</b>         | <b>-</b>         | <b>(180,569)</b> | <b>(159,200)</b> | <b>(166,997)</b> |

**Appendix D - Public Works Divisional  
Detail**

| Object Name                                 | Transportation     |                    |                    |
|---|--------------------|--------------------|--------------------|
|   | Budget<br>2022     | Forecast<br>2021   | Budget<br>2021     |
| Rentals                                     | -                  | -                  | -                  |
| Other Revenue                               | 2,500              | 500                | 2,500              |
| Chargebacks                                 | -                  | 500                | -                  |
| Fees  | 25,000             | 45,000             | 25,000             |
| Grants - Other                              | -                  | -                  | -                  |
| Grant - Provincial                          | -                  | -                  | -                  |
| <b>Total Revenue</b>                        | <b>27,500</b>      | <b>46,000</b>      | <b>27,500</b>      |
| Salaries and Wages - Full Time              | 1,045,300          | 1,034,600          | 1,004,800          |
| Salaries and Wages - Part Time              | -                  | 116,000            | 111,800            |
| Salaries and Wages - Students               | 21,600             | 9,000              | 20,500             |
| Overtime Pay                                | -                  | 35,000             | -                  |
| Employee Benefits                           | 380,400            | 351,000            | 349,600            |
| Association/Membership Fees                 | 3,400              | 3,400              | 3,400              |
| Cleaning Supplies                           | -                  | -                  | -                  |
| Comm and Public Relations                   | 1,000              | 1,000              | 1,000              |
| Computer Software                           | 1,000              | -                  | -                  |
| Contract Services                           | 863,100            | 817,400            | 817,400            |
| Equipment - Purchase                        | 5,000              | -                  | -                  |
| Equipment - Rental                          | -                  | -                  | -                  |
| Hospitality Expense                         | -                  | -                  | -                  |
| Office Supplies                             | -                  | -                  | -                  |
| Postage & Courier                           | -                  | -                  | -                  |
| Program Supplies                            | -                  | -                  | -                  |
| Protective & Uniform Clothing               | -                  | -                  | -                  |
| R&M Grounds                                 | -                  | -                  | -                  |
| R&M Trails                                  | -                  | -                  | -                  |
| R&M Consumables and Parts                   | 292,900            | 292,900            | 292,900            |
| R&M Playground                              | -                  | -                  | -                  |
| Repairs and Maintenance - Tree              | 5,600              | 5,600              | 5,600              |
| Staff Training & Development                | 26,700             | -                  | 27,900             |
| SME - Consultants                           | -                  | -                  | -                  |
| Subscriptions and Publications              | 900                | 900                | 900                |
| Telephone/Internet                          | 3,300              | 3,600              | 13,500             |
| Travel                                      | 1,900              | 1,000              | 5,600              |
| <b>Total Expense</b>                        | <b>2,652,100</b>   | <b>2,671,400</b>   | <b>2,654,900</b>   |
| <b>Surplus/(Deficit) Before Allocations</b> | <b>(2,624,600)</b> | <b>(2,625,400)</b> | <b>(2,627,400)</b> |



**Appendix D - Public Works Divisional  
Detail**

| Object Name                                  | Transportation     |                    |                    |
|--|--------------------|--------------------|--------------------|
|  | Budget<br>2022     | Forecast<br>2021   | Budget<br>2021     |
| <b>Allocations: Within Departments</b>       | <b>248,485</b>     | <b>203,200</b>     | <b>253,540</b>     |
| Surplus/(Deficit) - Directly<br>Attributable | (2,873,085)        | (2,828,600)        | (2,880,940)        |
| COVID - Personnel                            | -                  | (18,900)           | -                  |
| Global Departmental Allocations              | -                  | -                  | -                  |
| <b>Allocations: Between Departments</b>      | <b>-</b>           | <b>(18,900)</b>    | <b>-</b>           |
| <b>Surplus/(Deficit) (After Allocations)</b> | <b>(2,873,085)</b> | <b>(2,809,700)</b> | <b>(2,880,940)</b> |
| Transfers to (from) Reserves                 | -                  | (530,000)          | (530,000)          |
| <b>Total Transfers</b>                       | <b>-</b>           | <b>(530,000)</b>   | <b>(530,000)</b>   |
| <b>Surplus/(Deficit)</b>                     | <b>(2,873,085)</b> | <b>(2,279,700)</b> | <b>(2,350,940)</b> |

# Appendix D - Divisional Summary & Detail

## Self Sustaining Entities (SSE) Divisional Summary

**Appendix D - Self Sustaining Entities (SSE)  
Divisional Summary**

|                    |                                      | Self Sustaining Entities (SSE) |                 |                |                  |                  |
|--------------------|--------------------------------------|--------------------------------|-----------------|----------------|------------------|------------------|
|                    |                                      | Building Inspection            | Cemetery        | Beaches        | Sugarloaf Marina | Total            |
| <b>2022 BUDGET</b> | Total Revenue                        | 419,400                        | 46,900          | 409,500        | 1,409,000        | 2,284,800        |
|                    | Personnel Expenses                   | 319,000                        | -               | 150,700        | 297,000          | 766,700          |
|                    | Operating Expenses                   | 18,800                         | 20,200          | 135,800        | 456,300          | 631,100          |
|                    | Total Expense                        | 337,800                        | 20,200          | 286,500        | 753,300          | 1,397,800        |
|                    | Surplus/(Deficit) Before Allocations | 81,600                         | 26,700          | 123,000        | 655,700          | 887,000          |
|                    | Allocations: Within Departments      | -                              | -               | -              | -                | -                |
|                    | Allocations: Between Departments     | 81,600                         | 20,000          | 122,250        | 622,000          | 845,850          |
|                    | Surplus/(Deficit) After Allocations  | -                              | 6,700           | 750            | 33,700           | 41,150           |
|                    | Transfers to (from) Reserves         | -                              | 6,700           | 750            | 33,700           | 41,150           |
|                    | Transfers to (from) Rate             | -                              | -               | -              | -                | -                |
|                    | <b>Total Transfers</b>               | <b>-</b>                       | <b>6,700</b>    | <b>750</b>     | <b>33,700</b>    | <b>41,150</b>    |
|                    | <b>Surplus/(Deficit)</b>             | <b>-</b>                       | <b>-</b>        | <b>-</b>       | <b>-</b>         | <b>-</b>         |
| <b>2021 BUDGET</b> | Total Revenue                        | 331,700                        | 46,900          | 196,200        | 1,069,200        | 1,644,000        |
|                    | Personnel Expenses                   | 303,100                        | -               | 89,700         | 366,200          | 759,000          |
|                    | Operating Expenses                   | 24,700                         | 20,200          | 51,700         | 307,100          | 403,700          |
|                    | Total Expense                        | 327,800                        | 20,200          | 141,400        | 673,300          | 1,162,700        |
|                    | Surplus/(Deficit) Before Allocations | 3,900                          | 26,700          | 54,800         | 395,900          | 481,300          |
|                    | Allocations: Within Departments      | -                              | -               | -              | -                | -                |
|                    | Allocations: Between Departments     | 87,100                         | 65,300          | 52,500         | 409,077          | 613,977          |
|                    | Surplus/(Deficit) After Allocations  | (83,200)                       | (38,600)        | 2,300          | (13,177)         | (132,677)        |
|                    | Transfers to (from) Reserves         | -                              | -               | -              | -                | -                |
|                    | Transfers to (from) Rate             | (83,200)                       | (38,600)        | 2,300          | (13,177)         | (132,677)        |
|                    | <b>Total Transfers</b>               | <b>(83,200)</b>                | <b>(38,600)</b> | <b>2,300</b>   | <b>(13,177)</b>  | <b>(132,677)</b> |
|                    | <b>Surplus/(Deficit)</b>             | <b>-</b>                       | <b>-</b>        | <b>-</b>       | <b>-</b>         | <b>-</b>         |
| <b>VARIANCE</b>    | Total Revenue                        | 87,700                         | -               | 213,300        | 339,800          | 640,800          |
|                    | Personnel Expenses                   | 15,900                         | -               | 61,000         | (69,200)         | 7,700            |
|                    | Operating Expenses                   | (5,900)                        | -               | 84,100         | 149,200          | 227,400          |
|                    | Total Expense                        | 10,000                         | -               | 145,100        | 80,000           | 235,100          |
|                    | Surplus/(Deficit) Before Allocations | 77,700                         | -               | 68,200         | 259,800          | 405,700          |
|                    | Allocations: Within Departments      | -                              | -               | -              | -                | -                |
|                    | Allocations: Between Departments     | (5,500)                        | (45,300)        | 69,750         | 212,923          | 231,873          |
|                    | Surplus/(Deficit) After Allocations  | 83,200                         | 45,300          | (1,550)        | 46,877           | 173,827          |
|                    | Transfers to (from) Reserves         | -                              | 6,700           | 750            | 33,700           | 41,150           |
|                    | Transfers to (from) Rate             | 83,200                         | 38,600          | (2,300)        | 13,177           | 132,677          |
|                    | <b>Total Transfers</b>               | <b>83,200</b>                  | <b>45,300</b>   | <b>(1,550)</b> | <b>46,877</b>    | <b>173,827</b>   |
|                    | <b>Surplus/(Deficit)</b>             | <b>-</b>                       | <b>-</b>        | <b>-</b>       | <b>-</b>         | <b>-</b>         |

# Appendix D - Divisional Summary & Detail

Self Sustaining Entities (SSE) Divisional Detail

**Appendix D - Self Sustaining Entities (SSE)**

**Divisional Detail**

| Object Name                                 | Total            |                  |                  | Building Inspection |                |                | Cemetery      |               |               |
|---|------------------|------------------|------------------|---------------------|----------------|----------------|---------------|---------------|---------------|
|   | Budget 2022      | Forecast 2021    | Budget 2021      | Budget 2022         | Forecast 2021  | Budget 2021    | Budget 2022   | Forecast 2021 | Budget 2021   |
| Advertising and Sponsorship                 | 500              | 500              | 500              | -                   | -              | -              | -             | -             | -             |
| Investment Income                           | 4,000            | 4,000            | 4,000            | -                   | -              | -              | 4,000         | 4,000         | 4,000         |
| Lease Income                                | 29,500           | 127,700          | 127,700          | -                   | -              | -              | -             | -             | -             |
| Licences and Permits                        | 419,400          | 400,000          | 331,700          | 419,400             | 400,000        | 331,700        | -             | -             | -             |
| Rentals                                     | 9,000            | 3,000            | 500              | -                   | -              | -              | -             | -             | -             |
| Other Revenue                               | 1,000            | 19,000           | -                | -                   | -              | -              | -             | -             | -             |
| Chargebacks                                 | -                | 6,000            | -                | -                   | -              | -              | -             | -             | -             |
| Fees  | 411,000          | 366,487          | 201,800          | -                   | -              | -              | -             | -             | -             |
| Sales                                       | 1,410,400        | 1,140,000        | 977,800          | -                   | -              | -              | 42,900        | 40,000        | 42,900        |
| <b>Total Revenue</b>                        | <b>2,284,800</b> | <b>2,066,687</b> | <b>1,644,000</b> | <b>419,400</b>      | <b>400,000</b> | <b>331,700</b> | <b>46,900</b> | <b>44,000</b> | <b>46,900</b> |
| Salaries and Wages - Full Time              | 351,200          | 181,000          | 380,300          | 230,800             | 99,000         | 231,300        | -             | -             | -             |
| Salaries and Wages - Part Time              | 39,500           | 214,500          | 58,800           | -                   | 65,000         | -              | -             | -             | -             |
| Salaries and Wages - Students               | 204,800          | 214,000          | 173,200          | -                   | -              | -              | -             | -             | -             |
| Overtime Pay                                | 8,000            | 12,000           | 2,000            | 8,000               | 12,000         | 2,000          | -             | -             | -             |
| Employee Benefits                           | 163,200          | 153,000          | 144,700          | 80,200              | 56,000         | 69,800         | -             | -             | -             |
| Association/Membership Fees                 | 6,200            | 18,000           | 6,200            | 2,000               | 15,000         | 2,000          | 1,200         | -             | 1,200         |
| Cleaning Supplies                           | 8,500            | 7,750            | 7,500            | -                   | -              | -              | -             | -             | -             |
| Comm and Public Relations                   | 10,500           | 8,500            | 9,500            | 1,000               | -              | 1,000          | -             | -             | -             |
| Computer Software                           | 10,000           | 20,000           | -                | -                   | -              | -              | -             | -             | -             |
| Contract Services                           | 203,100          | 179,700          | 100,300          | 2,500               | 10,000         | 2,500          | 2,100         | 2,100         | 2,100         |
| Cost of of Goods Sold                       | 200,000          | 180,000          | 140,000          | -                   | -              | -              | -             | -             | -             |
| Equipment - Purchase                        | 3,100            | 2,100            | 6,100            | -                   | -              | -              | 1,100         | 1,100         | 1,100         |
| Equipment - Rental                          | 6,900            | 6,900            | 6,900            | -                   | -              | -              | 6,900         | 6,900         | 6,900         |
| Office Supplies                             | 6,500            | 5,500            | 5,600            | -                   | 1,100          | 1,200          | -             | -             | -             |
| Postage & Courier                           | 200              | 700              | 400              | 100                 | 600            | 400            | -             | -             | -             |
| Program Supplies                            | 2,700            | 1,100            | 1,600            | -                   | -              | -              | -             | -             | -             |
| Protective & Uniform Clothing               | 7,800            | 4,400            | 3,800            | 4,000               | 800            | 800            | -             | -             | -             |
| R&M Grounds                                 | 29,400           | 29,000           | 29,000           | -                   | -              | -              | 8,900         | 8,900         | 8,900         |
| R&M Consumables and Parts                   | 71,500           | 60,000           | 45,000           | -                   | -              | -              | -             | -             | -             |
| Staff Training & Development                | 13,200           | 7,000            | 18,900           | 6,000               | 5,000          | 11,700         | -             | -             | -             |
| SME - Consultants                           | -                | 50,000           | -                | -                   | 50,000         | -              | -             | -             | -             |
| Subscriptions and Publications              | 16,200           | 9,200            | 400              | 200                 | 200            | 400            | -             | -             | -             |
| Telephone/Internet                          | 33,100           | 19,000           | 19,200           | 1,800               | 2,200          | 2,400          | -             | -             | -             |
| Travel                                      | 2,200            | 300              | 3,300            | 1,200               | -              | 2,300          | -             | -             | -             |
| <b>Total Expense</b>                        | <b>1,397,800</b> | <b>1,383,650</b> | <b>1,162,700</b> | <b>337,800</b>      | <b>316,900</b> | <b>327,800</b> | <b>20,200</b> | <b>19,000</b> | <b>20,200</b> |
| <b>Surplus/(Deficit) Before Allocations</b> | <b>887,000</b>   | <b>683,037</b>   | <b>481,300</b>   | <b>81,600</b>       | <b>83,100</b>  | <b>3,900</b>   | <b>26,700</b> | <b>25,000</b> | <b>26,700</b> |

**Appendix D - Self Sustaining Entities (SSE)**

**Divisional Detail**

| Object Name                                      | Total          |                |                  | Building Inspection |               |                 | Cemetery      |                 |                 |
|--|----------------|----------------|------------------|---------------------|---------------|-----------------|---------------|-----------------|-----------------|
|  | Budget 2022    | Forecast 2021  | Budget 2021      | Budget 2022         | Forecast 2021 | Budget 2021     | Budget 2022   | Forecast 2021   | Budget 2021     |
| <b>Allocations: Within Departments</b>           | -              | -              | -                | -                   | -             | -               | -             | -               | -               |
| <b>Surplus/(Deficit) - Directly Attributable</b> | <b>887,000</b> | <b>683,037</b> | <b>481,300</b>   | <b>81,600</b>       | <b>83,100</b> | <b>3,900</b>    | <b>26,700</b> | <b>25,000</b>   | <b>26,700</b>   |
| Allocated Overhead (Credit Cards / Insurance)    | 201,950        | 184,569        | 81,600           | 21,000              | 20,000        | 16,000          | 2,300         | 2,300           | 2,300           |
| Cost of Borrowing - Internal - Interest          | 17,400         | 7,794          | 7,794            | -                   | -             | -               | -             | -               | -               |
| Cost of Borrowing - Internal - Principal         | 130,400        | 76,883         | 76,883           | -                   | -             | -               | -             | -               | -               |
| Capital and Related Project (SSE/BC only)        | -              | 55,000         | 55,000           | -                   | -             | -               | -             | 40,000          | 40,000          |
| Facility Costs                                   | 176,300        | 161,300        | 161,300          | -                   | -             | -               | -             | -               | -               |
| Personnel  | 150,700        | 17,000         | 20,000           | -                   | -             | -               | 17,700        | 17,000          | 20,000          |
| Global Departmental Allocations                  | 169,100        | 165,700        | 211,400          | 60,600              | 50,800        | 71,100          | -             | -               | 3,000           |
| <b>Allocations: Between Departments</b>          | <b>845,850</b> | <b>668,246</b> | <b>613,977</b>   | <b>81,600</b>       | <b>70,800</b> | <b>87,100</b>   | <b>20,000</b> | <b>59,300</b>   | <b>65,300</b>   |
| <b>Surplus/(Deficit) (After Allocations)</b>     | <b>41,150</b>  | <b>14,791</b>  | <b>(132,677)</b> | <b>-</b>            | <b>12,300</b> | <b>(83,200)</b> | <b>6,700</b>  | <b>(34,300)</b> | <b>(38,600)</b> |
| Transfers to (from) Reserves                     | 41,150         | 14,791         | (132,677)        | -                   | 12,300        | (83,200)        | 6,700         | (34,300)        | (38,600)        |
| <b>Total Transfers</b>                           | <b>41,150</b>  | <b>14,791</b>  | <b>(132,677)</b> | <b>-</b>            | <b>12,300</b> | <b>(83,200)</b> | <b>6,700</b>  | <b>(34,300)</b> | <b>(38,600)</b> |
| <b>Surplus/(Deficit)</b>                         | <b>-</b>       | <b>-</b>       | <b>-</b>         | <b>-</b>            | <b>-</b>      | <b>-</b>        | <b>-</b>      | <b>-</b>        | <b>-</b>        |

**Appendix D - Self Sustaining Entities (SSE)**

**Divisional Detail**

| Object Name                                 | Beaches        |                |                | Sugarloaf Marina |                  |                  |
|---|----------------|----------------|----------------|------------------|------------------|------------------|
|   | Budget 2022    | Forecast 2021  | Budget 2021    | Budget 2022      | Forecast 2021    | Budget 2021      |
| Advertising and Sponsorship                 | -              | -              | -              | 500              | 500              | 500              |
| Investment Income                           | -              | -              | -              | -                | -                | -                |
| Lease Income                                | 4,500          | -              | -              | 25,000           | 127,700          | 127,700          |
| Licences and Permits                        | -              | -              | -              | -                | -                | -                |
| Rentals                                     | -              | -              | -              | 9,000            | 3,000            | 500              |
| Other Revenue                               | -              | -              | -              | 1,000            | 19,000           | -                |
| Chargebacks                                 | -              | -              | -              | -                | 6,000            | -                |
| Fees  | 405,000        | 350,000        | 196,200        | 6,000            | 16,487           | 5,600            |
| Sales                                       | -              | -              | -              | 1,367,500        | 1,100,000        | 934,900          |
| <b>Total Revenue</b>                        | <b>409,500</b> | <b>350,000</b> | <b>196,200</b> | <b>1,409,000</b> | <b>1,272,687</b> | <b>1,069,200</b> |
| Salaries and Wages - Full Time              | -              | -              | -              | 120,400          | 82,000           | 149,000          |
| Salaries and Wages - Part Time              | 17,800         | 18,500         | -              | 21,700           | 131,000          | 58,800           |
| Salaries and Wages - Students               | 107,800        | 111,000        | 80,900         | 97,000           | 103,000          | 92,300           |
| Overtime Pay                                | -              | -              | -              | -                | -                | -                |
| Employee Benefits                           | 25,100         | 18,000         | 8,800          | 57,900           | 79,000           | 66,100           |
| Association/Membership Fees                 | -              | -              | -              | 3,000            | 3,000            | 3,000            |
| Cleaning Supplies                           | 3,500          | 2,750          | 2,500          | 5,000            | 5,000            | 5,000            |
| Comm and Public Relations                   | 5,000          | 4,000          | 4,000          | 4,500            | 4,500            | 4,500            |
| Computer Software                           | -              | -              | -              | 10,000           | 20,000           | -                |
| Contract Services                           | 98,500         | 67,600         | 36,700         | 100,000          | 100,000          | 59,000           |
| Cost of of Goods Sold                       | -              | -              | -              | 200,000          | 180,000          | 140,000          |
| Equipment - Purchase                        | -              | -              | -              | 2,000            | 1,000            | 5,000            |
| Equipment - Rental                          | -              | -              | -              | -                | -                | -                |
| Office Supplies                             | 1,500          | -              | -              | 5,000            | 4,400            | 4,400            |
| Postage & Courier                           | -              | -              | -              | 100              | 100              | -                |
| Program Supplies                            | 1,200          | 100            | 100            | 1,500            | 1,000            | 1,500            |
| Protective & Uniform Clothing               | 1,300          | 1,100          | 500            | 2,500            | 2,500            | 2,500            |
| R&M Grounds                                 | 5,500          | 5,100          | 5,100          | 15,000           | 15,000           | 15,000           |
| R&M Consumables and Parts                   | -              | -              | -              | 71,500           | 60,000           | 45,000           |
| Staff Training & Development                | 2,000          | -              | 2,000          | 5,200            | 2,000            | 5,200            |
| SME - Consultants                           | -              | -              | -              | -                | -                | -                |
| Subscriptions and Publications              | 16,000         | 9,000          | -              | -                | -                | -                |
| Telephone/Internet                          | 1,300          | 800            | 800            | 30,000           | 16,000           | 16,000           |
| Travel                                      | -              | -              | -              | 1,000            | 300              | 1,000            |
| <b>Total Expense</b>                        | <b>286,500</b> | <b>237,950</b> | <b>141,400</b> | <b>753,300</b>   | <b>809,800</b>   | <b>673,300</b>   |
| <b>Surplus/(Deficit) Before Allocations</b> | <b>123,000</b> | <b>112,050</b> | <b>54,800</b>  | <b>655,700</b>   | <b>462,887</b>   | <b>395,900</b>   |

**Appendix D - Self Sustaining Entities (SSE)**

**Divisional Detail**

| Object Name                                      | Beaches        |                |               | Sugarloaf Marina |                |                 |
|--|----------------|----------------|---------------|------------------|----------------|-----------------|
|  | Budget 2022    | Forecast 2021  | Budget 2021   | Budget 2022      | Forecast 2021  | Budget 2021     |
| <b>Allocations: Within Departments</b>           | -              | -              | -             | -                | -              | -               |
| <b>Surplus/(Deficit) - Directly Attributable</b> | <b>123,000</b> | <b>112,050</b> | <b>54,800</b> | <b>655,700</b>   | <b>462,887</b> | <b>395,900</b>  |
| Allocated Overhead (Credit Cards / Insurance)    | 40,950         | 35,000         | 9,800         | 137,700          | 127,269        | 53,500          |
| Cost of Borrowing - Internal - Interest          | -              | -              | -             | 17,400           | 7,794          | 7,794           |
| Cost of Borrowing - Internal - Principal         | -              | -              | -             | 130,400          | 76,883         | 76,883          |
| Capital and Related Project (SSE/BC only)        | -              | -              | -             | -                | 15,000         | 15,000          |
| Facility Costs                                   | 13,000         | 6,500          | 6,500         | 163,300          | 154,800        | 154,800         |
| Personnel  | 43,400         | -              | -             | 89,600           | -              | -               |
| Global Departmental Allocations                  | 24,900         | 36,800         | 36,200        | 83,600           | 78,100         | 101,100         |
| <b>Allocations: Between Departments</b>          | <b>122,250</b> | <b>78,300</b>  | <b>52,500</b> | <b>622,000</b>   | <b>459,846</b> | <b>409,077</b>  |
| <b>Surplus/(Deficit) (After Allocations)</b>     | <b>750</b>     | <b>33,750</b>  | <b>2,300</b>  | <b>33,700</b>    | <b>3,041</b>   | <b>(13,177)</b> |
| Transfers to (from) Reserves                     | 750            | 33,750         | 2,300         | 33,700           | 3,041          | (13,177)        |
| <b>Total Transfers</b>                           | <b>750</b>     | <b>33,750</b>  | <b>2,300</b>  | <b>33,700</b>    | <b>3,041</b>   | <b>(13,177)</b> |
| <b>Surplus/(Deficit)</b>                         | <b>-</b>       | <b>-</b>       | <b>-</b>      | <b>-</b>         | <b>-</b>       | <b>-</b>        |



Appendix E - Facilities Detail

Appendix F - Transportation Detail

**Appendix E - Facilities Detail**

|                                 | Gas            | Hydro            | Water          | Repair and Maintenance - Parts and Consumables | Equipment Rental | Contracted Services |  |                     |                | Total            |
|---------------------------------|----------------|------------------|----------------|--|------------------|---------------------|--|---------------------|----------------|------------------|
|                                 |                |                  |                |  |                  | Cleaning            | Inspections & Preventative Maintenance | Contracted Services | Sub-Total      |                  |
| City Hall                       | 9,000          | 88,000           | 3,500          | 12,000   | 1,000            | 50,000              | 10,000                                 | 18,000              | 78,000         | 191,500          |
| Fire Station 1                  | 12,500         | 26,400           | 4,440          | 16,000   | 1,500            |                     | 8,000                                  | 14,000              | 22,000         | 82,840           |
| Humberstone Community Hall      | 3,800          | 3,200            | 1,000          | 4,000  | -                |                     | 700                                    | 4,000               | 4,700          | 16,700           |
| Operations Centre - New         | 28,000         | 54,700           | 22,080         | 5,500  | 2,700            | 65,000              | 23,000                                 | 34,500              | 122,500        | 235,480          |
| Parks                           | 2,100          | 900              | 48,000         | 10,000   | -                |                     | 5,800                                  | 9,100               | 14,900         | 75,900           |
| Soccer Complex                  | -              | 3,600            | 4,300          | 2,000  | -                |                     | 300                                    | 13,800              | 14,100         | 24,000           |
| Traffic and Street Lights       | -              | 213,400          | -              | -  | -                |                     | 11,000                                 | -                   | 11,000         | 224,400          |
| Vale Health and Wellness Centre | 100,000        | 682,500          | 95,000         | 40,000   | 2,700            |                     | 20,500                                 | 60,000              | 80,500         | 1,000,700        |
| West Street Harbourview Docks   | -              | 1,700            | 1,200          | 5,000  | -                |                     | 900                                    | 1,200               | 2,100          | 10,000           |
|                                 | 155,400        | 1,074,400        | 179,520        | 94,500   | 7,900            | 115,000             | 80,200                                 | 154,600             | 349,800        | 1,861,520        |
| Library Facility                | 8,000          | 18,900           | 1,900          | 5,000  | -                | 28,500              | 5,300                                  | 9,900               | 43,700         | 77,500           |
| Roselawn                        | 10,000         | 20,000           | 6,000          | 20,000   | -                |                     | 10,900                                 | 26,200              | 37,100         | 93,100           |
| Historical Marine Museum        | 7,000          | 6,600            | 3,000          | 5,000  | -                | 4,700               | 1,500                                  | 4,000               | 10,200         | 31,800           |
| Heritage Reseach Arvices        | 2,400          | 2,600            | 1,100          | 1,100  | -                |                     | -                                      | -                   | -              | 7,200            |
|                                 | 27,400         | 48,100           | 12,000         | 31,100   | -                | 33,200              | 17,700                                 | 40,100              | 91,000         | 209,600          |
| Bethel Community Centre         | -              | -                | -              | 5,000  | -                |                     | 1,000                                  | 4,900               | 5,900          | 10,900           |
| Sherkston Community Centre      | -              | -                | -              | 2,200  | -                |                     | 600                                    | 1,700               | 2,300          | 4,500            |
| Animal Shelter                  | -              | -                | -              | 1,800  | -                |                     | 800                                    | 1,300               | 2,100          | 3,900            |
| Market Square                   | -              | 1,100            | -              | 300  |                  |                     | 100                                    | 100                 | 200            | 1,600            |
|                                 | -              | 1,100            | -              | 9,300  | -                | -                   | 2,500                                  | 8,000               | 10,500         | 20,900           |
| Nickel Beach                    | -              | 6,500            |                |  | -                |                     |  |                     | -              | 6,500            |
| Sugarloaf Marina                | 13,000         | 47,300           | 23,000         | 27,400   | 1,500            | 9,400               | 14,900                                 | 26,800              | 51,100         | 163,300          |
|                                 | 13,000         | 53,800           | 23,000         | 27,400   | 1,500            | 9,400               | 14,900                                 | 26,800              | 51,100         | 169,800          |
| <b>Total</b>                    | <b>195,800</b> | <b>1,177,400</b> | <b>214,520</b> | <b>162,300</b>                                 | <b>9,400</b>     | <b>157,600</b>      | <b>115,300</b>                         | <b>229,500</b>      | <b>502,400</b> | <b>2,261,820</b> |

**Appendix F - Transportation Detail**

|                                       | Contract Services | Repair and Maintenance (Consumables and Parts) | Repair and Maintenance (Tree Replacement) | Total            |
|---------------------------------------|-------------------|--|---|------------------|
| Bridge Maintenance                    | 35,000            | -  | -   | 35,000           |
| Catch Basins                          | 20,000            | 15,000   | -   | 35,000           |
| Crack Sealing                         | 50,000            | -  | -   | 50,000           |
| Culvert Repairs                       | 5,000             | 18,000   | -   | 23,000           |
| Curb Maintenance                      | 15,000            | -  | -   | 15,000           |
| Driveways                             | -                 | 3,500  | -   | 3,500            |
| Guardrails                            | 20,000            | 1,000  | -   | 21,000           |
| Patching and Spraying                 | 100,000           | -  | -   | 100,000          |
| Pavement Marking                      | 52,000            | 5,000  | -   | 57,000           |
| Pothole Repair                        | -                 | 15,000   | -   | 15,000           |
| Road Grading                          | 6,000             | 45,000   | -   | 51,000           |
| Shouldering                           | 3,500             | 46,000   | -   | 49,500           |
| Street Lights                         | 40,000            | -  | -   | 40,000           |
| Traffic Signals                       | -                 | 15,000   | -   | 15,000           |
| Traffic Signs                         | 5,000             | 20,000   | -   | 25,000           |
| <b>Roads Preventative Maintenance</b> | <b>351,500</b>    | <b>183,500</b>                                 | <b>-</b>                                  | <b>535,000</b>   |
| <b>Sidewalk Maintenance</b>           | <b>48,900</b>     | <b>1,100</b>                                   | <b>-</b>                                  | <b>50,000</b>    |
| Brushing Tree Trimming                | 156,200           | -  | 5,600                                     | 161,800          |
| Dust Suppression                      | 20,000            | -  | -   | 20,000           |
| Grass Mowing Spraying                 | 56,200            | 1,000  | -   | 57,200           |
| <b>Spring/Summer Maintenance</b>      | <b>232,400</b>    | <b>1,000</b>                                   | <b>5,600</b>                              | <b>239,000</b>   |
| Culvert Repairs - Ditchings           | 11,500            | 20,000   | -   | 31,500           |
| Ditchings                             | 83,000            | 1,000  | -   | 84,000           |
| <b>Culverts and Ditchings</b>         | <b>94,500</b>     | <b>21,000</b>                                  | <b>-</b>                                  | <b>115,500</b>   |
| Sanding / Salting                     | 36,100            | 77,800   | -   | 113,900          |
| Sidewalk Snow Removal                 | -                 | 1,500  | -   | 1,500            |
| Snow Fence                            | -                 | 3,200  | -   | 3,200            |
| Snow Ploughing                        | 43,200            | 2,800  | -   | 46,000           |
| <b>Winter Maintenance</b>             | <b>79,300</b>     | <b>85,300</b>                                  | <b>-</b>                                  | <b>164,600</b>   |
| CN Rail                               | 11,200            | -  | -   | 11,200           |
| CP Rails                              | 3,900             | -  | -   | 3,900            |
| PC Harbour/Trillium Rail (West)       | 11,400            | 1,000  | -   | 12,400           |
| PC Harbour/Vale Rail (East)           | 30,000            | -  | -   | 30,000           |
| <b>Railways</b>                       | <b>56,500</b>     | <b>1,000</b>                                   | <b>-</b>                                  | <b>57,500</b>    |
| <b>Total</b>                          | <b>863,100</b>    | <b>292,900</b>                                 | <b>5,600</b>                              | <b>1,161,600</b> |

## Appendix G - Tax Allocation

**Appendix G - Tax Allocation**

|                                      | Budgeted Surplus/(Deficit) | Allocation of Global Expenses |           |           |             |                | Adjusted Surplus/(Deficit) | Tax Allocation % |                |
|--------------------------------------|----------------------------|-------------------------------|-----------|-----------|-------------|----------------|----------------------------|------------------|----------------|
|                                      |                            | Parks and Recreation          | Rate      | Fleet     | Facilities* | Infrastructure |                            |                  | Debt Servicing |
| Global                               | 18,202,792                 |                               | (784,037) | 1,181,823 | 1,225,100   | 2,029,669      | 1,468,215                  | 23,323,562       |                |
| PGA                                  | (1,422,485)                |                               |           |           |             |                |                            | (1,422,485)      | 6.10%          |
| BC (primarily Library and Museum)    | (1,633,075)                |                               |           |           |             |                |                            | (1,633,075)      | 7.00%          |
| Council                              | (300,620)                  |                               | 22,310    |           |             |                |                            | (278,310)        | 1.19%          |
| CAO                                  | (1,118,384)                |                               | 56,849    |           |             |                |                            | (1,061,535)      |                |
| Corporate Services                   | (2,857,700)                | 710,500                       | 289,677   |           |             |                |                            | (1,857,523)      |                |
| Legislative Services                 | (755,350)                  |                               | 415,201   |           |             |                |                            | (340,149)        |                |
| Total Corporate Administrative Costs | (4,731,434)                | 710,500                       | 761,727   |           |             |                |                            | (3,259,207)      | 13.97%         |
| Parks and Recreation                 |                            | (2,384,732)                   |           | (295,456) | (1,000,700) |                |                            | (3,680,887)      | 15.78%         |
| Community Safety                     | (3,945,100)                |                               |           | (118,182) |             |                |                            | (4,063,282)      | 17.42%         |
| Capital and Related Projects         |                            |                               |           |           |             | (2,029,669)    |                            | (2,029,669)      | 8.70%          |
| Debt Servicing                       |                            |                               |           |           |             |                | (1,468,215)                | (1,468,215)      | 6.29%          |
| Public Works                         | (6,170,078)                | 1,674,232                     |           | (768,185) | (224,400)   |                |                            | (5,488,431)      | 23.53%         |
| Marina                               |                            |                               |           |           |             |                |                            |                  | 0.00%          |
| Nickel Beach                         |                            |                               |           |           |             |                |                            |                  | 0.00%          |
|                                      | <b>0</b>                   | <b>-</b>                      | <b>-</b>  | <b>-</b>  | <b>-</b>    | <b>-</b>       | <b>-</b>                   | <b>0</b>         | <b>100.00%</b> |

\* VHWC and Traffic lights ... all other facilities treated as supporting everyone (note Marina, Beach, Roselawn, Library and Museum already allocated as well)

## Appendix H - Marina Multi-Year Forecast

Appendix H - Sugarloaf Marina Multi-Year Forecast

|  | Forecast         | Budget           |                  |                  |   |
|--|------------------|------------------|------------------|------------------|---|
|  | 2021             | 2022             | 2023             | 2024             |   |
| SUGARLOAF MARINA Advertising and Sponsorship                                 | 500              | 500              | 5,000            | 10,000           | Build program   |
| Lease Income   | 127,700          | 25,000           | 28,000           | 31,400           | 12% Growth  |
| Rentals  | 3,000            | 9,000            | 10,100           | 11,300           | 12% Growth  |
| Other Revenue  | 19,000           | 1,000            | 1,100            | 1,200            | 12% Growth  |
| Chargebacks  | 6,000            | -                | -                | -                |   |
| Fees   | 16,487           | 6,000            | 6,700            | 7,500            | 12% Growth  |
| Sales  | 1,100,000        | 1,367,500        | 1,531,600        | 1,715,400        | 12% Growth  |
| <b>Total Revenue</b>   | <b>1,272,687</b> | <b>1,409,000</b> | <b>1,582,500</b> | <b>1,776,800</b> |   |
| Salaries and Wages - Full Time   | 82,000           | 120,400          | 120,400          | 124,000          | 3% Growth   |
| Salaries and Wages - Part Time   | 131,000          | 21,700           | 22,400           | 23,100           | 3% Growth   |
| Salaries and Wages - Students  | 103,000          | 97,000           | 99,900           | 102,900          | 3% Growth   |
| Employee Benefits  | 79,000           | 57,900           | 60,800           | 63,800           | 5% Growth   |
| <b>Personnel Expenses</b>  | <b>395,000</b>   | <b>297,000</b>   | <b>303,500</b>   | <b>313,800</b>   |   |
| Association/Membership Fees  | 3,000            | 3,000            | 3,100            | 3,200            | 2% Growth   |
| Cleaning Supplies  | 5,000            | 5,000            | 5,100            | 5,200            | 2% Growth   |
| Comm and Public Relations  | 4,500            | 4,500            | 4,600            | 4,700            | 2% Growth   |
| Computer Software  | 20,000           | 10,000           | 10,500           | 11,000           | 5% Growth   |
| Contract Services  | 100,000          | 100,000          | 105,000          | 110,300          | 5% Growth   |
| Cost of of Goods Sold  | 180,000          | 200,000          | 210,000          | 220,500          | 5% Growth   |
| Equipment - Purchase   | 1,000            | 2,000            | 4,000            | 8,000            | 100% Growth   |
| Office Supplies  | 4,400            | 5,000            | 5,100            | 5,200            | 2% Growth   |
| Postage & Courier  | 100              | 100              | 100              | 100              | 2% Growth   |
| Program Supplies   | 1,000            | 1,500            | 2,300            | 3,500            | 50% Growth  |
| Protective & Uniform Clothing  | 2,500            | 2,500            | 2,600            | 2,700            | 2% Growth   |
| R&M Grounds  | 15,000           | 15,000           | 15,300           | 15,600           | 2% Growth   |
| R&M Consumables and Parts  | 60,000           | 71,500           | 75,100           | 78,900           | 5% Growth   |
| Staff Training & Development   | 2,000            | 5,200            | 6,100            | 6,300            | 2.5% Salary and Wages                                     |
| Telephone/Internet   | 16,000           | 30,000           | 30,600           | 31,200           | 2% Growth   |
| Travel   | 300              | 1,000            | 1,200            | 1,300            | 0.5% of Salary and Wages                                  |
| <b>Operating Expenses</b>  | <b>414,800</b>   | <b>456,300</b>   | <b>480,700</b>   | <b>507,700</b>   |   |
| <b>Total Expense</b>   | <b>809,800</b>   | <b>753,300</b>   | <b>784,200</b>   | <b>821,500</b>   |   |
| <b>Surplus/(Deficit) Before Allocations</b>                                  | <b>462,887</b>   | <b>655,700</b>   | <b>798,300</b>   | <b>955,300</b>   |   |
| Allocated Overhead (Credit Cards / Insurance / Governance & Risk Management) | 127,269          | 137,700          | 180,174          | 235,675          | Move from 10% to 12.5% (2023) to 15% (2024)               |
| Cost of Borrowing - Internal - Interest                                      | 7,794            | 17,400           | 16,209           | 13,552           | By 2027, \$83,841 in combined borrowing costs are removed |
| Cost of Borrowing - Internal - Principal                                     | 76,883           | 130,400          | 131,608          | 134,264          |   |
| Capital and Related Project (SSE/BC only)                                    | 15,000           | -                | 63,047           | 122,796          | Establish base funding                                    |
| Facility Costs   | 154,800          | 163,300          | 171,500          | 180,100          | 5% Growth   |
| Personnel  | -                | 89,600           | 103,651          | 119,870          | 3% Growth - Factored on Sales                             |
| General Administration   | 78,100           | 83,600           | 96,711           | 111,843          | 3% Growth - Factored on Sales                             |
| <b>Allocations: Between Departments</b>                                      | <b>459,846</b>   | <b>622,000</b>   | <b>762,900</b>   | <b>918,100</b>   |   |
| <b>Surplus/(Deficit) After Allocations</b>                                   | <b>3,041</b>     | <b>33,700</b>    | <b>35,400</b>    | <b>37,200</b>    |   |
| Transfers to (from) Reserves   | 3,041            | 33,700           | 35,400           | 37,200           | 5% Growth   |
| Transfers to (from) Rate   | -                | -                | -                | -                |   |
| <b>Total Transfers</b>   | <b>3,041</b>     | <b>33,700</b>    | <b>35,400</b>    | <b>37,200</b>    |   |
| <b>Surplus/(Deficit)</b>   | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |   |

## Appendix H - Sugarloaf Marina Multi-Year Forecast

This multi-year forecast is based on certain assumptions and estimates. They are based on information available to staff at this time. Actual results will vary.

Some additional assumptions:

1. No growth in sales projected (although marketing efforts will be planned for next year)
2. Any growth in new customers:
  - A) Establish a reserve - goal to build to 30% of revenue  
(Forecasted 2021 @ \$118,000 vs. \$381,000 goal)
  - B) Grow capital budget to fund future dock replacement and plan for future dredging
  - C) Lower fees/price
3. When borrowing costs reduced in 2027, dock replacements will be proposed
4. No new docks to be considered at this time. There are 150 full service docks available that were previously dedicated for transient use. Historical usage has only been 3%-4% per year. To this point Staff will be monitoring and looking to transition some of these slips to full seasonal slips prior to any new dock proposals.

Next steps:

1. Complete 2022 Capital and Related Projects
2. Complete facility condition review
3. Assess mix of dock sizes to maximize customer opportunities to dock
4. Implement new slip and storage contracts
5. Update boaters code of conduct
6. Implement new technology to register





**PORT COLBORNE**

## **Memorandum**

**To: Mayor Steele and Members of Council**  
**From: Amber LaPointe, Acting Director of Planning and Development**  
**Date: November 08, 2021**  
**Re: Development Charges Process**

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At the Committee of the Whole meeting on October 28, 2021 Council passed a motion to amend the development charges by-law to increase development charges beginning May 1, 2021.

Upon review of the Development Charges Act staff have determined that the by-law cannot be amended without following the process laid out in Section 19 of the Act. This process includes a development charge background study and asset management plan, public meeting, and proper notice.

Staff have assessed the potential revenue that would be collected as a result of these changes and do not recommend undertaking this lengthy process when a full review will begin shortly.

It is clear that Council has a vision for the future of the City that includes using development charges to reinvest in the City. Staff will build on this vision by beginning the development charges review process in 2022. Public engagement will be held in late 2022 with a recommendation report being brought to Council in January 2023. This timeline will ensure that the new development charges, based on the study, can be implemented in Spring 2023 with ample notice to the public.

As a result of the information provided in this memorandum, I am recommending that the motion be amended to remove the second and third paragraphs referencing the changes to the development charges by-law.

Thank you for your consideration,

Amber LaPointe  
Acting Director of Planning and Development/City Clerk



**Subject: 2022 Proposed User Fees and Charges**

**To: Committee of the Whole - Budget**

**From: Corporate Services Department**

Report Number: 2021-277

Meeting Date: October 28, 2021

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**Recommendation:**

That Corporate Services Department Report 2021-277 be received;

That the 2022 Proposed User Fees and Charges schedules attached as Appendices A to U of Corporate Services Report 2021-277 be approved; and

That the draft by-law attached as Appendix V of Corporate Services Report 2021-277 be brought forward to Council for consideration.

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**Purpose:**

The purpose of this report is to seek Council approval to amend and replace schedules from the previously approved user fees and charges (Report 2019-147) by-law with the 2022 proposed user fees and charges schedules identified in Appendices A to U of Corporate Services Report 2021-277.

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**Background:**

As part of the annual budget process, user fees and charges are reviewed to ensure that previously approved user fees and charges are complete, account for changes in service, and consider market rates and cost recovery. Where estimated user fees and charges in the 2022 Levy Budget presented to the Budget Committee of the Whole on October 28, 2021 account for the proposed changes to the City's user fees and charges recommended in this report. Previously approved user fees and charges schedules not updated by way of the recommended amendments in this report will continue in effect until which time changes to those user fees and charges are approved by Council – these user fees and charges are also reflected in the 2022 Levy Budget.

## Discussion:

User fees and charges were reviewed as part of the annual budget process. Through this review, staff identified that some services were offered where:

- a fee was not charged;
- full cost was not charged/recovered; and/or
- the fee was not at market rate.

As a result of this review, new user fees and charges are being recommended where the services are new, or the fees were previously not charged. Adjustments to reflect changes in market rates and cost recovery are being recommended for other user fees and charges.

Staff (many of whom are new to the City) observed that details on the number of units sold by service was not always readily available. In many instances, revenues from services delivered were recorded but the number of units sold were not. This information gap makes it difficult to estimate the financial impact of changes made to some services where revenues from multiple fees were recorded to the same revenue account. Staff is working toward improving the tracking of units sold. An example of this is the new Beach software and the #Participate Pass.

The user fees and charges updated by way of this report represent the most frequently used services offered by the City. Finance in collaboration with all City departments will continue to review the City's user fees and charges. New fees and changes to existing fees may come forward as a result. Recognizing that there have been organizational changes, future updates will reflect those changes and include new departmental schedules as a result of the changes.

Some of the salient changes included in this proposed bylaw are as follows:

- Public Works staff would like to point out that no comparative (prior year) user fees and charges were noted in Appendix A: Schedule A – Engineering and Operations as the fees have been reset to follow the principle of cost recovery pricing. Council is encouraged to reach out to Public Works management should they have any questions about specific user fees and charges.
- Recreation removed Programming Fees as most of the programming has moved to the YMCA.
- Arena fees have been updated by 2.5% after reviewing arenas of similar size municipalities within the Niagara region.

- Beach fees were updated to reflect recent Council decision and to align Nickel Beach/Cedar Bay – Centennial Park fees. An additional new fee was added mid-week, Niagara residents pass.
- Marina fees have been simplified after having reviewed how other marinas operate. Key to this is the boaters will now be charged the greater of the length of their boat or dock size.
- Financial Services is introducing three new fees: New Account Fee – Ownership Change; New Account Fee – New Roll Creation; and Transfers to Tax for Overdue Accounts. These new fees are fees that other local area municipalities charge and are a means of offsetting the cost of providing these services.

In addition to the updates noted above and in the attached appendices, the following are proposed to facilitate the timely delivery of goods and services and to support a strong customer service environment:

- Unless otherwise identified, that staff be delegated authority to set the price for goods purchased for resale. Provided that the price is higher than the cost to purchase the goods.
- That staff be approved to waive any fee up to \$2,000 on compassionate grounds or when related to a charity or related fundraiser.

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### **Internal Consultations:**

Internally, user fees and charges have been discussed through the development of the 2022 Levy Budget.

Financial Services would like to thank City departments for their leadership and cooperation in updating certain user fees and charges in this report and look forward to working with others to update their user fees and charges going forward.

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### **Financial Implications:**

User fees and charges are a significant source of revenue for the City. The City will rely on \$3.7 million generated through user fees and charges to deliver the wide range of services offered in the 2022 Levy Budget. The user fees and charges in the 2022 Levy Budget reflect an estimated \$1.1 million increase in user fees and charges over the 2021 Levy Budget, the majority of which relate to self sustaining entities and the Vale Health and Wellness Centre.

Section 391 of the *Municipal Act* and section 69 of the *Planning Act* provide the authority for a municipality to establish fees and charges. The fundamental principle behind user fees and cost recovery price setting is that those who actually consume and benefit from the good/service pay for it and those who do not use the good/service or receive any benefit from it should not be obligated to pay for it. A key element is that the benefit of the service is to the individual, not the general taxpayer. The main economic reason why user charges should be levied on the direct recipient of benefits is that this improves the efficiency of the government in allocating resources in a way which creates the largest bundle of possible services demanded by the public.

An alternative to the proposed fees and charges schedules would be to not increase the fees and charges and to subsidize the cost of service through the general levy tax base. This alternative is not recommended since many of these services directly benefit the user and provide little or no direct benefits to the community as a whole. Alternatively, larger increases to the fees and charges schedule could have been applied to ensure full cost recovery and no subsidization from the general tax levy. This alternative is also not recommended since larger increases may have negative impacts on lower income customers and small businesses.

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### **Public Engagement:**

User fees and charges take into account cost recovery and for significant or material user fees and charges market rates are considered when available.

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### **Strategic Plan Alignment:**

The initiative contained within this report supports the following pillar(s) of the strategic plan:

- Service and Simplicity - Quality and Innovative Delivery of Customer Services
- Attracting Business Investment and Tourists to Port Colborne
- City-Wide Investments in Infrastructure and Recreational/Cultural Spaces
- Value: Financial Management to Achieve Financial Sustainability
- People: Supporting and Investing in Human Capital
- Governance: Communications, Engagement, and Decision-Making

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### **Conclusion:**

Staff recommend Council approve the proposed user fees and charges outlined in this report.

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## Appendices:

- a. Schedule A - Engineering and Operations
- b. Schedule B - Dog Licensing
- c. Schedule C - Fire and Emergency
- d. Schedule D - Vale Health and Wellness Centre
- e. Schedule E - Advertising Vale Health and Wellness Centre
- f. Schedule F - Parks and Pavilions
- g. Schedule G - Playing Fields and Sport Courts
- h. Schedule H - Beaches
- i. Schedule I - Roselawn Centre
- j. Schedule J - Sugarloaf Marina
- k. Schedule K – Event Services
- l. Schedule L - Procedures for Tax Registration and Tax Sales
- m. Schedule M - Corporate Services
- n. Schedule N - Port Colborne Historical and Marine Museum
- o. Schedule O - L.R. Wilson Heritage Research Archives
- p. Schedule P – By-Law Enforcement
- q. Schedule Q - Cemeteries of the City of Port Colborne
- r. Schedule R – Planning and Development
- s. Schedule S - Maintenance & Occupancy of Property (Property Standards By-law)
- t. Schedule T - Permits for Construction, Demolition, Occupancy and Change of Use, Transfer of Permits and Inspections
- u. Schedule U - User Group Liability Insurance
- v. Draft By-law to Establish User Fees and Charges

Respectfully submitted,

Adam Pigeau, CPA, CA  
Manager, Financial Services/Deputy Treasurer  
905-835-2900 Ext. 101  
adam.pigeau@portcolborne.ca

**Report Approval:**

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.

**APPENDIX A:** Schedule A - Engineering & Operations

| Engineering & Operations Service Fees |  |  |                   |  |
|---------------------------------------|--|--|-------------------|--|
| Service Type                          | Name                                     | Description  | 2022 Proposed Fee | 2022 Proposed Minimum Fee  |
| Commemorative                         | Park Bench                               | Installation of a bench within a City park.  | \$2,262.28        | -  |
| Commemorative                         | Promenade Bench                          | Installation of a bench on the West Street promenade.  | \$1,783.88        | -  |
| Commemorative                         | Muskoka Chair                            | Installation of a Muskoka chair.   | \$1,479.78        | -  |
| Commemorative                         | Tree Planting                            | Planting of a single native species tree on City property.   | \$652.34          | -  |
| Commemorative                         | Pet Waste Station                        | Installation of a pet waste station.   | \$1,218.44        | -  |
| Commemorative                         | Plaque Replacement                       | Replacement plaque for a previously purchased commemorative item.  | \$239.46          | -  |
| Drainage                              | Drainage Apportionment Agreement         | Cost for the Drainage Superintendent to complete a drainage apportionment agreement due to the severance of a parcel. Fee is for up to 5 parcels, more than 5 parcels will be completed by an appointed Engineer and fees (actual cost) will be charged accordingly. | \$118.00          | -  |
| Engineering                           | Municipal Consent Permit Fee             | Includes review, permit and inspection for all occupancy within the roadway.   | \$220.00          | -  |
| Engineering                           | Development Submission Review - Internal | In-house review of engineering designs for Site Plan Agreements or infill residential properties - this may be broken down to different fees for different types of designs (eg. grading, servicing, stormwater management, traffic impact, landscaping, etc.).      | \$268.00          | Includes review of one resubmission. Further resubmissions to be charged per each. |



**APPENDIX A:** Schedule A - Engineering & Operations

| Engineering & Operations Service Fees |  |   |                   |  |
|---------------------------------------|--|---|-------------------|--|
| Service Type                          | Name                                       | Description   | 2022 Proposed Fee | 2022 Proposed Minimum Fee  |
| Engineering                           | Development Submission Review - External   | External review of engineering designs for Subdivision or Site Plan Agreements - this may be broken down to different fees for different types of designs (eg. grading, servicing, stormwater management, traffic impact, landscaping, etc.). | TBD               | -  |
| Engineering                           | Lot Grading Plan Review                    | Review and approval of lot grading plans for building permits or other purposes.  | \$60.00           | Includes review of one resubmission. Further resubmissions to be charged per each. |
| Engineering                           | Pre-consultation Application Review        | Review of pre-consultation applications including comments and supporting records.  | \$52.00           | -  |
| Engineering                           | Committee of Adjustment Application Review | Review of Committee of Adjustment applications including comments.  | \$26.00           | -  |
| Engineering                           | Site Alteration Permit Inspections         | Review and approval of site alteration permit applications including pre- and post-construction site inspection.  | \$220.00          | -  |
| Engineering                           | Ownership Survey                           | Surveying of various items, such as trees, to determine if they're located on City or private property. Only to be charged if item is determined to be located on private property.   | \$60.00           | -  |
| General                               | Service Decommissioning                    | Decommissioning of a water service, sanitary or storm lateral.  | \$1750.00/service | -  |
| General                               | Rock Removal                               | Removal of Rock for Trench Work.  | \$136.29/hour     | -  |
| General                               | Street Sweeping*                           | Street sweeping for general cleanliness of the roadways.  | \$143.58/hour     | \$574.32   |
| General                               | Cart Retrieval Fee                         | Retrieval and storage of a single cart.   | \$50.00/cart      | -  |

**APPENDIX A:** Schedule A - Engineering & Operations

| Engineering & Operations Service Fees |                             |   |                   |                           |
|---------------------------------------|-----------------------------|---|-------------------|---------------------------|
| Service Type                          | Name                        | Description   | 2022 Proposed Fee | 2022 Proposed Minimum Fee |
| General                               | On-Call Supervisor Call Out | Request for Supervisor inspection found to be caused by private property issue afterhours, Monday to Saturday. Only charged if deemed to be a private issue, no charge for City issue.  | \$125.28/Hour     | -                         |
| General                               | On-Call Supervisor Call Out | Request for Supervisor inspection found to be caused by private property issue on Sundays and statutory hoidays. Only charged if deemed to be a private issue, no charge for City issue.  | \$156.94/Hour     | -                         |
| Parks                                 | Trail Closure*              | To be charged per application for each trail closure. Accomodates one section of trail to be closed with two barricades and road closed signage. Closures beyond one section of trail (entrance to entrance) are subject to job specific pricing. | \$115.04          | -                         |
| Parks                                 | Parade and Event Services * | Services to clear City owned waste bins at a higher frequency then the standard level of service during Parades and Events. Street Sweeping after event is included.  | \$323.01          | -                         |
| Parks                                 | Park & Pavilion Services*   | General cleanup of area and removal of waste after rentals. To be used on an as needed basis or when a higher level of service is required.   | \$47.40           | -                         |
| Parks                                 | Park & Pavilion Services*   | Electrical and Water connections when requested from renters. Connections only available at select locations.   | \$31.65           | -                         |

**APPENDIX A:** Schedule A - Engineering & Operations

| Engineering & Operations Service Fees |  |   |                       |                           |
|---------------------------------------|--|---|-----------------------|---------------------------|
| Service Type                          | Name   | Description   | 2022 Proposed Fee     | 2022 Proposed Minimum Fee |
| Public Works                          | Afterhours/Emergency Site Visit for Complaint Assessment | Any afterhours appointment or emergency site visit to investigate various complaints including: drainage concerns, encroachments, water/sewer/storm issue etc. Only charged if deemed to be a private issue. No charge if deemed to be City issue.              | \$101.00              | -                         |
| Public Works                          | Missed appointment                                       | Home owner books appointment and is not present or no call no show.   | \$20.00               | -                         |
| Public Works                          | Site Visit for Complaint Assessment                      | Site visits at the request of residents or property owners to assess various complaints including: drainage concerns, encroachments, water/sewer/storm issues. Only to be charged if issue is determined to be private. No charge if deemed to be a City issue. | \$35.00               | -                         |
| Roads                                 | Driveway Culvert   | Install HDPE driveway culvert up to 600mm in diameter; includes stone backfill and compaction to grade.   | \$469.03/meter        | -                         |
| Roads                                 | Driveway Culvert   | Install HDPE driveway culvert over 600mm in diameter; includes stone backfill and compaction to grade.  | Actual Cost           | -                         |
| Roads                                 | Asphalt Driveway Apron Installation                      | Includes preparation and installation of a residential asphalt driveway apron to City standards.  | \$53.10/square meter  | \$159.18                  |
| Roads                                 | Curb Cut   | Cut existing curb to accommodate a new entrance.  | \$137.17/meter        | \$421.35                  |
| Roads                                 | Curb Installation  | Install curb to match existing area. One cost for standard curb & gutter, barrier curb or mountable curb.   | \$185.84/meter        | \$374.54                  |
| Roads                                 | Sidewalk Repair  | Replace existing sidewalk panels.   | \$154.87/square meter | \$312.12                  |

**APPENDIX A:** Schedule A - Engineering & Operations

| Engineering & Operations Service Fees |   |   |                      |                           |
|---------------------------------------|---|---|----------------------|---------------------------|
| Service Type                          | Name                                      | Description   | 2022 Proposed Fee    | 2022 Proposed Minimum Fee |
| Roads                                 | Road Closure*                             | To be charged per application for each road closure. Accommodates one block of roadway to be closed with two barricades and road closed signage. Closures beyond one block are subject to job specific pricing.   | \$230.00             | -                         |
| Roads                                 | Traffic Control                           | Traffic control on primary roadways for City construction activities generated through Municipal Consent and Building Permits. Fee accommodates a 4 hour operation during regular business hours. Fee to be doubled for an 8 hour operation. Work beyond regular business hours is subject to job specific pricing. | \$890.32             | -                         |
| Roads                                 | Traffic Control                           | Traffic control on secondary roadways for City construction activities generated through Municipal Consent and Building Permits. Fee accommodates a one day lane shift. Work beyond regular business hours is subject to job specific pricing.  | \$272.98             | -                         |
| Roads                                 | New Granular Driveway Installation        | New installation of a granular driveway including excavation and placement of granular to a minimum area of 40 square meters. Cost per square meter to be charged above the flat fee of 40 square meters.   | \$52.85/square meter | \$2,114.02                |
| Roads                                 | Tree Trimming per By-law 6175/01/15       | Maintenance and removal of trees on or affecting property of the City of Port Colborne.   | \$185.56/hr          | -                         |
| Roads                                 | Tree Removal per By-law 6175/01/16        | Maintenance and removal of trees on or affecting property of the City of Port Colborne.   | \$185.56/hr          | -                         |
| Roads                                 | Stump Removal per By-law 6175/01/17       | Maintenance and removal of trees on or affecting property of the City of Port Colborne.   | \$256.81/hr          | -                         |
| Roads                                 | Stump Reinstatement per By-law 6175/01/18 | Maintenance and removal of trees on or affecting property of the City of Port Colborne.   | \$201.47/hr          | -                         |

**APPENDIX A:** Schedule A - Engineering & Operations

| Engineering & Operations Service Fees |   |   |                       |   |
|---------------------------------------|---|---|-----------------------|---|
| Service Type                          | Name  | Description   | 2022 Proposed Fee     | 2022 Proposed Minimum Fee   |
| Roads                                 | Tree Replacement per By-law 6175/01/18  | Maintenance and removal of trees on or affecting property of the City of Port Colborne.   | \$652.34              | -   |
| Roads                                 | Arborist Tree Inspection per By-law 6175/01/19  | Maintenance and removal of trees on or affecting property of the City of Port Colborne.   | \$588.50              | -   |
| Sewer                                 | Sewer Rodding   | Sewer rodding during Operations regular hours.  | \$325.00/event        | -   |
| Sewer                                 | Sewer Rodding   | Sewer rodding outside of Operations regular hours.  | \$762.00/event        | -   |
| Sewer                                 | Sewer Service Tapping   | Sewer (sanitary or storm) tapping for up to 125mm diameter lateral.   | \$225.00/each         | -   |
| Sewer                                 | Sewer Service Tapping   | Sewer (sanitary or storm) tapping for lateral larger than 125mm diameter.   | Actual Cost           | -   |
| Sewer                                 | Installation of Sanitary or Storm Sewer Service   | Installation of a sanitary or storm sewer service up to 125mm diameter.   | Actual Cost           | \$5,000.00  |
| Sewer                                 | Review of inspection and testing plans for private sanitary sewers, forcemains, maintenance holes and/or chambers | Review of inspection and testing plans for sanitary sewers, forcemains, maintenance holes and/or chambers required under Province's Design Criteria for Sanitary Sewers, Storm Sewers and Forcemains for Alterations Authorized under Environmental Compliance Approval that will connect to the City's wastewater collection system. | \$136.00              | 1 fee for initial review, 1 "free" resubmission with required edits, fee applies again to any additional edits. |
| Sewer                                 | Witness inspection and testing activities for sanitary sewers, forcemains, maintenance holes and/or chambers      | Witnessing all required inspection and testing activities for sanitary sewers, forcemains, maintenance holes and/or chambers that will connect to the City's wastewater collection system.  | \$60.00/hour          | minimum 4 hours   |
| Sewer                                 | Post construction Sanitary Sewer Flow Monitoring Activities   | Flow monitoring in select manholes to ensure the new sanitary sewers do not contribute excess I&I, particularly during wet weather events. Deficient sanitary sewers will require remediation.  | \$60/monitoring event | -   |

**APPENDIX A:** Schedule A - Engineering & Operations

| Engineering & Operations Service Fees |                                 |  |                   |                           |
|---------------------------------------|---------------------------------|--|-------------------|---------------------------|
| Service Type                          | Name                            | Description  | 2022 Proposed Fee | 2022 Proposed Minimum Fee |
| Water                                 | Water Service Turn On/Off       | One fee to turn off and back on, during Operations regular business hours for a valve up to 100mm. Additional fee will apply if water is turned back on a different day, or after regular business hours.              | \$55.00/event     | –                         |
| Water                                 | Water Service Turn On/Off       | One fee to turn off and back on, during Operations regular business hours for a valve 100mm and larger. Additional fee will apply if water is turned back on a different day, or after regular business hours.         | \$135.00/event    | –                         |
| Water                                 | Water Service Turn On/Off       | One fee to turn off and on, outside of Operations regular business hours. Four hour window to have water turned back on. Additional fee will apply if water is turned back on after four hours, or on a different day. | \$385.00/event    | –                         |
| Water                                 | Unscheduled Water Meter Reading | Water meter reading as requested by user.  | \$100.00/event    | –                         |

**APPENDIX A:** Schedule A - Engineering & Operations

| Engineering & Operations Service Fees |                     |                         |                   |  |
|---------------------------------------|---------------------|-------------------------|-------------------|--|
| Service Type                          | Name                | Description             | 2022 Proposed Fee | 2022 Proposed Minimum Fee  |
| Water                                 | Water Meter Testing | Testing of water meter. | Actual Cost       | \$250 deposit (refundable if meter is determined to be outside of AWWA accuracy, applied towards the cost of the test if the meter is within AWWA accuracy) Reference "Addendum to AWWA Manual M6, Water Meters - Selection, Installation and Testing, and Maintenance, Fifth Edition (November 2018)" |

APPENDIX A: Schedule A - Engineering & Operations

| Engineering & Operations Service Fees |                               |   |                        |  |
|---------------------------------------|-------------------------------|---|------------------------|--|
| Service Type                          | Name                          | Description   | 2022 Proposed Fee      | 2022 Proposed Minimum Fee  |
| Water                                 | Water Service Tapping         | Watermain tapping for water service up to 50mm.   | \$265.00 per tap       | Contractor responsible for preparing and securing site for tapping. If not ready to tap (ie. watermain has not been exposed), or traffic protection and/or shoring protection doesn't meet regulatory requirements, staff will not proceed, but will charge the fee, plus another fee when return to perform the tap. If staff are required to wait while any of the above are completed, hourly rate of \$60/hour/staff member will apply, on top of the fee. |
| Water                                 | Water Service Tapping         | Watermain tapping for water service over 50mm.  | Actual Cost            | \$500.00   |
| Water                                 | Installation of Water Service | Installation of water service, up to 50 mm in diameter as per City standards.               | Actual Cost            | \$5,000.00   |
| Water                                 | Water Service Upgrade         | Upgrading an existing water service to a larger diameter, up to 50mm as per City standards. | \$500.00/ linear meter | \$5,000.00   |



**APPENDIX A:** Schedule A - Engineering & Operations

| Engineering & Operations Service Fees |   |   |   |   |
|---------------------------------------|---|---|---|---|
| Service Type                          | Name  | Description   | 2022 Proposed Fee   | 2022 Proposed Minimum Fee   |
| Water                                 | Temporary Water Supply - Install and removal                            | Fee to install and remove temporary water supply. (ie. for watermain commissioning, event servicing, not fire hydrant access).  | \$400.00/supply   |   |
| Water                                 | Temporary Water Supply - Daily  | Daily fee for one connection point to the City's water system, plus consumption charge for water used, at current rates (i.e. for watermain commissioning, event servicing - not fire hydrant access).  | \$100.00/day plus per cubic metre consumption charge for water used |   |
| Water                                 | Water service (100mm +) commissioning plan review                       | Review of commissioning plans required under the Provincial Watermain Disinfection Procedure for water services 100mm+.   | \$68.00   | 1 fee for initial review, 1 "free" resubmission with required edits, fee applies again to any additional edits. |
| Water                                 | Private Watermain Commissioning Plan review                             | Review of commissioning plans required under the Provincial Watermain Disinfection Procedure for watermains that will be connected to the City's water system.  | \$136.00  | 1 fee for initial review, 1 "free" resubmission with required edits, fee applies again to any additional edits. |
| Water                                 | Water Service (100mm +) commissioning activities - witness and sampling | Witnessing of the commissioning activities for water services 100mm+. All required sampling activities.   | \$60.00/hour  | minimum 4 hours   |
| Water                                 | Private Watermain Commissioning Activities - witness and sampling       | Witnessing of the commissioning activities for private watermains (i.e. new subdivisions, watermains that technically fall under the Building Code but must meet requirements of Watermain Commissioning Protocol) that will be connected to the City's water system. All required sampling activities. | \$60.00/hour  | minimum 4 hours   |

**APPENDIX A:** Schedule A - Engineering & Operations

| Engineering & Operations Service Fees |   |  |  |  |
|---------------------------------------|---|--|--|--|
| Service Type                          | Name  | Description  | 2022 Proposed Fee  | 2022 Proposed Minimum Fee                        |
| Water                                 | Laboratory Analysis of Water Samples required under commissioning plans           | Analysis of all samples required under the commissioning plans (water service 100mm+ or private watermains).   | \$20.00/sample   | -  |
| Water                                 | Oversee Final Connections (private watermain or service)                          | Time for an Operator-in-Charge to review the watermain/service connection plan to establish flush and sample points and to directly oversee the connection, in accordance with the City's Watermain Commissioning Protocol and with the Provincial Watermain Disinfection Procedure. | \$60.00/hour   | minimum 4 hours                                  |
| Water                                 | Development flushing  | Flushing fees for maintaining water quality in active development with not enough demand. This would be part of the Subdivision flushing agreement to maintain water quality.  | \$60.00 per hour, plus per cubic metre charge for the water used | minimum 1 hour, minimum 5 cubic metres per event |
| Water/Sewer/Storm                     | Inspection of water service and/or sewer lateral install.                         | When outside contractors perform new installation of water service and/or sewer lateral our fee for the inspection. (hourly rate)  | \$60.00/hour   |  |
| Water/Sewer/Storm                     | Inspection of water service and/or sewer lateral install. (after hours/emergency) | When outside contractors perform new installation of water service and/or sewer lateral our fee for the inspection, and the inspection is outside normal operating hours. (hourly afterhours rate - emergency call out is 4 hour minimum)  | \$120.00/hour  | emergency call out - 4 hour minimum \$404.00     |
| Water/Sewer/Storm                     | Inspection of service disconnect  | When outside contractors perform a disconnect of water service and/or sewer lateral our fee for the inspection. (hourly rate)  | \$60.00/hour   | -  |

**APPENDIX A:** Schedule A - Engineering & Operations

| Engineering & Operations Service Fees |  |  |                   |   |
|---------------------------------------|--|--|-------------------|---|
| Service Type                          | Name   | Description  | 2022 Proposed Fee | 2022 Proposed Minimum Fee   |
| Water/Sewer/Storm                     | Inspection of service disconnect (After hours/emergency)                                       | When outside contractors perform a disconnect of water service and/or sewer lateral our fee for the inspection, and the inspection is outside normal operating hours. (emergency call out is a 4 hour minimum)   | \$120/hour        | emergency call out - 4 hour minimum \$404.00  |
| Water/Sewer/Storm                     | Review of Form 1, Form SS1 (or equivalent) for watermains, sanitary sewers and/or storm sewers | Review to ensure the Form 1, Form SS1, or equivalent, submitted to the City for watermains, sanitary sewers and/or storm sewers that will connect to the City's water system, wastewater collection system and/or stormwater system, are in compliance with the requirements of the City's Drinking Water Works Permit and/or the City's Consolidated Linear Infrastructure Environmental Compliance Approval. | \$68.00           | One fee for each form (i.e. if submit for water, sani and storm - 3 fees) for initial review. If all 3 forms submitted in one package, will only charge 2 fees. One "free" resubmission with required edits, fee applies again to any additional edits. |

**APPENDIX A:** Schedule A - Engineering & Operations

| Engineering & Operations Service Fees |      |             |                   |                           |
|---------------------------------------|------|-------------|-------------------|---------------------------|
| Service Type                          | Name | Description | 2022 Proposed Fee | 2022 Proposed Minimum Fee |

**Notes:**

1. The Municipal Consent permit is applicable for all occupancy within the road allowance and on City property.
2. All works taking place on private property must have proper permitting from the City's Building Department. A Municipal Consent permit for servicing will only be issued upon approved permits from the Building Department.
3. All service installations within the right of way (Water, Sanitary, Storm) must be witnessed by the City's Engineering & Operations Department. Please contact the City at 905-835-2900 ext. 233 to arrange an inspection.
4. All private service connections at the property line must be witnessed by the City's Building Department. Please contact the City's Building Division at 905-835-2900 ext. 229 to arrange an inspection.
5. Operations hours are 7:00am to 3:00pm from the first Monday in May to the third Friday in September and 8:00am to 4:00pm outside of the listed dates.
6. All fees and charges listed are exclusive of any applicable taxes.
7. \* Not for Profit is half of the cost.

**APPENDIX B: Schedule B - Dog Licensing**

| <b>Dog Licensing **</b>   | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|-----------------|--------------------------|
| <b>1. Early purchase discount rate on or before March 15th of each year:</b>                        |                 |                          |
| Licence, Neutered/Spayed dog*   | \$15.00         | \$15.00                  |
| Licence, Un-Neutered/Un-Spayed dog  | \$26.00         | \$28.00                  |
| Vicious Dog   | \$102.00        | \$106.00                 |
| <b>2. After March 15th of each year where sections 3 and 4 of this Schedule are not applicable:</b> |                 |                          |
| Licence, Neutered/Spayed dog*   | \$26.00         | \$28.00                  |
| Licence, Un-Neutered/Un-Spayed dog  | \$36.00         | \$38.00                  |
| Vicious Dog   | \$102.00        | \$106.00                 |
| <b>3. Replacement Tag – verification of original tag purchase required</b>                          |                 |                          |
|   | \$5.00          | \$5.00                   |
| <b>4. Application for Hearing – non refundable</b>  |                 |                          |
|   | \$188.00        | \$196.00                 |

| <b>Kennel Licensing</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|-------------------------|-----------------|--------------------------|
| Kennel License          | \$82.00         | \$86.00                  |

Notes:

\* Proof is required

\*\* No HST is applicable

**APPENDIX C: Schedule C - Fire and Emergency**

*All fees identified with an asterisk will be billed using the applicable MTO Rate at the time of billing.  
Administrative Fee of \$50.00 to be charged to all invoices.*

| Emergency Response  | 2021 Fee   | 2022 Proposed Fee                                |
|---|--|--|
| * Nuisance false alarms and nuisance deployments: First false alarm in any calendar year  | Nil  | Nil  |
| * Nuisance false alarms and nuisance deployments: Subsequent false alarms in calendar year  | Applicable MTO Rates<br>Per apparatus dispatched | Applicable MTO Rates<br>Per apparatus dispatched |
| Billing for firefighting services using a third party, as necessary.  | Applicable MTO Rates<br>Per apparatus dispatched | Applicable MTO Rates<br>Per apparatus dispatched |
| Failure to Extinguish Open Air Burning (liable for costs under Section 2.5 By-Law 6280/106/15). Owner responsible for any and all additional expenses - to retain a private Contractor, rent special equipment, preserve property or evidence, or in order to eliminate an emergency or risk of an emergency situation. | Actual Costs                                     | Actual Costs                                     |
| Hourly Rate of Personnel  | Current  | Current  |

| *Motor vehicle accident/vehicle fire and providing firefighting or other emergency services to a non-resident: |  |  |
|--|--|--|
| a) * For the first hour or any part thereof  | Applicable MTO Rates<br>Per apparatus dispatched | Applicable MTO Rates<br>Per apparatus dispatched |
| b) * For each additional one half hour or part thereof   | Applicable MTO Rates<br>Per apparatus dispatched | Applicable MTO Rates<br>Per apparatus dispatched |

*Note: MTO Rates are applicable to residents when Fire Department services are provided on Hwy. No's 3, 58 and 140.*

**APPENDIX C: Schedule C - Fire and Emergency**

*All fees identified with an asterisk will be billed using the applicable MTO Rate at the time of billing.  
Administrative Fee of \$50.00 to be charged to all invoices.*

|   |              |              |
|---|--------------|--------------|
| Response to fires on or beside rail lines caused by Railway Company - owner responsible for any and all additional expenses - to retain a private Contractor, rent special equipment, preserve property or evidence, or in order to eliminate an emergency or risk of an emergency situation. | Actual Costs | Actual Costs |
|---|--------------|--------------|

**\*For attending a natural gas incident**

|  |  |  |
|--|--|--|
| a) * For the first hour or any part thereof            | Applicable MTO Rates<br>Per apparatus dispatched | Applicable MTO Rates<br>Per apparatus dispatched |
| b) * For each additional one half hour or part thereof | Applicable MTO Rates<br>Per apparatus dispatched | Applicable MTO Rates<br>Per apparatus dispatched |

|  |              |              |
|--|--------------|--------------|
| Extraordinary expenses - Owner responsible for any and all additional expenses that the Fire Chief or Deputy Fire Chief determines-to retain a private Contractor, rent special equipment, preserve property or evidence, or in order to eliminate an emergency or risk of an emergency situation. | Actual Costs | Actual Costs |
|--|--------------|--------------|

**\*For responding to non-emergency requests**

|   |  |  |
|---|--|--|
| a) * For the first hour or any part thereof | Applicable MTO Rates<br>Per apparatus dispatched | Applicable MTO Rates<br>Per apparatus dispatched |
|---|--|--|

**APPENDIX C: Schedule C - Fire and Emergency**

*All fees identified with an asterisk will be billed using the applicable MTO Rate at the time of billing.*

*Administrative Fee of \$50.00 to be charged to all invoices.*

|  | Applicable MTO Rates<br>Per apparatus<br>dispatched | Applicable MTO Rates<br>Per apparatus<br>dispatched |
|--|---|---|
| b) * For each additional one half hour or part thereof |   |   |



**APPENDIX C: Schedule C - Fire and Emergency**

*All fees identified with an asterisk will be billed using the applicable MTO Rate at the time of billing.  
Administrative Fee of \$50.00 to be charged to all invoices.*

| <b>Fire Prevention</b>  | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|-----------------|--------------------------|
| <b>Commercial (GROUP A, D&amp;E OCCUPANCY)</b>  |                 |                          |
| Refreshment Vehicle   | \$125.00        | \$128.75                 |
| Inspect base building, less than 3,000 sq. ft. (gross area)   | \$250.00        | \$257.50                 |
| - Plus inspect each additional 3,000 sq. ft.  | \$125.00        | \$128.75                 |
| - Plus inspect each suite in addition to base building  | \$25.00         | \$25.75                  |
| Day Care: Home Day Cares with less than 5 children  | \$75.00         | \$77.25                  |
| Day Care: Licenced Day Cares with occupant load of 40 or less   | \$150.00        | \$154.50                 |
| Day Care: Licenced Day Cares with occupant load of more than 40   | \$250.00        | \$257.50                 |
| Repeat follow-up inspections on a violation   | \$75.00         | \$77.25                  |
| <b>Institutional (GROUP B) or Residential (GROUP C containing a Care Facility)</b>                                      |                 |                          |
| Inspect base building, less than 3,000 sq. ft. (gross area)   | \$275.00        | \$283.25                 |
| - Plus inspect each additional 3,000 sq. ft.  | \$125.00        | \$128.75                 |
| - Plus each dwelling/unit/sleeping room in addition to base building  | \$10.00         | \$10.30                  |
| Repeat follow-up inspections on a violation   | \$75.00         | \$77.25                  |
| <b>Residential (GROUP C, Not Including Care Facilities) (includes Hotels, Motels, Apartments and Bed and Breakfast)</b> |                 |                          |
| Small building – 3,000 sq. ft. or less – containing single dwelling units   | \$75.00         | \$77.25                  |
| Small building – 3,000 sq. ft. or less – containing two dwelling units  | \$300.00        | \$309.00                 |
| Large building – more than 3,000 sq. ft. OR contains  |                 |                          |
| - 3 to 5 dwelling units/suites of residential occupancy   | \$500.00        | \$515.00                 |
| - 6 to 18 dwelling units/suites of residential occupancy  | \$750.00        | \$772.50                 |
| - More than 18 dwelling units/suites of residential occupancy   | \$1,500.00      | \$1,545.00               |
| Repeat follow-up inspections on a violation   | \$75.00         | \$77.25                  |
| Bed and Breakfast – up to four (4) sleeping rooms   | \$275.00        | \$283.25                 |
| <b>Industrial (GROUP F OCCUPANCY)</b>   |                 |                          |

**APPENDIX C: Schedule C - Fire and Emergency**

*All fees identified with an asterisk will be billed using the applicable MTO Rate at the time of billing.  
Administrative Fee of \$50.00 to be charged to all invoices.*

|  |          |          |
|--|----------|----------|
| Inspect base building, less than 3,000 sq. ft. (gross area) Plus inspect each additional 3,000 sq. ft. | \$175.00 | \$180.25 |
| Repeat follow-up inspections on a violation  | \$75.00  | \$77.25  |

| <b>Miscellaneous Inspections/Application Reviews/Permits</b> |                    |                    |
|--|--------------------|--------------------|
| Open Air Burning Site Inspection and Clearance               | \$75.00            | \$77.25            |
| Fireworks Vendor-Site Inspection                             | \$75.00            | \$77.25            |
| Propane Licence Application Review (Basic)                   | \$100.00           | \$103.00           |
| Propane Licence Application Review (Complex)                 | \$60.00/hour       | \$61.80/hour       |
| Marijuana Grow-Op/Drug Lab Compliance Inspection             | \$250.00           | \$257.50           |
| Review of Site Plans   | \$60.00/hour       | \$61.80/hour       |
| Sale of Consumer Fireworks Vendor Permit                     | \$100.00/annually  | \$103.00/annually  |
| Display Fireworks Discharge Permit                           | \$150.00/per event | \$154.50/per event |

| <b>Fire Department Assistance</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|-----------------------------------|-----------------|--------------------------|
| Fire Watch                        | \$60.00/hour    | \$61.80/hour             |
| Securing Buildings                | \$60.00/hour    | \$61.80/hour             |
| Fire Prevention Assistance        | \$60.00/hour    | \$61.80/hour             |
| Training Assistance               | \$60.00/hour    | \$61.80/hour             |

| <b>File Reports and File Searches</b>                       | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|-----------------|--------------------------|
| File Search/File Reports - Environmental Issues             | \$250.00        | \$257.50                 |
| File Search/File Reports - Information                      | \$175.00        | \$180.25                 |
| Letters and Produce Incident Reports to Insurance Companies | \$175.00        | \$180.25                 |
| LLBO - Letters of Compliance                                | \$175.00        | \$180.25                 |

| <b>Smoke and Carbon Monoxide Alarm Installations</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|--|-----------------|--------------------------|
| Installation of Smoke Alarm                          | \$10.00 each    | \$10.00 each             |

**APPENDIX C: Schedule C - Fire and Emergency**

*All fees identified with an asterisk will be billed using the applicable MTO Rate at the time of billing.  
Administrative Fee of \$50.00 to be charged to all invoices.*

| <b>Fire Department Services</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---------------------------------|-----------------|--------------------------|
| Refilling of Air Cylinders      | \$12.00 each    | \$12.36 each             |
| Fire Extinguisher Rentals       | \$10.00 each    | \$10.30 each             |
| Photographs                     | \$5.00 each     | \$5.15 each              |
| I.D. Photos                     | \$10.00 each    | \$10.30 each             |
| Meeting Room Rental             | \$100.00 daily  | \$103.00 daily           |
| 911 Sign Installation           | \$100.00 each   | \$103.00 each            |
| 911 Sign Replacement            | \$50.00 each    | \$51.50 each             |

**APPENDIX D: Schedule D - Vale Health and Wellness Centre**

| Arena   | Term     | 2021 Fee | 2022 Proposed Fee |
|---|----------|----------|-------------------|
| Adult Prime<br>(Mon to Sat 5.00pm – 10.00pm and Sun 8.00am – 10.00pm)           | Per hour | \$193.00 | \$197.35          |
| Adult Non-Prime<br>(Mon to Fri 8.00am – 4.00pm)                                 | Per hour | \$137.00 | \$141.60          |
| Adult League/Tournament<br>(Rental of 3 or more hours for Adults)               | Per hour | \$182.00 | \$186.75          |
| Junior Hockey Team - Game   | Per hour | \$159.00 | \$162.83          |
| Individual Training (half ice)<br>(per player w/one coach; 50% of minor hockey) | Per hour | \$64.00  | \$65.50           |
| Public/Catholic Schools - Physical Education Classes                            | Per hour | \$49.00  | \$50.45           |
| Public/Catholic Schools - Varsity Hockey Team Practices                         | Per hour | \$59.00  | \$60.20           |
| Public/Catholic Schools - Varsity Hockey Team Games                             | Per hour | \$128.00 | \$131.85          |
| Youth Prime/Minor Hockey  | Per hour | \$128.00 | \$131.85          |
| Youth Non-Prime (Adult Supervision)<br>(Mon to Fri 8.00am – 4.00pm)             | Per hour | \$79.00  | \$80.55           |
| Walk-in/Day of Rental   | Per hour | \$104.00 | \$106.21          |

Leagues are charged the rate in effect at the time their ice rental agreement are made for the duration of the agreement.

**APPENDIX D: Schedule D - Vale Health and Wellness Centre**

| <b>Family and Public Ice Skating</b>                       | <b>Term</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|--|-------------|-----------------|--------------------------|
| Students   | Per session | \$2.65          | \$2.65                   |
| Adults   | Per session | \$3.54          | \$3.54                   |
| Seniors  | Per session | \$2.65          | \$2.65                   |
| Seniors Pay-As-You-Play                                    | Per session | \$2.65          | \$3.54                   |
| Pay-As-You-Play  | Per session | \$4.42          | \$4.42                   |
| Stick and Puck (Adult and 1 child)                         | Per session | \$4.42          | \$4.42                   |
| Stick and Puck (Each additional child)                     | Per session | \$2.65          | \$2.65                   |
| Tots and Adults  | Per session | \$4.42          | \$4.42                   |
| Public Skate Group Pass<br>(Max 5 people. Min 1 adult 18+) | Per session | \$8.85          | \$8.85                   |

| <b>Summer Arena Floor/Facility Rental (No Ice)*</b>                  | <b>Term</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|--|-------------|-----------------|--------------------------|
| Rink 2 – Floor<br>(Non-Profit; Youth Sport Groups)                   | Per hour    | \$48.96         | \$49.93                  |
| Rink 2 – Floor<br>(Adult Sport Group; Commercial – Trade Show/Event) | Per hour    | \$73.44         | \$74.91                  |

\*Does not include associated staging and removal costs and access to the Golden Puck Community Room

**APPENDIX D: Schedule D - Vale Health and Wellness Centre**

| <b>Golden Puck Community Room (GPCR)<br/>(Includes 2 6ft tables and 12 chairs)</b> | <b>Term</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|--|-------------|-----------------|--------------------------|
| For Profit/Commercial Use (Full Room)  | Daily       | \$289.00        | \$295.00                 |
|  | Hourly      | \$63.00         | \$64.25                  |
| Not for Profit/Community Groups (Full Room)  | Daily       | \$144.00        | \$147.00                 |
|  | Hourly      | \$34.00         | \$35.00                  |
| For Profit/Commercial Use (Half Room)  | Daily       | \$144.00        | \$147.00                 |
|  | Hourly      | \$31.00         | \$32.00                  |
| Not for Profit/Community Groups (Half Room)  | Daily       | \$72.00         | \$73.50                  |
|  | Hourly      | \$17.00         | \$17.25                  |

\*Tournaments and Trade Shows will have access with floor/facility booking at negotiated rates

| <b>Other Rates</b>   | <b>Term</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|--|-------------|-----------------|--------------------------|
| Upper or Lower Lobby – Not for Profit/Community Group  | Hourly      | \$17.34         | \$17.70                  |
| Upper or Lower Lobby – For Profit/Commercial   | Hourly      | \$31.62         | \$32.25                  |
| Dressing Room (special events/tournaments)   | Each/Daily  | \$31.62         | \$32.25                  |
| Swipe Card (Replacement)   | Each        | \$11.22         | \$11.45                  |
| Keys (Additional)  | Each        | \$11.22         | \$11.45                  |
| Power Cart & Hydro   | Each        | \$16.32         | \$16.65                  |
| Stairs<br>(Mandatory for events/trade shows to comply with occupancy and emergency exit regulations) | Each        | \$42.84         | \$43.70                  |

| <b>Staffing</b>  | <b>Term</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|--|-------------|-----------------|--------------------------|
| Assistant Arena Attendant Chargeback<br>(Trade shows, tournaments, large scale events, etc.) | Per hour    | \$6.12          | \$6.25                   |

NOTE: Applicable User Group Liability Insurance rates will be applied, as per Schedule U, as amended.

**APPENDIX E: Schedule E - Advertising Vale Health and Wellness Centre (VHWC)**

| Advertising<br>(Subject to developing policy framework for Advertising and Licensing Agreements) | Term        | 2021 Fee   | 2022 Proposed Fee |
|--|-------------|------------|-------------------|
| West Side Road MESSAGE BOARD (static)<br>Community Groups and Organizations                      | Per week    | \$39.00    | \$39.00           |
| VHWC Marque (scroll)   | Per week    | \$20.00    | \$20.00           |
| VHWC Video Monitors  | Per week    | \$39.00    | \$39.00           |
| Discount* - Not-for-Profit/Community Group<br>(with proof of Registered Charitable Number)       |             | 50%        | 50%               |
| Discount* - Multiple Booking<br>(if two or more outlets are reserved for two or more weeks)      |             | 25%        | 25%               |
| * Only one discount can be applied.  |             |            |                   |
| VHWC - Hockey Dressing Rooms**   | Each/Yearly | \$209.00   | \$213.00          |
| VHWC - Rink 1 4x8 Boards**   | Each/Yearly | \$1,250.00 | \$1,275.00        |
| VHWC - Rink 1 Press Box Wrap**   | Each/Yearly | \$7,290.00 | \$7,440.00        |
| VHWC - Rink 1 Score Clock**  | Each/Yearly | \$2,604.00 | \$2,656.00        |
| ** Contract terms are based on five years.   |             |            |                   |

**APPENDIX E: Schedule E - Advertising Vale Health and Wellness Centre (VHWC)**

| Ice Logos*   | 2021 Fees  |            |            | 2022 Proposed Fees |            |            |
|--|------------|------------|------------|--------------------|------------|------------|
|  | Year 1     | Year 2     | Year 3     | Year 1             | Year 2     | Year 3     |
| Rink 1 - Logo #2                                   | \$1,479.00 | \$676.00   | \$676.00   | \$1,508.00         | \$690.00   | \$690.00   |
| Rink 2 - Logo #2                                   | \$1,301.00 | \$536.00   | \$536.00   | \$1,327.00         | \$547.00   | \$547.00   |
| Rink 1&2 - Logo #2 - 1 yr term                     | \$2,363.00 | N/A        | N/A        | \$2,410.00         | N/A        | N/A        |
| Rink 1&2 - Logo #2 - 3 yr term<br>(15% discount**) | \$2,780.00 | \$821.00   | \$821.00   | \$2,836.00         | \$837.00   | \$837.00   |
| Rink 1 - Goal Lines- Logo #6 (two logos)           | \$1,428.00 | \$1,176.00 | \$1,176.00 | \$1,456.00         | \$1,200.00 | \$1,200.00 |
| Rink 2 - Goal Lines- Logo #6 (two logos)           | \$1,224.00 | \$953.00   | \$953.00   | \$1,248.00         | \$972.00   | \$972.00   |

\*The design and creation of logo not included.

\*\*15% discount does not apply for 2 logos on the same ice surface.

The opportunity to bundle advertising/sponsorship to be negotiated using approved rates.



**APPENDIX F: Schedule F - Parks and Pavilions**

| Park Pavilions  | Term                | 2021 Fee | 2022 Proposed Fee |
|---|---------------------|----------|-------------------|
| Pavilion – Large  | Per Booking Per Day | \$35.70  | \$36.50           |
| Pavilion – Small  | Per Booking Per Day | \$30.60  | \$31.20           |
| Bandshell   | Per Booking Per Day | \$51.00  | \$52.00           |
| Hydro   | Per Booking Per Day | \$5.10   | \$5.20            |
| Washroom Rental Rate<br>(non-public, after hours before Labour Day Weekend or after Thanksgiving) | Per Booking Per Day | \$46.92  | \$47.86           |
| Park Permit (events)<br>Note: Park permit does not include pavilion fee                           | Per Booking Per Day | \$76.50  | \$78.00           |

**APPENDIX G: Schedule G - Playing Fields and Sport Courts**

| <b>Playing Fields and Sport Courts</b>                              | <b>Unit</b>  | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|--|-----------------|--------------------------|
| Soccer Fields – Youth   | Per game (2 hours)   | \$7.28          | \$7.43                   |
| Soccer Fields – Youth Tournament                                    | Per field/Per hour   | \$7.28          | \$7.43                   |
| Soccer Fields – Adult   | Per game (2 hours)   | \$54.00         | \$55.08                  |
| Soccer Fields – Adult Tournament                                    | Per field/Per hour   | \$26.00         | \$26.50                  |
| Lighting  | Add/Per field  | \$14.50         | \$14.80                  |
| Lining  | Add/Per field  | \$15.50         | \$15.80                  |
| Baseball/Softball Diamonds – Youth                                  | Per game (2 hours)   | \$7.28          | \$7.43                   |
| Baseball/Softball Diamonds – Youth Tournament                       | Per field/Per hour   | \$7.28          | \$7.43                   |
| Baseball/Softball Diamonds – Adult                                  | Per game (2 hours)   | \$55.00         | \$56.10                  |
| Baseball/Softball Diamonds – Adult Tournament                       | Per field/Per hour   | \$26.00         | \$26.50                  |
| Floating  | Add/Per field  | \$15.50         | \$15.80                  |
| Lighting  | Add/Per field  | \$15.50         | \$15.80                  |
| Lining  | Add/Per field  | \$15.50         | \$15.80                  |
| Tennis Courts*<br>(Cedar Bay Centennial or West Side Tennis Courts) | Per court/Per hour   | \$4.43          | \$4.52                   |
| Volleyball Courts*<br>(Cedar Bay Centennial Park)                   | Per court/Per hour   | \$9.74          | \$9.93                   |
| Horse Paddock<br>Skateboard & BMX Park                              | Sanctioned OR Un-Sanctioned Competitions terms to be negotiated. |                 |                          |

\*Tournaments on request

**APPENDIX H: Schedule H - Beaches**

| <b>Nickel Beach</b>   |   |                 |                          |
|---|---|-----------------|--------------------------|
| <b>Pass/Permit Type</b>   | <b>Classification</b>                           | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| <i>Daily Pass Monday - Friday (Per vehicle)</i>                   | Niagara Residents                               | \$17.69         | \$17.69                  |
|   | Non-Residents                                   | \$44.25         | \$44.25                  |
| <i>Daily Pass Weekends &amp; Statutory Holidays (per vehicle)</i> | Niagara Residents                               | \$22.12         | \$22.12                  |
|   | Non-Residents                                   | \$53.10         | \$53.10                  |
| <i>Season Passes</i>  | PORTicipate Pass (Port Colborne Residents Only) | FREE            | FREE                     |
|   | Niagara Weekday Pass (Niagara Residents Only)   | N/A             | \$88.50                  |
| <i>Public Restricted Production Permits</i>                       | Half Day Permit (4/- hours)                     | \$398.23        | \$408.19                 |
|   | Full Day Permit (4/+ hours)                     | \$707.96        | \$725.66                 |

| <b>Centennial – Cedar Bay Beach</b>                               |                       |                 |                          |
|---|-----------------------|-----------------|--------------------------|
| <b>Pass/Permit Type</b>   | <b>Classification</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| <i>Daily Pass Monday - Friday (Per vehicle)</i>                   | Niagara Residents     | \$21.12         | \$17.69                  |
|   | Non-Residents         | N/A             | \$44.25                  |
| <i>Daily Pass Weekends &amp; Statutory Holidays (per vehicle)</i> | Niagara Residents     | \$21.12         | \$17.69                  |
|   | Non-Residents         | N/A             | \$44.25                  |

**APPENDIX I : Schedule I - Roselawn Centre**

| <b>Roselawn Centre (Rental rates are based on a 6 hour event use.)</b>    | <b>Term</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|-------------|-----------------|--------------------------|
| Present's Room Rental   |             | \$194.00        | \$198.00                 |
| Double Parlour  |             | \$166.00        | \$170.00                 |
| Sun Porch   |             | \$111.00        | \$113.00                 |
| Back Stage Area   |             | \$166.00        | \$170.00                 |
| Roselawn – All Rooms  |             | \$555.00        | \$566.00                 |
| Bar Opening   | Per bar     | \$27.50         | \$28.00                  |
| Corkage Fee   |             | \$10.00         | \$10.00                  |
| Gratuity charge (refer to Gratuity Policy)                                |             | 15%             | 15%                      |
| Dishwasher Fee (Dish rental)  | Per hour    | \$11.50         | \$11.50                  |
| Table Linens  | Per table   | \$4.35          | \$4.45                   |
| Linen Napkins   | Per napkin  | \$1.05          | \$1.10                   |
| Cruiser Tables  | Per table   | \$2.55          | \$2.60                   |
| Outdoor Garden<br>(Tents, tables and chairs are not supplied)             |             | \$194.00        | \$198.00                 |
| Door Open Fee (plus staff time)<br>(Wedding Pictures, Event Set-up, etc.) |             | \$51.00         | \$52.00                  |

Please contact the the Roselawn Centre for food and beverage pricing.

Menu rates are driven by seasonal market rates for food/beverage and the range of food services being provided.

Roselawn is licensed under the AGCO and is governed by the Municipal Alcohol Policy.

Negotiated rates will include food preparation, service and gratuity.

| <b>Additional Rentals</b> | <b>Term</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---------------------------|-------------|-----------------|--------------------------|
| Screen                    | Per rental  | \$5.60          | \$10.00                  |
| Projector                 | Per rental  | \$32.60         | \$10.00                  |

NOTE: Applicable User Group Liability Insurance rates will be applied, as per Schedule U, as amended.

**APPENDIX J: Schedule J - Sugarloaf Marina**

| <b>Seasonal Dock Rates</b>          |                           |
|-------------------------------------|---------------------------|
| <b>Docking Options</b>              | <b>2022 Proposed Rate</b> |
| Boats 16 - 19 ft (unserviced)       | \$46.00/ft                |
| Boats 20 - 26 ft (optional service) | \$56.00/ft                |
| Boats 27 - 34 ft (serviced)         | \$66.00/ft                |
| Boats 35 - 60 ft (serviced)         | \$69.00/ft                |
| <b>Power Options</b>                | <b>2022 Proposed Fee</b>  |
| Use of 15A/110V Power               | \$55.00                   |
| Use of 30 Amp shore power           | \$230.00                  |
| <b>Second Boat*</b>                 | <b>2022 Proposed Fee</b>  |
| On A or J Run (16 ft dock)          | \$230.00                  |
| On Dock #3 (17 ft dock)             | \$250.00                  |
| Dock Box Rental                     | \$95.00                   |

\* Second boat must be owned by same owner with valid proof of insurance.

| <b>Transient &amp; Boat Ramp Rates</b> |                 |                          |
|--|-----------------|--------------------------|
| <b>Transient Rates (per foot)</b>      | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Daily                                  | \$1.90          | \$2.00                   |
| Weekly                                 | \$9.80          | \$10.00                  |
| Monthly (un-serviced)                  | \$22.50         | \$22.50                  |
| Monthly (serviced)                     | \$26.50         | \$26.50                  |
| <b>Launch Ramp Rates</b>               | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Pay & Display Daily Launch Pass        | \$13.27         | \$17.70                  |
| HonkMobile Daily Launch Pass           | \$12.39         | \$13.27                  |
| Seasonal Pass                          | \$88.50         | \$106.19                 |
| **Non-Display Fine - Missing Ramp Pass | \$0.00          | \$17.69                  |
| <b>Additional Fees</b>                 | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Pump-out (Transients)                  | \$15.00         | \$15.00                  |

\*\* Customer is still subject to the By-Law Parking Enforcement Fine as well

**APPENDIX J: Schedule J - Sugarloaf Marina**

| <b>Storage and Boat Yard Rates</b>                              |                             |                                 |                             |                                 |
|---|-----------------------------|---------------------------------|-----------------------------|---------------------------------|
| <b>Storage and Service</b>                                      | <b>2021 Fees</b>            |                                 | <b>2022 Proposed Fees</b>   |                                 |
|   | <b>Seasonal Slip Holder</b> | <b>Non-Seasonal Slip Holder</b> | <b>Seasonal Slip Holder</b> | <b>Non-Seasonal Slip Holder</b> |
| Winter Storage  | \$1.41/ sq. ft              | \$2.82/sq. ft                   | \$1.58/ sq. ft              | \$3.16/sq. ft                   |
| Summer Storage (Begins June 1 if no slip deposit has been paid) | N/A                         | \$0.84/sq. ft/month             | N/A                         | \$0.94/sq. ft/month             |
| Launch  | \$8.50/ft                   | \$9.50/ft                       | \$8.50/ft                   | \$9.50/ft                       |
| Haul Out  | \$8.50/ft                   | \$9.50/ft                       | \$8.50/ft                   | \$9.50/ft                       |
| Block & Stand Rental (per season)                               | \$5.50/ft                   | \$6.00/ft                       | \$5.50/ft                   | \$6.00/ft                       |
| Power Washing Hull Bottom*                                      | Free                        | \$2.75/ft                       | Free                        | \$2.75/ft                       |
| Mid Season Lift (1 hour booking)                                | \$8.50/ft                   | \$9.50/ft                       | \$8.50/ft                   | \$9.50/ft                       |
| Mid Season Lift (per hour after first hour)                     | \$50/hr                     | \$60/hr                         | \$50/hr                     | \$60/hr                         |
| Yard Equipment Fee  | \$ 100/hr                   | \$ 115/hr                       | \$ 115/hr                   | \$ 130/hr                       |
| Mast Stepping - Prepared - Length Overall (LOA)                 | \$ 3.50/ft                  | \$ 5.00/ft                      | \$ 3.95/ft                  | \$ 5.60/ft                      |
| Mast Stepping - Unprepared - Length Overall (LOA)               | \$ 5.00/ft                  | \$ 7.15/ft                      | \$ 5.60/ft                  | \$ 8.00/ft                      |
| Mast Storage (per season) - Length Overall (LOA)                | \$ 1.50/ft                  | \$ 2.65/ft                      | \$ 1.65/ft                  | \$ 3.00/ft                      |
| Trailer/Cradle Storage (per season)                             | \$100.00                    | \$180.00                        | \$100.00                    | \$180.00                        |
| Trailer/Cradle Storage (per week)                               | \$10.00                     | \$10.00                         | \$10.00                     | \$10.00                         |

\* Seasonal Slip Holder rate only applies if hauling out and storing with Sugarloaf Marina.

| <b>Marina Pavilion Rates**</b> |                  |                 |                           |                 |
|--------------------------------|------------------|-----------------|---------------------------|-----------------|
| <b>Organization</b>            | <b>2021 Fees</b> |                 | <b>2022 Proposed Fees</b> |                 |
|                                | <b>Full Day</b>  | <b>Half Day</b> | <b>Full Day</b>           | <b>Half Day</b> |
| Seasonal boaters               | \$75.00          | \$50.00         | \$75.00                   | \$50.00         |
| Transient boaters              | \$150.00         | \$75.00         | \$150.00                  | \$75.00         |
| Business/Corporate             | \$450.00         | \$300.00        | \$450.00                  | \$300.00        |
| Registered Not-For-Profit      | \$225.00         | \$125.00        | \$225.00                  | \$125.00        |
| General Public                 | \$350.00         | \$200.00        | \$350.00                  | \$200.00        |

**APPENDIX J: Schedule J - Sugarloaf Marina**

| <b>Additional charges:</b>                         | <b>Full Day</b> | <b>Half Day</b> | <b>Full Day</b> | <b>Half Day</b> |
|--|-----------------|-----------------|-----------------|-----------------|
| Clean-up fee is charged                            | \$25.00         | \$25.00         | \$25.00         | \$25.00         |
| Commercial rental clean-up fee                     | \$75.00         | \$75.00         | \$75.00         | \$75.00         |
| Damage deposit (refundable w/o damage to property) | \$200.00        | \$200.00        | \$200.00        | \$200.00        |
| Set-up and tear down                               | \$50.00         | \$50.00         | \$50.00         | \$50.00         |

\*\* Full day rental is based up to 6 hr period; half day rental up to 3 hr period

Note: All pavilion rentals include tables and chairs based on the rental agreement, however additional charges may apply.

**APPENDIX K: Schedule K - Event Services**

| Vendor Type  | 2021 Fee |         |         |         | 2022 Proposed Fee |         |         |         |
|--|----------|---------|---------|---------|-------------------|---------|---------|---------|
|  | 10x10    | 10x20   | 10x30   | 10x40   | 10x10             | 10x20   | 10x30   | 10x40   |
| Food Vendor - Full Menu<br>(Self-contained)  | \$1,550  | \$2,050 | \$2,550 | \$3,050 | \$1,600           | \$2,100 | \$2,600 | \$3,100 |
| Food Vendor - Full Menu<br>(Non self-contained) (Hydro & Water Req'd)                    | \$1,850  | \$2,350 | \$2,850 | \$3,350 | \$1,900           | \$2,400 | \$2,900 | \$3,400 |
| Food Vendor - Liquids & Specialty Products<br>(Self-contained)                           | \$1,050  | \$1,550 | \$2,050 | \$2,550 | \$1,100           | \$1,600 | \$2,100 | \$2,600 |
| Food Vendor - Liquids & Specialty Products<br>(Non Self-contained) (Hydro & Water Req'd) | \$1,300  | \$1,850 | \$2,350 | \$2,850 | \$1,350           | \$1,900 | \$2,400 | \$2,900 |
| Retail Vendor – Commercial   | \$1,050  | \$1,550 | \$2,050 | \$2,550 | \$1,100           | \$1,600 | \$2,100 | \$2,600 |
| Retail Vendor – Artisan  | \$800    | \$1,150 | \$1,500 | \$1,850 | \$850             | \$1,200 | \$1,550 | \$1,900 |
| Community Groups & Organizations   | \$175    | \$275   | \$375   | \$475   | \$200             | \$300   | \$400   | \$500   |

| Mayor's Cup Hockey Tournament   | Term     | 2021 Fee | 2022 Proposed Fee |
|---------------------------------|----------|----------|-------------------|
| SportsFest Tournament Entry Fee | Per Team | \$714.00 | \$750.00          |



**APPENDIX K: Schedule K - Event Services**

| <b>Cruise Tickets*</b><br>*Cruise ticket fees include HST | <b>Age</b>    | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|---------------|-----------------|--------------------------|
| Cruise Through the Locks                                  | 0 - 12 years  | \$115.00        | \$120.00                 |
| Cruise Through the Locks                                  | 13 - 59 years | \$120.00        | \$125.00                 |
| Cruise Through the Locks                                  | 60+ years     | \$115.00        | \$120.00                 |
| Fireworks/Dinner Cruise                                   | 0 - 12 years  | \$95.00         | \$100.00                 |
| Fireworks/Dinner Cruise                                   | 13 - 59 years | \$100.00        | \$105.00                 |
| Fireworks/Dinner Cruise                                   | 60+ years     | \$95.00         | \$100.00                 |
| Dinner Cruise   | 0 - 12 years  | \$75.00         | \$80.00                  |
| Dinner Cruise   | 13 - 59 years | \$80.00         | \$85.00                  |
| Dinner Cruise   | 60+ years     | \$75.00         | \$80.00                  |
| Morning/Afternoon/Evening Cruise                          | 0 - 12 years  | \$25.00         | \$30.00                  |
| Morning/Afternoon/Evening Cruise                          | 13 - 59 years | \$30.00         | \$35.00                  |
| Morning/Afternoon/Evening Cruise                          | 60+ years     | \$25.00         | \$30.00                  |
| Morning Special<br>Family Package (2 Adults, 2 Children)  | n/a           | \$75.00         | \$80.00                  |

**APPENDIX L: Schedule L - Procedures for Tax Registration and Tax Sales**

Whereas Section 385 of the *Municipal Act, 2001* provides that a municipality may fix a scale of costs to be charged as reasonable costs of proceedings under Part XI of said Act, the scale of costs per property shall be as follows:

| Procedure   | 2021 Fee                                       | 2022 Proposed Fee                              |
|---|--|--|
| <b>Tax Registration</b> (per address)   | Actual Cost for 3 <sup>rd</sup> Party Services | Actual Cost for 3 <sup>rd</sup> Party Services |
| <b>Tax Sale</b> (per address)   | Actual Cost for 3 <sup>rd</sup> Party Services | Actual Cost for 3 <sup>rd</sup> Party Services |
| <b>Extension Agreement</b><br>Prepare Extension Agreement and present to Council for consideration  | \$255.00                                       | \$275.00                                       |
| <b>Other direct incidental costs:</b><br>Costs for other direct incidental items not considered above to be established as incurred based on invoice cost, plus ten percent (10% Administration Fee). |  |  |

**APPENDIX M: Schedule M - Corporate Services**

| <b>Service</b>                                      | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|-----------------|--------------------------|
| Tax Arrears Certificate (includes water arrears)    | \$40.00         | \$50.00                  |
| Paper Copy - Tax Inquiry / Water Inquiry Returned   | \$7.00          | \$7.00                   |
| Cheque Charge                                       | \$25.00         | \$25.00                  |
| New Account Fee - Ownership Change (NEW)            |                 | \$40.00                  |
| New Account Fee - New Roll Creation (NEW)           |                 | \$40.00                  |
| Transfers to Tax for Over Due Accounts (NEW)        |                 | \$25.00                  |
| Marriage License                                    | \$125.00        | \$125.00                 |
| Commissioner for Taking Affidavits (including HST)* | \$15.00         | \$15.00                  |
| Death Registrations                                 | \$20.00         | \$20.00                  |
| Photocopying (per page)                             | \$0.25          | \$0.25                   |
| Certified Copy of Document                          | \$15.00         | \$15.00                  |
| Lease Agreements - Application                      | \$300.00        | \$300.00                 |
| Lease Agreements - Annual Minimum                   | \$100.00        | \$100.00                 |

\* per oath or declaration (City business and pensions exempt)

**APPENDIX N:** Schedule N - Port Colborne Historical and Marine Museum

| Museum  | Term        | 2021 Fee     | 2022 Proposed Fee |
|---|-------------|--------------|-------------------|
| <b>Research Fees:</b><br>(The following applies to research conducted by Museum staff for others.)          |             |              |                   |
| Commercial Use  | Per hour    | \$60.00      | \$60.00           |
| Personal Use  | Per hour    | \$20.00      | \$20.00           |
| Student Use   | Per hour    | \$10.00      | \$10.00           |
| Unassisted Research   |             | By Donation  | By Donation       |
| <b>Retrieval Fees:</b>  |             |              |                   |
| Artifact/ Photograph - (Appointment Required)   | Per item    | \$20.00      | \$20.00           |
| <b>Photo Reproduction Fees:</b><br>Copyright Restrictions Apply and a Reproduction Agreement must be signed |             |              |                   |
| Commercial Use  | Per image   | \$50.00      | \$50.00           |
| Personal Use  | Per image   | \$30.00      | \$30.00           |
| Publication ( print, digital)   | Per image   | \$100.00     | \$100.00          |
| <b>Photocopies:</b>   |             |              |                   |
| <b>*Copyright Restrictions Apply</b>  |             |              |                   |
| Black & White 8 x 10 copy paper   | Per copy    | \$0.25       | \$0.25            |
| Black & White > 8 x 10 copy paper   | Per copy    | \$0.50       | \$0.50            |
| Colour Copy   | Per page    | \$2.00       | \$2.00            |
| <b>(Retrieval fees may apply)</b>   |             |              |                   |
| <b>Tours:</b>   |             |              |                   |
| Group Tours (Minimum 5 people)  | Per person  | \$5.00       | \$5.00            |
| School Tours  | Per student | \$5.00       | \$5.00            |
| Off Site Tours – Cemetery, West St Humberstone, etc.  | Per person  | \$5.00       | \$5.00            |
| <b>Admission Fees:</b>  |             |              |                   |
| Museum & Village  |             | Donation Box | Donation Box      |
| Canal Days  |             | Sponsored    | Sponsored         |
| Christmas Festival  |             | By Donation  | By Donation       |

**APPENDIX N:** Schedule N - Port Colborne Historical and Marine Museum

| Museum                  | Term | 2021 Fee    | 2022 Proposed Fee |
|-------------------------|------|-------------|-------------------|
| <b>Membership Fees:</b> |      |             |                   |
| Students/Seniors (60+)  |      | \$5.00      | \$5.00            |
| Individual              |      | \$8.00      | \$8.00            |
| Family                  |      | \$10.00     | \$10.00           |
| Life Patron             |      | \$100.00    | \$100.00          |
| Sustaining (Corporate)  |      | By Donation | By Donation       |

**APPENDIX O: Schedule O - L.R. Wilson Heritage Research Archives**

| Archives  | Term      | 2021 Fee    | 2022 Proposed Fee |
|---|-----------|-------------|-------------------|
| <b>Research Fees:</b><br>(The following applies to research conducted by Museum staff for others.)          |           |             |                   |
| Commercial Use  | Per hour  | \$60.00     | \$60.00           |
| Personal Use  | Per hour  | \$20.00     | \$20.00           |
| Student Use   | Per hour  | \$10.00     | \$10.00           |
| Unassisted Research   |           | By Donation | By Donation       |
| <b>Retrieval Fees:</b>  |           |             |                   |
| Artifact/ Photograph - (Appointment Required)   | Per item  | \$20.00     | \$20.00           |
| <b>Photo Reproduction Fees:</b><br>Copyright Restrictions Apply and a Reproduction Agreement must be signed |           |             |                   |
| Commercial Use  | Per image | \$50.00     | \$50.00           |
| Personal Use  | Per image | \$30.00     | \$30.00           |
| Publication ( print, digital)   | Per image | \$100.00    | \$100.00          |
| <b>Photocopies:</b>   |           |             |                   |
| <b>*Copyright Restrictions Apply</b>  |           |             |                   |
| Black & White 8 x 10 copy paper   | Per copy  | \$0.25      | \$0.25            |
| Black & White > 8 x 10 copy paper   | Per copy  | \$0.50      | \$0.50            |
| Colour Copy   | Per page  | \$2.00      | \$2.00            |
| <b>(Retrieval fees may apply)</b>   |           |             |                   |
| <b>Rental Fees for MacDonald Conference Hall:</b>   |           |             |                   |
| Daily Rental up to 8 hours<br>(Requires signed contract)  | Daily     | \$120.00    | \$120.00          |
| <b>Use of the following within MacDonald Conference Hall:</b>   |           |             |                   |
| Overhead Projector and Screen   |           | \$5.00      | \$10.00           |
| Digital Projector and Screen  |           | \$10.00     | \$10.00           |

**APPENDIX P: Schedule P - By-Law Enforcement**

| <b>Miscellaneous Fees</b>  |                 |                          |
|--|-----------------|--------------------------|
| <b>Schedule of Fees</b>  | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| <b>Fence By-Law</b>  |                 |                          |
| Fence Variance (non-refundable)                                    | \$468.00        | \$487.00                 |
| Fence By-Law Order to Comply – application fee                     | \$212.00        | \$220.00                 |
| <b>Removal of Snow and Ice By-Law</b>                              |                 |                          |
| Snow clearing - per meter  | \$11.00         | \$11.00                  |
| Snow and Ice Removal By-Law Order to Comply –                      | \$212.00        | \$220.00                 |
| <b>Regulate Noise By-Law</b>                                       |                 |                          |
| Noise Variance – Private function taking place on private property | \$156.00        | \$162.00                 |
| Noise Variance – Private function taking place on City             | \$104.00        | \$108.00                 |
| <b>On Street Parking Permits</b>                                   |                 |                          |
| Initial Fee (per vehicle)  | \$27.00         | \$29.00                  |
| Replacement Fee (per vehicle)                                      | \$42.00         | \$44.00                  |
| Fail to display permit prominently                                 | \$27.00         | \$29.00                  |
| Park without permit  | \$52.00         | \$54.00                  |
| <b>Encroachment Agreements</b>                                     |                 |                          |
| Application  | \$357.00        | \$371.00                 |
| Annual   | \$102.00        | \$106.00                 |

| <b>Maintenance of Property and Land(Lot Maintenance By-law)</b> |                 |                          |
|---|-----------------|--------------------------|
| <b>Schedule of Fees</b>   | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Re-inspection fee*  | \$99.00         | \$103.00                 |
| Minimum maintenance fee   | \$177.00        | \$185.00                 |
| Administration fee  | Add 15%         | Add 15%                  |
| Mailing fee   | \$27.00         | \$29.00                  |
| *Re-inspection fee is payable where violation still exists.     |                 |                          |

**APPENDIX P: Schedule P - By-Law Enforcement**

| <b>Cutting Grasses and Weeds(Lot Maintenance By-law)</b> |                 |                          |
|--|-----------------|--------------------------|
| <b>Lot Size</b>  | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| 1 to 7,500 square feet                                   | Actual Costs    | Actual Costs             |
| 7,501 to 15,000 square feet                              | Actual Costs    | Actual Costs             |
| 15,001 to 30,000 square feet                             | Actual Costs    | Actual Costs             |
| 30,000 square feet to 1 acre                             | Actual Costs    | Actual Costs             |
| > 1 acre to 1.5 acres                                    | Actual Costs    | Actual Costs             |
| > 1.5 acres to 2 acres                                   | Actual Costs    | Actual Costs             |
| Each additional acre                                     | Actual Costs    | Actual Costs             |

| <b>Erection and Maintenance of Signs and Other Advertising Devices (Sign By-law)</b> |                                 |                  |                 |                          |
|--|---------------------------------|------------------|-----------------|--------------------------|
| <b>Sign Type</b>   | <b>Size</b>                     | <b>Term</b>      | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Awning   | Each                            |                  | \$52.00         | \$54.00                  |
| Banner   | Not exceeding 6.7 square meters | Per 15 days      | \$16.00         | \$16.00                  |
| Banner   | Exceeding 6.7 square meters     | Per 15 days      | \$32.00         | \$34.00                  |
| Billboard  | Maximum 50 square meters        | Per square meter | \$6.00          | \$6.00                   |
| Facia  | Maximum 15 square meters        | Per square meter | \$6.00          | \$6.00                   |
| Ground   | Maximum 10 square meters        |                  | \$52.00         | \$54.00                  |
| Mall   |                                 | Per square meter | \$6.00          | \$6.00                   |
| Pole / Pylon   | Maximum 20 square meters        | Per square meter | \$6.00          | \$6.00                   |
| Portable   | Maximum 9 square meters         | Per 15 days      | \$16.00         | \$16.00                  |
| Projecting   | Maximum 10 square meters        |                  | \$52.00         | \$54.00                  |
| Roof   | Maximum 50 square meters        | Per square meter | \$6.00          | \$6.00                   |

| <b>Sign Variance By-law</b>          |                 |                          |
|--------------------------------------|-----------------|--------------------------|
| <b>Type</b>                          | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Sign Variance (non-refundable)       | \$728.00        | \$758.00                 |
| Order to Comply – administration fee | \$212.00        | \$220.00                 |



**APPENDIX P: Schedule P - By-Law Enforcement**

| <b>Respecting the Keeping of Animals (Exotic Animals By-law)</b>                              |                 |                          |
|---|-----------------|--------------------------|
| <b>Schedule of Fees</b>   | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| For the first animal of each species  | \$21.00         | \$21.00                  |
| For the second and third animal of each species   | \$3.00          | \$3.00                   |
| For each species the aggregate of which exceed three in                                       | \$2.00          | \$2.00                   |
| Maximum Licensing fee*  | \$5,202.00      | \$5,412.00               |
| *regardless of the number of animals, animal species or sub-species held in a single location |                 |                          |

**APPENDIX Q: Schedule Q - Cemeteries of the City of Port Colborne**

| Cemeteries  | Term                  | 2021 Fee   | 2022 Proposed Fee |
|---|-----------------------|------------|-------------------|
| <b>Opening and Closing Fees and Charges</b>                                   |                       |            |                   |
| Regular Single Grave:<br>Summer (April – November): Grave Opening and Closing | Monday to Friday      | \$969.00   | \$969.00          |
| Regular Single Grave:<br>Summer (April – November): Grave Opening and Closing | Saturday and Holidays | \$1,071.00 | \$1,071.00        |
| Regular Single Grave:<br>Winter (December – March): Grave Opening and Closing | Monday to Friday      | \$1,173.00 | \$1,173.00        |
| Regular Single Grave:<br>Winter (December – March): Grave Opening and Closing | Saturday and Holidays | \$1,275.00 | \$1,275.00        |
| Baby Grave Opening and Closing  | Monday to Friday      | \$357.00   | \$357.00          |
| Baby Grave Opening and Closing  | Saturday and Holidays | \$377.00   | \$377.00          |
| Cremation Openings (no vault, cremation plot or lot)                          | Monday to Friday      | \$510.00   | \$510.00          |
| Cremation Openings (no vault, cremation plot or lot)                          | Saturday and Holidays | \$600.00   | \$600.00          |
| Cremation Openings (plus vault no larger than 15" x 15")                      | Monday to Friday      | \$571.00   | \$571.00          |
| Cremation Openings (plus vault no larger than 15" x 15")                      | Saturday and Holidays | \$680.00   | \$680.00          |
| Cremation Lot Fee (2 <sup>nd</sup> , 3 <sup>rd</sup> , 4 <sup>th</sup> )      | On Existing Plot      | \$204.00   | \$204.00          |
| Columbarium Openings and Closing  | Monday to Friday      | \$250.00   | \$250.00          |
| Columbarium Openings and Closing  | Saturday and Holidays | \$400.00   | \$400.00          |

**APPENDIX Q: Schedule Q - Cemeteries of the City of Port Colborne**

| Cemeteries  | Term                | 2021 Fee   | 2022 Proposed Fee |
|---|---------------------|------------|-------------------|
| <b>Cemetery Services and Interment Rights Prices</b>      |                     |            |                   |
| Columbarium, each crypt (includes perpetual care of 40%)  | R1 Top              | \$1,530.00 | \$1,530.00        |
| Columbarium, each crypt (includes perpetual care of 40%)  | R2                  | \$1,479.00 | \$1,479.00        |
| Columbarium, each crypt (includes perpetual care of 40%)  | R3                  | \$1,428.00 | \$1,428.00        |
| Columbarium, each crypt (includes perpetual care of 40%)  | R4                  | \$1,377.00 | \$1,377.00        |
| Single Lot or Grave (includes perpetual care of 40%)      | 3.5' x 9.0'         | \$1,377.00 | \$1,377.00        |
| Cremation Lot (includes perpetual care of 40%)            | 2' x 2'             | \$485.00   | \$485.00          |
| Baby Lot (includes perpetual care of 40%)                 | Size determinant    | \$357.00   | \$357.00          |
| Corner Posts  | Per set of four     | \$230.00   | \$230.00          |
| Installation of footing foundation for marker or monument | Per cubic foot      | \$40.00    | \$40.00           |
| Monument or marker (>42" above grade)                     | Per inch            | \$25.00*   | \$25.00           |
| Perpetual care markers (owner supplied)                   | Flat stone on grade | \$50.00*   | \$50.00           |
| Perpetual care markers (owner supplied)                   | Marker above grade  | \$100.00*  | \$100.00          |
| Disinter (opening fee plus actual cost to disinter)       |                     | \$969.00   | \$969.00          |
| Transfer Fee  |                     | \$26.00    | \$26.00           |

\*Regulated by Bereavement Authority of Ontario

**APPENDIX R: Schedule R - Planning and Development**

| <b>Application</b>   | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|--|-----------------|--------------------------|
| <b>Official Plan</b>   |                 |                          |
| Official Plan Amendment  | \$4,578.00      | \$4,763.00               |
| Adjournment of an Official Plan Amendment (at applicant's request) | \$728.00        | \$758.00                 |
| <b>Zoning By-Law</b>   |                 |                          |
| Zoning By-Law Amendment  | \$4,058.00      | \$4,222.00               |
| Adjournment of a Zoning By-Law (at owner's request)                | \$728.00        | \$758.00                 |
| Removal of a Holding Symbol  | \$1,040.00      | \$1,082.00               |
| Temporary Use By-Law   | \$4,058.00      | \$4,222.00               |
| Preparation of a Temporary Use Agreement                           | \$1,873.00      | \$1,948.00               |
| Extension of a Temporary Use                                       | \$1,561.00      | \$1,624.00               |
| <b>Plan of Subdivision</b>   |                 |                          |
| Draft Plan Approval of Subdivision                                 | \$6,763.00      | \$7,036.00               |
| Redline Revisions/Change of Conditions to Draft Plan               | \$2,081.00      | \$2,165.00               |
| Extension to Draft Plan Approval                                   | \$1,561.00      | \$1,624.00               |
| Final Plan Approval  | \$1,561.00      | \$1,624.00               |
| Amendment to Subdivision Agreement                                 | \$2,081.00      | \$2,165.00               |
| Part Lot Control   | \$1,040.00      | \$1,082.00               |
| Deeming By-Law   | \$416.00        | \$432.00                 |
| Discharge of a Subdivision Agreement                               | \$1,040.00      | \$1,082.00               |
| Validation Order   | N/A             | N/A                      |
| <b>Plan of Condominium</b>   |                 |                          |
| Draft Plan Approval of Condominium                                 | \$6,763.00      | \$7,036.00               |
| Redline Revisions/Change of Conditions to Draft Plan               | \$2,081.00      | \$2,165.00               |
| Extension to Draft Plan Approval                                   | \$1,561.00      | \$1,624.00               |
| Final Plan Approval  | \$1,561.00      | \$1,624.00               |
| Condominium Conversion   | \$6,763.00      | \$7,036.00               |
| Amendment to Condominium Agreement                                 | \$2,081.00      | \$2,165.00               |
| Discharge of a Condominium Agreement                               | \$1,040.00      | \$1,082.00               |
| Condominium Exemption Request                                      | \$1,500.00      | \$1,561.00               |

**APPENDIX R: Schedule R - Planning and Development**

| <b>Application</b>  | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|-----------------|--------------------------|
| <b>Site Plan Control</b>                                      |                 |                          |
| Site Plan Control Approval                                    | \$3,537.00      | \$3,680.00               |
| Amendment to Site Plan Agreement                              | \$1,561.00      | \$1,624.00               |
| Discharging of a Site Plan Agreement                          | \$1,040.00      | \$1,082.00               |
| <b>Committee of Adjustment</b>                                |                 |                          |
| Minor Variance/Expansion of Non-Conforming Use                | \$1,196.00      | \$1,244.00               |
| Minor Variance (Building without a Permit)                    | \$1,561.00      | \$1,624.00               |
| Consent (new lot)   | \$1,665.00      | \$1,732.00               |
| Easement  | \$1,144.00      | \$1,190.00               |
| Lot Addition/Boundary Adjustment                              | \$1,144.00      | \$1,190.00               |
| Adjournment of a Consent or Variance (at applicant's request) | \$520.00        | \$541.00                 |
| Changes to Consent Conditions                                 | \$520.00        | \$541.00                 |
| Final Certification Fee                                       | \$208.00        | \$216.00                 |
| Validation of Title   | \$936.00        | \$974.00                 |
| <b>Miscellaneous</b>  |                 |                          |
| Quarry/Pit Establishment or Expansion                         | \$62,424.00     | \$64,945.00              |
| Telecommunication Facilities Consultation Process             | \$1,561.00      | \$1,624.00               |
| Compliance Letter   | \$130.00        | \$136.00                 |
| Compliance Letter Express (within 3 days)                     | \$187.00        | \$195.00                 |
| Development Agreement   | \$2,497.00      | \$2,598.00               |
| Discharging of a Development Agreement                        | \$936.00        | \$974.00                 |
| Front Ending Agreement  | \$1,561.00      | \$1,624.00               |
| OMB Subpoena - first day                                      | \$624.00        | \$649.00                 |
| OMB Subpoena - thereafter                                     | \$416.00        | \$432.00                 |
| Pre-consultation Report (when requested)                      | N/A             | N/A                      |

**APPENDIX R: Schedule R - Planning and Development**

| Application   | 2021 Fee    | 2022 Proposed Fee |
|---|-------------|-------------------|
| <b>Combined Applications</b>  |             |                   |
| Official Plan & Zoning By-Law Amendments                                  | \$7,803.00  | \$8,118.00        |
| Official Plan, Zoning by-Law Amendments & Draft Plan of Subdivision/Condo | \$13,005.00 | \$13,530.00       |
| Zoning By-Law Amendment & Draft Plan of Subdivision/Condo                 | \$8,843.00  | \$9,200.00        |
| Official Plan & Zoning By-Law Amendment & Site Plan Control               | \$9,884.00  | \$10,284.00       |
| Zoning By-Law Amendment & Site Plan Control                               | \$5,722.00  | \$5,953.00        |
| Consent & Minor Variance  | \$2,185.00  | \$2,274.00        |
| Consent & Development Agreement   | \$3,641.00  | \$3,788.00        |
| Consent/Lot Addition & Zoning By-Law Amendment                            | \$4,682.00  | \$4,872.00        |
| Minor Variance & Development Agreement                                    | \$3,121.00  | \$3,247.00        |

**Submission Deadlines and Accelerated Applications**

Please be advised that the Planning Act requires Notice of Public Hearing be given no later than 20 days before a scheduled public meeting for a Zoning By-law Amendment and Official Plan Amendment, 14 days for a Plan of Subdivision and Consent Application, and 10 days for a Minor Variance application. In order to allow sufficient review time of an application, all applications should be submitted at least 14 days before the last day for giving Notice of Public Hearing under the Planning Act.

While it is an objective of the Planning and Development Division to process applications in an expeditious manner within the time frame established in the Planning Act, an applicant may wish to consider an accelerated application in the event processing is needed immediately and City resources and/or notice requirements are limited. Fees for an accelerated application will be assessed based on overtime incurred by staff to process the application at the rates listed below:

**Staff Rates:**

|                                      |             |
|--------------------------------------|-------------|
| Director of Planning and Development | \$220/hour  |
| Planner                              | \$150/hour  |
| Planning Technician I Clerical       | \$100/ hour |

**Applicants should note that no application shall take priority over other applications being processed solely on the basis of the applicant having paid an accelerated fee.**

**APPENDIX R: Schedule R - Planning and Development**

| Application | 2021 Fee | 2022 Proposed Fee |
|-------------|----------|-------------------|
|-------------|----------|-------------------|

**Refund of Fees**

If an application is withdrawn before circulation to commenting agencies, ninety percent (90%) of the fee will be refunded . If withdrawn after circulation, but before notice of the public meeting is given, fifty percent (50%) of the fee will be refunded and if withdrawn after the notice of public meeting is given, but before the Planning and Development Services division Recommendation Report is prepared, twenty five percent (25%) of the fee will be refunded.

**Reactivation**

Any application which has been withdrawn and/or has been inactive for one year shall be considered abandoned and a full fee shall be required to activate a new application.

**Notes:**

Additional fees for most applications are required for Niagara Regional Development Services and the Niagara Peninsula Conservation Authority review. Applicants are recommended to contact each agency for their respective Fee Schedule. If fees are required, applicants must make out separate cheques payable to each agency at the time of application submission to the City.

A 50% reduction in the fees payable will be applicable to all properties that are located within the project area boundaries of the OldeHumberstone Main Street Community Improvement Plan, the Downtown Central Business District Community Improvement Plan and EastWaterfront Community Improvement Plan.

The Regional Municipality of Niagara shall be exempt from this Fee Schedule.

**APPENDIX S: Schedule S - Maintenance and Occupancy of Property (Property Standards By-law)**

| Schedule of Fees  | Unit              | 2021 Fee | 2022 Proposed Fee |
|---|-------------------|----------|-------------------|
| <b>Issuance of Certificate of Compliance</b>  |                   |          |                   |
| 1-5 Dwelling Units  | Per Dwelling Unit | \$52.00  | \$54.00           |
| More than 5, but not exceeding 25 Dwelling Units  | Per certificate   | \$260.00 | \$270.00          |
| <i>PLUS</i>   | Per Dwelling Unit | \$11.00  | \$11.00           |
| More than 25 Dwelling Units   | Per certificate   | \$416.00 | \$432.00          |
| <i>PLUS</i>   | Per Dwelling Unit | \$11.00  | \$11.00           |
| Other   |                   | \$79.00  | \$83.00           |
| Vacant Property   |                   | \$104.00 | \$108.00          |
| <b>Inspection Fees</b>  |                   |          |                   |
| Registering Order on Title  | Per Title         | \$52.00  | \$54.00           |
| Compliance Inspection & Removing Order<br><i>(Inspection Fee, Removal and Response to Lawyer)</i> | Per Order         | \$104.00 | \$108.00          |
| Additional Inspection for Compliance  | Each              | \$32.00  | \$34.00           |
| <b>Appeal Fees</b>  |                   |          |                   |
| Apply for an Appeal (non-refundable)  | Per Appeal        | \$260.00 | \$270.00          |
| <b>Other Fees</b>   |                   |          |                   |
| Order to Comply   |                   | \$212.00 | \$220.00          |



**APPENDIX T: Schedule T - Permits for Construction, Demolition, Occupancy and Change of Use, Transfer of Permits and Inspections**

| <b>Construction</b>   |  |                  |                          |
|---|--|------------------|--------------------------|
| <b>New Building Construction and Additions<sup>6,8</sup></b>  |  | <b>2021 Fee</b>  | <b>2022 Proposed Fee</b> |
| Minimum Fee for all Building Permits <sup>9</sup>   |  | \$120.00         | \$125.00                 |
| <b>Major Occupancy<sup>7</sup></b>  | <b>Permit Fee Details<sup>1-16</sup></b> | <b>2021 Fee</b>  | <b>2022 Proposed Fee</b> |
| <b>Group A – Assembly Occupancies</b><br><i>Examples: School, church, restaurant, daycare, hall, transit, recreation</i>  | Per square foot                          | \$1.63           | \$1.66                   |
| <b>Group B – Institutional Occupancies</b><br><i>Examples: Hospital, retention facility, nursing home, other</i>  | Per square foot                          | \$1.84           | \$1.87                   |
| <b>Group C – Residential Occupancies</b><br><i>Single detached dwelling</i><br><i>Semi-detached dwelling, duplex dwelling</i><br><i>Townhouse</i><br><i>Multiple unit dwellings, apartment building, townhouse</i><br><i>Hotels, motels</i><br><i>Other residential</i> | Per square foot                          | \$1.31           | \$1.33                   |
| <b>Group D – Business/Personal Services Occupancies</b><br><i>Examples: Office, bank, medical, police station, other</i>  | Per square foot                          | \$1.31           | \$1.33                   |
| <b>Group E – Mercantile Occupancies</b><br><i>Examples: Store, shopping mall/plaza, shop, market, retail, other</i>   | Per square foot                          | \$1.31           | \$1.33                   |
| <b>Group F – Industrial Occupancies</b><br><i>Examples:</i><br><i>Industrial mall/plaza/garage, plant, factory, warehouse, other</i><br><i>Industrial buildings with no partitions, no plumbing and no mechanical</i>   | Per square foot<br>Per square foot       | \$1.02<br>\$0.76 | \$1.04<br>\$0.78         |

**APPENDIX T: Schedule T - Permits for Construction, Demolition, Occupancy and Change of Use, Transfer of Permits and Inspections**

| <b>New Building Construction and Additions<sup>6,8 (continued)</sup></b>      | <b>Permit Fee Details<sup>1-16</sup></b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|--|-----------------|--------------------------|
| <b>Special Categories/Occupancies</b>   |  |                 |                          |
| Farm building, greenhouse   | Per square foot                          | \$0.30          | \$0.30                   |
| Park Model Trailer  |  | \$200.00        | \$200.00                 |
| Tent, temporary fabric structure  | Each                                     | \$200.00        | \$200.00                 |
| Renewable Energy Projects   |  | See note 12     | See note 12              |
| <b>Houses and Accessory to Houses:<sup>14</sup></b>                           |  |                 |                          |
| Garage, carport   | Per square foot                          | \$0.71          | \$0.73                   |
| Covered deck/porch  | Per square foot                          | \$0.46          | \$0.47                   |
| Uncovered deck/porch  | Per square foot                          | \$0.46          | \$0.47                   |
| Sunroom/solarium, 3-Season Room, Add-A-Room (on Park Model Trailers)          | Per square foot                          | \$0.71          | \$0.73                   |
| Shed/accessory building   | Per square foot                          | \$0.71          | \$0.73                   |
| <b>Alterations</b>  |  |                 |                          |
| <b>Permit Fee Details<sup>1-16</sup></b>                                      |  |                 |                          |
| Unfinished basement (new or replaced foundation)                              | Per square foot                          | \$0.28          | \$0.28                   |
| Under pinning foundation  |  | See note 12     | See note 12              |
| Roof structure  | Per square foot                          | \$0.15          | \$0.16                   |
| Fireplace, woodstove, chimney   |  | \$122.40        | \$124.85                 |
| <b>Interior Alterations:</b>  |  |                 |                          |
| Interior alterations, all occupancies, except finished basements              | Per square foot                          | \$0.61          | \$0.62                   |
| Finishing basement  | Per square foot                          | \$0.61          | \$0.62                   |
| Other minor alteration  |  | See note 12     | See note 12              |
| <b>Partial Permit/Staged Construction<sup>11</sup></b>                        |  |                 |                          |
|   |  | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| All partial permits subject to a surcharge applied to the stage permit value  |  | 50%             | 50%                      |
| <b>Foundation Stage<sup>11</sup></b>  |  |                 |                          |
| Complete to grade including or excluding underground services within building |  | 15%             | 15%                      |
| <b>Building Shell Stage<sup>11</sup></b>                                      |  |                 |                          |
| Completed structural shell stage  |  | 40%             | 40%                      |
| Completed architectural shell stage   |  | 80%             | 80%                      |
| <b>Building Completion Stage<sup>11</sup></b>                                 |  |                 |                          |
| Includes completed building stage   |  | 100%            | 100%                     |

**APPENDIX T: Schedule T - Permits for Construction, Demolition, Occupancy and Change of Use, Transfer of Permits and Inspections**

| <b>Plumbing Only</b>   | <b>Permit Fee Details<sup>1-16</sup></b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|--|--|-----------------|--------------------------|
| Fixture; plumbing appliance; stack; interceptor; tank; floor drain; sewage   | Each                                     | \$9.09          | \$9.28                   |
| All buried piping including building drain and sewer; building storm drain and   | Per linear loot                          | \$1.22          | \$1.25                   |
| Water distribution pipe inside a building  | Each                                     | \$122.40        | \$124.85                 |
| <b>Residential<sup>14</sup></b>  |  |                 |                          |
| Replace buried water service, sanitary drains or storm drains<br>(single fee applies if multiple services are replaced at the same time) | Each                                     | \$200.00        | \$200.00                 |
| <b>Mechanical HVAC Only</b>  | <b>Permit Fee Details<sup>1-16</sup></b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Group A, B, C (except houses), D E   | Per square foot                          | \$0.10          | \$0.10                   |
| Houses   |  | \$122.40        | \$124.85                 |
| Group F  | Per square foot                          | \$0.10          | \$0.10                   |
| Commercial type Kitchen Exhaust  |  | See note 12     | See note 12              |
| <b>Pool</b>  |  | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Public pool  |  | \$337.62        | \$344.37                 |
| Private pool   |  | \$142.80        | \$145.66                 |
| <b>Designated Structure</b>  |  | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| As defined in the Ontario Building Code  |  | See note 12     | See note 12              |
| <b>Demolition</b>  | <b>Permit Fee Details<sup>1-16</sup></b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Houses <sup>14</sup> and buildings less than 3,000 square feet (gross area)  | Each                                     | \$153.00        | \$156.06                 |
| Other demolitions  | Per square foot                          | \$0.10          | \$0.10                   |
| <b>Conditional<sup>15</sup></b>  |  | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Surcharge  |  | 50%             | 50%                      |

**APPENDIX T: Schedule T - Permits for Construction, Demolition, Occupancy and Change of Use, Transfer of Permits and Inspections**

| Change of Use  |  | 2021 Fee | 2022 Proposed Fee |
|--|--|----------|-------------------|
| Permit for the change of use of a building or part thereof |  | \$120.00 | \$120.00          |

| Occupancy                                   |  | 2021 Fee | 2022 Proposed Fee |
|---|--|----------|-------------------|
| <b>Permit to allow occupancy</b>            |  |          |                   |
| Houses, semi-detached dwellings, townhouses | Each   | \$120.00 | \$125.00          |
| Other buildings                             | Each   | \$120.00 | \$125.00          |
| <b>Permit to allow partial occupancy</b>    |  |          |                   |
| For area of building to be occupied         | Per square foot gross floor space to be occupied | \$0.07   | \$0.07            |
| Review of proposed application              | Per hour   | \$100.00 | \$100.00          |

| Transfer                          |  | 2021 Fee | 2022 Proposed Fee |
|-----------------------------------|--|----------|-------------------|
| Transfer of permit to a new owner |  | \$120.00 | \$120.00          |

| Deposits Required for Permits                 |  | 2021 Fee   | 2022 Proposed Fee |
|---|--|------------|-------------------|
| New Main Buildings                            | Houses   | \$1,050.00 | \$1,050.00        |
|   | Other than Houses  | \$525.00   | \$525.00          |
| Additions, Accessory                          | Houses   | \$525.00   | \$525.00          |
|   | Other than Houses  | \$525.00   | \$525.00          |
| Alterations                                   | Houses   | \$525.00   | \$525.00          |
|   | Other than Houses  | \$525.00   | \$525.00          |
| Demolitions                                   | Main Building  | \$2,100.00 | \$2,100.00        |
|   | Accessory, Partial   | \$525.00   | \$525.00          |
| Pools   | In ground and On-  | \$525.00   | \$525.00          |
| Other   |  | \$525.00   | \$525.00          |
| New Main Buildings, Additions and Renovations | Industrial, Commercial Institutional and Residential other than Houses | \$1,050.00 | \$1,050.00        |
| Lot Grading Deposit                           | All categories of  | \$2,100.00 | \$2,100.00        |

**APPENDIX T: Schedule T - Permits for Construction, Demolition, Occupancy and Change of Use, Transfer of Permits and Inspections**

**Notes for Deposits:**

1. No deposit is required for the following:
  - a) Uncovered decks on piers
  - b) Tents and fabric structures
2. "Houses" includes single detached, semi-detached, duplexes, triplexes and townhouses.
3. "Other than Houses" includes Plumbing only, Mechanical HVAC only, Designated Structures, etc.
4. The requirement for a new deposit may be waived where the City already holds a deposit with an owner on the same property with respect to an open permit file with the City, provided:
  - a) The deposit already held is equal or larger than the amount specified in this Schedule.
  - b) There is no existing damage to City property as a result of work on the lot.
  - c) The existing deposit is recorded on all applicable permit files as being held as security for other

| Additional Fees and Charges   | 2021 Fee | 2022 Proposed Fee |
|---|----------|-------------------|
| Discharge of an Order from property title   | \$788.00 | \$788.00          |
| Submitting an application for Permit  |          |                   |
| Minimum non-refundable fee for submitting all permit applications. This fee is discounted against the final Permit fee.   | \$120.00 | \$120.00          |
| Work Without Permit - Percentage increase in applicable fees from this schedule will apply where commencement of construction or demolition has occurred prior to the issuance of the required permit. Refer to Section 4.4 of The Building By-law. | 100%     | 100%              |
| <i>Alternative Solution</i> application (per hour, minimum 4 hours)   | \$100.00 | \$100.00          |

| Refund of Permit Fees  | 2021 Fee | 2022 Proposed Fee |
|--|----------|-------------------|
| Permit Issued. Administration functions only have been performed. No field inspections have been | 50%      | 50%               |
| Additional deduction from eligible refund for each field inspection that had been performed.     | \$50.00  | \$50.00           |

**Notes for Refunds:**

1. No refund will apply one year after date of permit issuance.
2. If the calculated refund is less than the minimum fee applicable to any permit, no refund shall be made of the fees paid.
3. No permit fee shall be refunded where the permit has been revoked by the Chief Building Official in accordance with the Act.

## **APPENDIX T: Schedule T - Permits for Construction, Demolition, Occupancy and Change of Use, Transfer of Permits and Inspections**

### **General Notes:**

- 1.** Permit fee is \$/square foot, \$/linear foot, or \$ (flat rate).
- 2.** Square foot is gross of all floors above grade measured from the outer face of exterior walls, unless noted otherwise. Mezzanines, lofts, habitable attics and dwelling units below grade are included as floor areas for permit fee calculations.
- 3.** Where there is no floor or exterior walls for the project, square foot is the greatest horizontal area of the structure. For example, buildings or structures supported by posts or columns.
- 4.** \$120.00 paid at time of application plus \$50.00 for each additional inspection in excess of one where the building is not ready for occupancy and which must be paid prior to issuance of Occupancy Permit.
- 5.** There are no deductions from the gross floor area for openings such as stairs, elevators, shafts, etc.
- 6.** Cellars, unfinished basements and crawl spaces are not used in the fee calculation for new construction.
- 7.** Major occupancy is based upon the Ontario Building Code.
- 8.** New construction and additions include plumbing, HVAC and all other regulated building services/components.
- 9.** Minimum permit fee is \$120.00
- 10.** Revision or amendment to an open permit is a minimum \$50.00 fee plus \$50.00 per hour of administration time.
- 11.** For a Partial Permit, the percentage shown for the applicable stage of construction (minus the percentage for any previous Partial Permits) must be multiplied by the applicable permit application fee shown for new construction and then increased by a 50% administrative surcharge to obtain the required total fee for that stage.
- 12.** If the work regulated by the permit cannot be described otherwise, the permit application fee shall be \$14.00 for each \$1,000.00 value of work proposed.
- 13.** Houses in Special Categories and Alterations includes semi-detached, duplexes, triplexes, and townhouses.
- 14.** See “Deposits Required for Permits” for applicable deposits.
- 15.** The fee for a Conditional Permit is equal to the regular permit fee described above plus an additional administrative surcharge of 50% of the regular permit fee. If the Conditional Permit also happens to be a Partial Permit, the Partial Permit fee already increased by 50% must be increased by an additional 50% to obtain the required total fee.
- 16.** A 50% reduction in the fees payable will be applicable to all properties that are located within the project area boundaries of the Olde Humberstone Main Street Community Improvement Plan, the Downtown Central Business District Community Improvement Plan, Brownfield Community Improvement Plan and East Waterfront Community Improvement Plan. No fee reduction will be applied where the 'Work Without Permit' fee is applicable.
- 17.** Third Party Review of applications are undertaken at the discretion of the Chief Building Official and may be required for very large or complex developments. The Chief Building Official may require that the estimated or actual costs associated with the third party review be payable at any time prior to permit issuance.



**FACILITY USER GROUP INSURANCE PROGRAM  
SUMMARY OF INSURANCE COVERAGE (6400100)**

|   |   |
|---|---|
| <b>Insured:<br/>Policy No.:<br/>Insurance Company:</b>  | City of Port Colborne "User Groups" (as on file)<br>GAME02997-003<br>GameDay Insurance Inc. Underwritten by Aviva Insurance Company of Canada |
| The Insurance coverage under this <b>Master Policy</b> is valid only to those users and/or renters who have <b>PURCHASED and PAID</b> for coverage under this program and only for those dates reported in their <b>Rental Agreement on file with the City of Port Colborne</b> |   |

**Insurance as described herein has been arranged on behalf of the Insured named herein under the following policy; and as more fully described in said policy and any endorsements attached thereto.**

| COVERAGE   | LIMITS OF LIABILITY |
|--|---------------------|
| Commercial General Liability-Per Occurrence  | \$2,000,000         |
| Participant Liability  | \$2,000,000         |
| Tenants' Legal Liability-Any one premises  | \$2,000,000         |
| Medical Expense-Non participant third party  | \$10,000            |
| Aggregate Limit-Products & Completed Operations Hazard   | \$2,000,000         |
| Bodily Injury/Property Damage & Legal Expense Deductible   | \$500 / \$500       |
| <b>**Host Liquor Liability Coverage Included when Liquor Liability Premium has been paid. **</b> |                     |

Insured's include your employees, volunteers, executives, managers, coaches, trainers and participants while acting within the scope of their duties on your behalf.

**Note:** A sub-contractor, vendor or exhibitor is **not** considered an employee and therefore not covered under your policy.

Additional Insured: City of Port Colborne are added as an additional insured but only with respect to liability arising out of the operations performed by the City of Port Colborne "User Groups" (as per list on file).

**ENDORSEMENT**

Incidental Medical Malpractice Liability, Additional Insured, Additional Insured-Blanket Basis, Employers Liability Extension, Abuse Exclusion, Contagious Disease Exclusion, Cyber-Liability Exclusion, Electric Data Exclusion Amendment, Excluded Activities.

**Excluded Activities:** - Alpine Skiing, Bouncy Castles, Boxing, BUBBLE SOCCER, Climbing Walls, Contact Hockey, Contact Martial Arts, Cycling, Dunk tanks, Fireworks (unless under the direction of a Fireworks Supervisor), Gymnastics, Horse Related, Kickboxing, Lacrosse (unless non-contact pickup), Minor Hockey (18 & under) (unless non-contact pickup), Rugby, Skateboarding/Skateboard Parks, Snowboarding, Tackle Football

**IMPORTANT NOTES**

This Policy covers your legal liability for bodily injury to or damage to property of others such as spectators, passers-by, property owners and others resulting from your activity. In addition, your legal liability for injury to participants is covered. The typical types of claims filed against you include spectator slip/trip/fall injuries and injuries to sports participants. **The Liability Policy DOES NOT provide Benefits for Medical Expenses incurred as a result of an injury sustained by an insured member, while participating in a sanctioned insured activity.** The Liability Policy **PROTECTS YOU IN THE EVENT OF A LAWSUIT** against claims of bodily injury or property damage. Insurance coverage **ONLY** applies to the activity and dates disclosed on the permit application

This is only a summary of the insurance provided under the Policy and constitutes a statement of the facts as of the date of issuance. These facts are so represented only to the addressee. This document does not list all policy wordings, limitations, exclusions and warranties that form part of the policy. The actual wording of the policy governs in all situations.



## STANDARD FACILITY USER GROUP RATES (6400000)

### MEETINGS/WORKSHOPS

(Without alcohol – if alcohol refer to event rates)

- Arts, crafts, bridge, religious services, speakers, workshops/classroom instruction i.e. Computers and language (refer other types)

### EVENTS

(With or without alcohol)

- Anniversaries, art shows and exhibits, auctions, banquet, bazaars, adult birthday parties, dance parties, dinners, exhibits, family celebrations to include; christenings, showers, stags, weddings, etc., fashion shows, festival/concert, garage sale for local neighbourhood ONLY at municipal facility, graduation, photo shoots, picnics, theatre performances, music and dance recitals/ performances, retirement, dance and talent shows, reunions
- Note: For events such as festivals where there is an organizer and vendors, the user group coverage provides coverage for the organizer. As the vendors are separate legal entities they require their own coverage

### SPORT ACTIVITIES

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#### LOW RISK ACTIVITIES:

- Badminton, Bowling, Curling, Dance Lessons, Horseshoes, Shuffle Board, Table Tennis, Tennis, Tai Chi, Public Skating, Bocce Ball.

#### MEDIUM RISK ACTIVITIES:

- Baseball, Basketball, Broomball, Cricket, Dodge ball, Field Hockey, Ball/Roller/Floor Hockey, Handball, Racquetball, Soccer, Softball, Slo-pitch, Squash, Swimming with Lifeguard, T-ball, Non-contact Touch/Flag Football, Synchronized Swimming, Fitness Classes, Track & Field, Ultimate Frisbee, Volleyball, Yoga, Figure Skating, Non-Contact Martial Arts, Non-Contact Pick-up Lacrosse, \*Non-Contact Minor Pick-up Hockey, Ringette
- Note: The non-contact minor pick-up hockey rate category is meant to accommodate one-offs i.e. parents taking a group of children out for a game of shinny. We do not cover minor hockey league games or practices

#### EXCLUDED ACTIVITIES:

- Alpine Skiing, Bouncy Castles, Boxing, BUBBLE SOCCER, Climbing Walls, Contact Hockey, Contact Martial Arts, Cycling, Dunk tanks, Fireworks (unless under the direction of a Fireworks Supervisor), Gymnastics, Horse Related, Kickboxing, Lacrosse (unless non-contact pickup), Minor Hockey (18 & under) (unless non-contact pickup), Rugby, Skateboarding/Skateboard Parks, Snowboarding, Tackle Football

Refer to Erion Insurance Group for all other sports.





Broker: Erion Insurance Group  
 177 Niagara Blvd.  
 Fort Erie, ON L2A3G7

**FACILITY USER GROUP RATING SCHEDULE**

**\$2,000,000 COMMERCIAL GENERAL LIABILITY/PER OCCURRENCE**  
**DEDUCTIBLE: \$500**

| Type of Event  | # of Participants   | Premium                              |          |       |
|--|---|--------------------------------------|----------|-------|
|  |   | Low                                  | Medium   | High  |
| Hourly Rate for Sports-occasional use<br>Maximum Coverage - up to 1 Day<br>*Excludes Adult Non-Contact Hockey, see Adult Non-Contact Hockey rates listed below | 1-50  | \$ 0.76                              | \$ 1.51  | Refer |
|  | 51-100  | \$ 1.51                              | \$ 3.02  | Refer |
|  | 101-250   | \$ 2.27                              | \$ 6.05  | Refer |
| One Day Sporting Events/Tournaments  | 1-50  | \$ 27.00                             | \$ 54.00 | Refer |
|  | 51-100  | \$ 37.80                             | \$ 81.00 | Refer |
|  | 101-250   | \$ 54.00                             | \$108.00 | Refer |
| Two or Three day Sporting Events/Tournaments   | 1-50  | \$ 54.00                             | \$ 81.00 | Refer |
|  | 51-100  | \$ 75.60                             | \$108.00 | Refer |
|  | 101-250   | \$ 91.80                             | \$135.00 | Refer |
| Events/Tournaments over 250 participants or more than three days   | Refer for a Quote   |                                      |          |       |
| All Season Sporting Activities - Flat Rate<br>Maximum Coverage - up to one year  | 1-50  | \$ 81.00                             | \$108.00 | Refer |
|  | 51-100  | \$108.00                             | \$135.00 | Refer |
|  | 101-250   | \$135.00                             | \$162.00 | Refer |
|  | over 250  | Refer                                | Refer    | Refer |
| Occasional Pool Use Only-Hourly Rate (if applicable)   | Recreational Pool Activities  | \$5.40 / hour                        |          |       |
| <b>Adult Non-Contact Hockey</b>  |   |                                      |          |       |
| Hourly Rate/occasional use   | Pickup Hockey Per Team  | \$5.40 / hour                        |          |       |
| Seasonal Rate/seasonal use<br>Maximum Coverage - up to one year  | Pickup Hockey<br>Max. 30 players  | \$135.00 <u>per group</u> per season |          |       |
|  | League Hockey   | \$243.00 <u>per team</u> per season  |          |       |
| Tournaments  | Up to 8 teams \$270.00<br>9-16 teams \$405.00<br>Refer larger tournaments |                                      |          |       |
| Beer Gardens<br>Separate Coverage for Host Liquor Liability<br>* Rate is in addition to Sport Tournament Rate  | Beer Gardens  |                                      |          |       |
|  | 1-100   | \$108/day                            |          |       |
|  | 101-250   | \$162/day                            |          |       |
|  | 251-500   | \$216/day                            |          |       |
|  | over 500  | refer                                |          |       |

\*All non-Canadian User Groups must be referred to Erion Insurance Group \*

ALL PREMIUMS INCLUDE 8% Tax



| Type of Event   | # Participants  | Premium  |                                       |
|---|---|--|---------------------------------------|
| Meetings - Flat rate  | 1 - 250<br>251 - 500                                  | \$2.70 per meeting - max 1 day<br>\$5.40 per meeting - max 1 day |                                       |
| Events - Flat Rate  | 1- 100<br>101-250<br>251-500<br>501-1000<br>over 1000 | No Alcohol   | With Alcohol<br>Including Beer Garden |
|   |   | \$ 54.00   | \$135.00                              |
|   |   | \$108.00   | \$243.00                              |
|   |   | \$162.00   | \$297.00                              |
|   |   | \$270.00   | Refer                                 |
| Special Events - Flat Rate<br>Applicable to the following events only<br>Family Showers, Family Christenings, Family Dinners, Retirements,<br>Picnics | 1-100   | No Alcohol   | With Alcohol                          |
|   |   | \$27.00  | \$54.00                               |
| 2-3 Day Meetings/Events   |   | Twice Daily Rate   |                                       |
| 4-5 Day Meetings/Events   |   | Triple Daily Rate  |                                       |
| Annual Monthly Meetings - weekly or monthly   |   | Five Times Meeting Rate  |                                       |
| Children's Birthday Parties<br>Birthday Party/Meeting Room<br>Birthday Party/Meeting Room/Sports (includes gym/pool/arena<br>use)                     | UNLIMITED   | \$2.16/hour<br>\$4.32/hour                                       |                                       |
| Camp Programs - Including Multi-Sport<br>Coverage applicable Per Camp Session<br>(Maximum 2 weeks)  | Up to 100<br>Over 101                                 | \$108.00/flat rate<br>\$2.16/per participant                     |                                       |

**APPENDIX B: Schedule B - Dog Licensing**

| <b>Dog Licensing **</b>   | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|-----------------|--------------------------|
| <b>1. Early purchase discount rate on or before March 15th of each year:</b>                        |                 |                          |
| Licence, Neutered/Spayed dog*   | \$15.00         | \$15.00                  |
| Licence, Un-Neutered/Un-Spayed dog  | \$26.00         | \$28.00                  |
| Vicious Dog   | \$102.00        | \$106.00                 |
| <b>2. After March 15th of each year where sections 3 and 4 of this Schedule are not applicable:</b> |                 |                          |
| Licence, Neutered/Spayed dog*   | \$26.00         | \$28.00                  |
| Licence, Un-Neutered/Un-Spayed dog  | \$36.00         | \$38.00                  |
| Vicious Dog   | \$102.00        | \$106.00                 |
|   |                 |                          |
| 3. Replacement Tag – verification of original tag purchase required                                 | \$5.00          | \$5.00                   |
| 4. Application for Hearing – non refundable   | \$188.00        | \$196.00                 |

| <b>Kennel Licensing</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|-------------------------|-----------------|--------------------------|
| Kennel License          | \$82.00         | \$86.00                  |

Notes:

\* Proof is required

\*\* No HST is applicable

**APPENDIX C: Schedule C - Fire and Emergency**

*All fees identified with an asterisk will be billed using the applicable MTO Rate at the time of billing.  
Administrative Fee of \$50.00 to be charged to all invoices.*

| Emergency Response  | 2021 Fee   | 2022 Proposed Fee                                |
|---|--|--|
| * Nuisance false alarms and nuisance deployments: First false alarm in any calendar year  | Nil  | Nil  |
| * Nuisance false alarms and nuisance deployments: Subsequent false alarms in calendar year  | Applicable MTO Rates<br>Per apparatus dispatched | Applicable MTO Rates<br>Per apparatus dispatched |
| Billing for firefighting services using a third party, as necessary.  | Applicable MTO Rates<br>Per apparatus dispatched | Applicable MTO Rates<br>Per apparatus dispatched |
| Failure to Extinguish Open Air Burning (liable for costs under Section 2.5 By-Law 6280/106/15). Owner responsible for any and all additional expenses - to retain a private Contractor, rent special equipment, preserve property or evidence, or in order to eliminate an emergency or risk of an emergency situation. | Actual Costs                                     | Actual Costs                                     |
| Hourly Rate of Personnel  | Current  | Current  |

| <b>*Motor vehicle accident/vehicle fire and providing firefighting or other emergency services to a non-resident:</b> |  |  |
|---|--|--|
| a) * For the first hour or any part thereof   | Applicable MTO Rates<br>Per apparatus dispatched | Applicable MTO Rates<br>Per apparatus dispatched |
| b) * For each additional one half hour or part thereof  | Applicable MTO Rates<br>Per apparatus dispatched | Applicable MTO Rates<br>Per apparatus dispatched |

*Note: MTO Rates are applicable to residents when Fire Department services are provided on Hwy. No's 3, 58 and 140.*

**APPENDIX C: Schedule C - Fire and Emergency**

*All fees identified with an asterisk will be billed using the applicable MTO Rate at the time of billing.  
Administrative Fee of \$50.00 to be charged to all invoices.*

|   |              |              |
|---|--------------|--------------|
| Response to fires on or beside rail lines caused by Railway Company - owner responsible for any and all additional expenses - to retain a private Contractor, rent special equipment, preserve property or evidence, or in order to eliminate an emergency or risk of an emergency situation. | Actual Costs | Actual Costs |
|---|--------------|--------------|

**\*For attending a natural gas incident**

|  |  |  |
|--|--|--|
| a) * For the first hour or any part thereof            | Applicable MTO Rates<br>Per apparatus dispatched | Applicable MTO Rates<br>Per apparatus dispatched |
| b) * For each additional one half hour or part thereof | Applicable MTO Rates<br>Per apparatus dispatched | Applicable MTO Rates<br>Per apparatus dispatched |

|  |              |              |
|--|--------------|--------------|
| Extraordinary expenses - Owner responsible for any and all additional expenses that the Fire Chief or Deputy Fire Chief determines-to retain a private Contractor, rent special equipment, preserve property or evidence, or in order to eliminate an emergency or risk of an emergency situation. | Actual Costs | Actual Costs |
|--|--------------|--------------|

**\*For responding to non-emergency requests**

|   |  |  |
|---|--|--|
| a) * For the first hour or any part thereof | Applicable MTO Rates<br>Per apparatus dispatched | Applicable MTO Rates<br>Per apparatus dispatched |
|---|--|--|

**APPENDIX C: Schedule C - Fire and Emergency**

*All fees identified with an asterisk will be billed using the applicable MTO Rate at the time of billing.*

*Administrative Fee of \$50.00 to be charged to all invoices.*

|  | Applicable MTO Rates<br>Per apparatus<br>dispatched | Applicable MTO Rates<br>Per apparatus<br>dispatched |
|--|---|---|
| b) * For each additional one half hour or part thereof |   |   |

**APPENDIX C: Schedule C - Fire and Emergency**

*All fees identified with an asterisk will be billed using the applicable MTO Rate at the time of billing.  
Administrative Fee of \$50.00 to be charged to all invoices.*

| <b>Fire Prevention</b>  | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|-----------------|--------------------------|
| <b>Commercial (GROUP A, D&amp;E OCCUPANCY)</b>  |                 |                          |
| Refreshment Vehicle   | \$125.00        | \$128.75                 |
| Inspect base building, less than 3,000 sq. ft. (gross area)   | \$250.00        | \$257.50                 |
| - Plus inspect each additional 3,000 sq. ft.  | \$125.00        | \$128.75                 |
| - Plus inspect each suite in addition to base building  | \$25.00         | \$25.75                  |
| Day Care: Home Day Cares with less than 5 children  | \$75.00         | \$77.25                  |
| Day Care: Licenced Day Cares with occupant load of 40 or less   | \$150.00        | \$154.50                 |
| Day Care: Licenced Day Cares with occupant load of more than 40   | \$250.00        | \$257.50                 |
| Repeat follow-up inspections on a violation   | \$75.00         | \$77.25                  |
| <b>Institutional (GROUP B) or Residential (GROUP C containing a Care Facility)</b>                                      |                 |                          |
| Inspect base building, less than 3,000 sq. ft. (gross area)   | \$275.00        | \$283.25                 |
| - Plus inspect each additional 3,000 sq. ft.  | \$125.00        | \$128.75                 |
| - Plus each dwelling/unit/sleeping room in addition to base building  | \$10.00         | \$10.30                  |
| Repeat follow-up inspections on a violation   | \$75.00         | \$77.25                  |
| <b>Residential (GROUP C, Not Including Care Facilities) (includes Hotels, Motels, Apartments and Bed and Breakfast)</b> |                 |                          |
| Small building – 3,000 sq. ft. or less – containing single dwelling units   | \$75.00         | \$77.25                  |
| Small building – 3,000 sq. ft. or less – containing two dwelling units  | \$300.00        | \$309.00                 |
| Large building – more than 3,000 sq. ft. OR contains  |                 |                          |
| - 3 to 5 dwelling units/suites of residential occupancy   | \$500.00        | \$515.00                 |
| - 6 to 18 dwelling units/suites of residential occupancy  | \$750.00        | \$772.50                 |
| - More than 18 dwelling units/suites of residential occupancy   | \$1,500.00      | \$1,545.00               |
| Repeat follow-up inspections on a violation   | \$75.00         | \$77.25                  |
| Bed and Breakfast – up to four (4) sleeping rooms   | \$275.00        | \$283.25                 |
| <b>Industrial (GROUP F OCCUPANCY)</b>   |                 |                          |

**APPENDIX C: Schedule C - Fire and Emergency**

*All fees identified with an asterisk will be billed using the applicable MTO Rate at the time of billing.  
Administrative Fee of \$50.00 to be charged to all invoices.*

|  |          |          |
|--|----------|----------|
| Inspect base building, less than 3,000 sq. ft. (gross area) Plus inspect each additional 3,000 sq. ft. | \$175.00 | \$180.25 |
| Repeat follow-up inspections on a violation  | \$75.00  | \$77.25  |

| <b>Miscellaneous Inspections/Application Reviews/Permits</b> |                    |                    |
|--|--------------------|--------------------|
| Open Air Burning Site Inspection and Clearance               | \$75.00            | \$77.25            |
| Fireworks Vendor-Site Inspection                             | \$75.00            | \$77.25            |
| Propane Licence Application Review (Basic)                   | \$100.00           | \$103.00           |
| Propane Licence Application Review (Complex)                 | \$60.00/hour       | \$61.80/hour       |
| Marijuana Grow-Op/Drug Lab Compliance Inspection             | \$250.00           | \$257.50           |
| Review of Site Plans   | \$60.00/hour       | \$61.80/hour       |
| Sale of Consumer Fireworks Vendor Permit                     | \$100.00/annually  | \$103.00/annually  |
| Display Fireworks Discharge Permit                           | \$150.00/per event | \$154.50/per event |

| <b>Fire Department Assistance</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|-----------------------------------|-----------------|--------------------------|
| Fire Watch                        | \$60.00/hour    | \$61.80/hour             |
| Securing Buildings                | \$60.00/hour    | \$61.80/hour             |
| Fire Prevention Assistance        | \$60.00/hour    | \$61.80/hour             |
| Training Assistance               | \$60.00/hour    | \$61.80/hour             |

| <b>File Reports and File Searches</b>                       | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|-----------------|--------------------------|
| File Search/File Reports - Environmental Issues             | \$250.00        | \$257.50                 |
| File Search/File Reports - Information                      | \$175.00        | \$180.25                 |
| Letters and Produce Incident Reports to Insurance Companies | \$175.00        | \$180.25                 |
| LLBO - Letters of Compliance                                | \$175.00        | \$180.25                 |

| <b>Smoke and Carbon Monoxide Alarm Installations</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|--|-----------------|--------------------------|
| Installation of Smoke Alarm                          | \$10.00 each    | \$10.00 each             |



**APPENDIX C: Schedule C - Fire and Emergency**

*All fees identified with an asterisk will be billed using the applicable MTO Rate at the time of billing.  
Administrative Fee of \$50.00 to be charged to all invoices.*

| <b>Fire Department Services</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---------------------------------|-----------------|--------------------------|
| Refilling of Air Cylinders      | \$12.00 each    | \$12.36 each             |
| Fire Extinguisher Rentals       | \$10.00 each    | \$10.30 each             |
| Photographs                     | \$5.00 each     | \$5.15 each              |
| I.D. Photos                     | \$10.00 each    | \$10.30 each             |
| Meeting Room Rental             | \$100.00 daily  | \$103.00 daily           |
| 911 Sign Installation           | \$100.00 each   | \$103.00 each            |
| 911 Sign Replacement            | \$50.00 each    | \$51.50 each             |

**APPENDIX D:** Schedule D - Vale Health and Wellness Centre

| Arena   | Term     | 2021 Fee | 2022 Proposed Fee |
|---|----------|----------|-------------------|
| Adult Prime<br>(Mon to Sat 5.00pm – 10.00pm and Sun 8.00am – 10.00pm)           | Per hour | \$193.00 | \$197.35          |
| Adult Non-Prime<br>(Mon to Fri 8.00am – 4.00pm)                                 | Per hour | \$137.00 | \$141.60          |
| Adult League/Tournament<br>(Rental of 3 or more hours for Adults)               | Per hour | \$182.00 | \$186.75          |
| Junior Hockey Team - Game   | Per hour | \$159.00 | \$162.83          |
| Individual Training (half ice)<br>(per player w/one coach; 50% of minor hockey) | Per hour | \$64.00  | \$65.50           |
| Public/Catholic Schools - Physical Education Classes                            | Per hour | \$49.00  | \$50.45           |
| Public/Catholic Schools - Varsity Hockey Team Practices                         | Per hour | \$59.00  | \$60.20           |
| Public/Catholic Schools - Varsity Hockey Team Games                             | Per hour | \$128.00 | \$131.85          |
| Youth Prime/Minor Hockey  | Per hour | \$128.00 | \$131.85          |
| Youth Non-Prime (Adult Supervision)<br>(Mon to Fri 8.00am – 4.00pm)             | Per hour | \$79.00  | \$80.55           |
| Walk-in/Day of Rental   | Per hour | \$104.00 | \$106.21          |

Leagues are charged the rate in effect at the time their ice rental agreement are made for the duration of the agreement.

**APPENDIX D: Schedule D - Vale Health and Wellness Centre**

| <b>Family and Public Ice Skating</b>                       | <b>Term</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|--|-------------|-----------------|--------------------------|
| Students   | Per session | \$2.65          | \$2.65                   |
| Adults   | Per session | \$3.54          | \$3.54                   |
| Seniors  | Per session | \$2.65          | \$2.65                   |
| Seniors Pay-As-You-Play                                    | Per session | \$2.65          | \$3.54                   |
| Pay-As-You-Play  | Per session | \$4.42          | \$4.42                   |
| Stick and Puck (Adult and 1 child)                         | Per session | \$4.42          | \$4.42                   |
| Stick and Puck (Each additional child)                     | Per session | \$2.65          | \$2.65                   |
| Tots and Adults  | Per session | \$4.42          | \$4.42                   |
| Public Skate Group Pass<br>(Max 5 people. Min 1 adult 18+) | Per session | \$8.85          | \$8.85                   |

| <b>Summer Arena Floor/Facility Rental (No Ice)*</b>                  | <b>Term</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|--|-------------|-----------------|--------------------------|
| Rink 2 – Floor<br>(Non-Profit; Youth Sport Groups)                   | Per hour    | \$48.96         | \$49.93                  |
| Rink 2 – Floor<br>(Adult Sport Group; Commercial – Trade Show/Event) | Per hour    | \$73.44         | \$74.91                  |

\*Does not include associated staging and removal costs and access to the Golden Puck Community Room

**APPENDIX D: Schedule D - Vale Health and Wellness Centre**

| <b>Golden Puck Community Room (GPCR)<br/>(Includes 2 6ft tables and 12 chairs)</b> | <b>Term</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|--|-------------|-----------------|--------------------------|
| For Profit/Commercial Use (Full Room)  | Daily       | \$289.00        | \$295.00                 |
|  | Hourly      | \$63.00         | \$64.25                  |
| Not for Profit/Community Groups (Full Room)  | Daily       | \$144.00        | \$147.00                 |
|  | Hourly      | \$34.00         | \$35.00                  |
| For Profit/Commercial Use (Half Room)  | Daily       | \$144.00        | \$147.00                 |
|  | Hourly      | \$31.00         | \$32.00                  |
| Not for Profit/Community Groups (Half Room)  | Daily       | \$72.00         | \$73.50                  |
|  | Hourly      | \$17.00         | \$17.25                  |

\*Tournaments and Trade Shows will have access with floor/facility booking at negotiated rates

| <b>Other Rates</b>   | <b>Term</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|--|-------------|-----------------|--------------------------|
| Upper or Lower Lobby – Not for Profit/Community Group  | Hourly      | \$17.34         | \$17.70                  |
| Upper or Lower Lobby – For Profit/Commercial   | Hourly      | \$31.62         | \$32.25                  |
| Dressing Room (special events/tournaments)   | Each/Daily  | \$31.62         | \$32.25                  |
| Swipe Card (Replacement)   | Each        | \$11.22         | \$11.45                  |
| Keys (Additional)  | Each        | \$11.22         | \$11.45                  |
| Power Cart & Hydro   | Each        | \$16.32         | \$16.65                  |
| Stairs<br>(Mandatory for events/trade shows to comply with occupancy and emergency exit regulations) | Each        | \$42.84         | \$43.70                  |

| <b>Staffing</b>  | <b>Term</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|--|-------------|-----------------|--------------------------|
| Assistant Arena Attendant Chargeback<br>(Trade shows, tournaments, large scale events, etc.) | Per hour    | \$6.12          | \$6.25                   |

NOTE: Applicable User Group Liability Insurance rates will be applied, as per Schedule U, as amended.

**APPENDIX E: Schedule E - Advertising Vale Health and Wellness Centre (VHWC)**

| Advertising<br>(Subject to developing policy framework for Advertising and Licensing Agreements) | Term        | 2021 Fee   | 2022 Proposed Fee |
|--|-------------|------------|-------------------|
| West Side Road MESSAGE BOARD (static)<br>Community Groups and Organizations                      | Per week    | \$39.00    | \$39.00           |
| VHWC Marque (scroll)   | Per week    | \$20.00    | \$20.00           |
| VHWC Video Monitors  | Per week    | \$39.00    | \$39.00           |
| Discount* - Not-for-Profit/Community Group<br>(with proof of Registered Charitable Number)       |             | 50%        | 50%               |
| Discount* - Multiple Booking<br>(if two or more outlets are reserved for two or more weeks)      |             | 25%        | 25%               |
| * Only one discount can be applied.  |             |            |                   |
| VHWC - Hockey Dressing Rooms**   | Each/Yearly | \$209.00   | \$213.00          |
| VHWC - Rink 1 4x8 Boards**   | Each/Yearly | \$1,250.00 | \$1,275.00        |
| VHWC - Rink 1 Press Box Wrap**   | Each/Yearly | \$7,290.00 | \$7,440.00        |
| VHWC - Rink 1 Score Clock**  | Each/Yearly | \$2,604.00 | \$2,656.00        |
| ** Contract terms are based on five years.   |             |            |                   |

**APPENDIX E: Schedule E - Advertising Vale Health and Wellness Centre (VHWC)**

| Ice Logos*   | 2021 Fees  |            |            | 2022 Proposed Fees |            |            |
|--|------------|------------|------------|--------------------|------------|------------|
|  | Year 1     | Year 2     | Year 3     | Year 1             | Year 2     | Year 3     |
| Rink 1 - Logo #2                                   | \$1,479.00 | \$676.00   | \$676.00   | \$1,508.00         | \$690.00   | \$690.00   |
| Rink 2 - Logo #2                                   | \$1,301.00 | \$536.00   | \$536.00   | \$1,327.00         | \$547.00   | \$547.00   |
| Rink 1&2 - Logo #2 - 1 yr term                     | \$2,363.00 | N/A        | N/A        | \$2,410.00         | N/A        | N/A        |
| Rink 1&2 - Logo #2 - 3 yr term<br>(15% discount**) | \$2,780.00 | \$821.00   | \$821.00   | \$2,836.00         | \$837.00   | \$837.00   |
| Rink 1 - Goal Lines- Logo #6 (two logos)           | \$1,428.00 | \$1,176.00 | \$1,176.00 | \$1,456.00         | \$1,200.00 | \$1,200.00 |
| Rink 2 - Goal Lines- Logo #6 (two logos)           | \$1,224.00 | \$953.00   | \$953.00   | \$1,248.00         | \$972.00   | \$972.00   |

\*The design and creation of logo not included.

\*\*15% discount does not apply for 2 logos on the same ice surface.

The opportunity to bundle advertising/sponsorship to be negotiated using approved rates.

**APPENDIX F: Schedule F - Parks and Pavilions**

| Park Pavilions  | Term                | 2021 Fee | 2022 Proposed Fee |
|---|---------------------|----------|-------------------|
| Pavilion – Large  | Per Booking Per Day | \$35.70  | \$36.50           |
| Pavilion – Small  | Per Booking Per Day | \$30.60  | \$31.20           |
| Bandshell   | Per Booking Per Day | \$51.00  | \$52.00           |
| Hydro   | Per Booking Per Day | \$5.10   | \$5.20            |
| Washroom Rental Rate<br>(non-public, after hours before Labour Day Weekend or after Thanksgiving) | Per Booking Per Day | \$46.92  | \$47.86           |
| Park Permit (events)<br>Note: Park permit does not include pavilion fee                           | Per Booking Per Day | \$76.50  | \$78.00           |

**APPENDIX G: Schedule G - Playing Fields and Sport Courts**

| <b>Playing Fields and Sport Courts</b>                              | <b>Unit</b>  | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|--|-----------------|--------------------------|
| Soccer Fields – Youth   | Per game (2 hours)   | \$7.28          | \$7.43                   |
| Soccer Fields – Youth Tournament                                    | Per field/Per hour   | \$7.28          | \$7.43                   |
| Soccer Fields – Adult   | Per game (2 hours)   | \$54.00         | \$55.08                  |
| Soccer Fields – Adult Tournament                                    | Per field/Per hour   | \$26.00         | \$26.50                  |
| Lighting  | Add/Per field  | \$14.50         | \$14.80                  |
| Lining  | Add/Per field  | \$15.50         | \$15.80                  |
| Baseball/Softball Diamonds – Youth                                  | Per game (2 hours)   | \$7.28          | \$7.43                   |
| Baseball/Softball Diamonds – Youth Tournament                       | Per field/Per hour   | \$7.28          | \$7.43                   |
| Baseball/Softball Diamonds – Adult                                  | Per game (2 hours)   | \$55.00         | \$56.10                  |
| Baseball/Softball Diamonds – Adult Tournament                       | Per field/Per hour   | \$26.00         | \$26.50                  |
| Floating  | Add/Per field  | \$15.50         | \$15.80                  |
| Lighting  | Add/Per field  | \$15.50         | \$15.80                  |
| Lining  | Add/Per field  | \$15.50         | \$15.80                  |
| Tennis Courts*<br>(Cedar Bay Centennial or West Side Tennis Courts) | Per court/Per hour   | \$4.43          | \$4.52                   |
| Volleyball Courts*<br>(Cedar Bay Centennial Park)                   | Per court/Per hour   | \$9.74          | \$9.93                   |
| Horse Paddock<br>Skateboard & BMX Park                              | Sanctioned OR Un-Sanctioned Competitions terms to be negotiated. |                 |                          |

\*Tournaments on request



**APPENDIX H: Schedule H - Beaches**

| <b>Nickel Beach</b>   |   |                 |                          |
|---|---|-----------------|--------------------------|
| <b>Pass/Permit Type</b>   | <b>Classification</b>                           | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| <i>Daily Pass Monday - Friday (Per vehicle)</i>                   | Niagara Residents                               | \$17.69         | \$17.69                  |
|   | Non-Residents                                   | \$44.25         | \$44.25                  |
| <i>Daily Pass Weekends &amp; Statutory Holidays (per vehicle)</i> | Niagara Residents                               | \$22.12         | \$22.12                  |
|   | Non-Residents                                   | \$53.10         | \$53.10                  |
| <i>Season Passes</i>  | PORTicipate Pass (Port Colborne Residents Only) | FREE            | FREE                     |
|   | Niagara Weekday Pass (Niagara Residents Only)   | N/A             | \$88.50                  |
| <i>Public Restricted Production Permits</i>                       | Half Day Permit (4/- hours)                     | \$398.23        | \$408.19                 |
|   | Full Day Permit (4/+ hours)                     | \$707.96        | \$725.66                 |

| <b>Centennial – Cedar Bay Beach</b>                               |                       |                 |                          |
|---|-----------------------|-----------------|--------------------------|
| <b>Pass/Permit Type</b>   | <b>Classification</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| <i>Daily Pass Monday - Friday (Per vehicle)</i>                   | Niagara Residents     | \$21.12         | \$17.69                  |
|   | Non-Residents         | N/A             | \$44.25                  |
| <i>Daily Pass Weekends &amp; Statutory Holidays (per vehicle)</i> | Niagara Residents     | \$21.12         | \$17.69                  |
|   | Non-Residents         | N/A             | \$44.25                  |

**APPENDIX I : Schedule I - Roselawn Centre**

| <b>Roselawn Centre (Rental rates are based on a 6 hour event use.)</b>    | <b>Term</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|-------------|-----------------|--------------------------|
| Present's Room Rental   |             | \$194.00        | \$198.00                 |
| Double Parlour  |             | \$166.00        | \$170.00                 |
| Sun Porch   |             | \$111.00        | \$113.00                 |
| Back Stage Area   |             | \$166.00        | \$170.00                 |
| Roselawn – All Rooms  |             | \$555.00        | \$566.00                 |
| Bar Opening   | Per bar     | \$27.50         | \$28.00                  |
| Corkage Fee   |             | \$10.00         | \$10.00                  |
| Gratuity charge (refer to Gratuity Policy)                                |             | 15%             | 15%                      |
| Dishwasher Fee (Dish rental)  | Per hour    | \$11.50         | \$11.50                  |
| Table Linens  | Per table   | \$4.35          | \$4.45                   |
| Linen Napkins   | Per napkin  | \$1.05          | \$1.10                   |
| Cruiser Tables  | Per table   | \$2.55          | \$2.60                   |
| Outdoor Garden<br>(Tents, tables and chairs are not supplied)             |             | \$194.00        | \$198.00                 |
| Door Open Fee (plus staff time)<br>(Wedding Pictures, Event Set-up, etc.) |             | \$51.00         | \$52.00                  |

Please contact the the Roselawn Centre for food and beverage pricing.

Menu rates are driven by seasonal market rates for food/beverage and the range of food services being provided.

Roselawn is licensed under the AGCO and is governed by the Municipal Alcohol Policy.

Negotiated rates will include food preparation, service and gratuity.

| <b>Additional Rentals</b> | <b>Term</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---------------------------|-------------|-----------------|--------------------------|
| Screen                    | Per rental  | \$5.60          | \$10.00                  |
| Projector                 | Per rental  | \$32.60         | \$10.00                  |

NOTE: Applicable User Group Liability Insurance rates will be applied, as per Schedule U, as amended.







**APPENDIX J: Schedule J - Sugarloaf Marina**

| <b>Seasonal Dock Rates</b>          |                           |
|-------------------------------------|---------------------------|
| <b>Docking Options</b>              | <b>2022 Proposed Rate</b> |
| Boats 16 - 19 ft (unserviced)       | \$46.00/ft                |
| Boats 20 - 26 ft (optional service) | \$56.00/ft                |
| Boats 27 - 34 ft (serviced)         | \$66.00/ft                |
| Boats 35 - 60 ft (serviced)         | \$69.00/ft                |
| <b>Power Options</b>                | <b>2022 Proposed Fee</b>  |
| Use of 15A/110V Power               | \$55.00                   |
| Use of 30 Amp shore power           | \$230.00                  |
| <b>Second Boat*</b>                 | <b>2022 Proposed Fee</b>  |
| On A or J Run (16 ft dock)          | \$230.00                  |
| On Dock #3 (17 ft dock)             | \$250.00                  |
| Dock Box Rental                     | \$95.00                   |

\* Second boat must be owned by same owner with valid proof of insurance.

| <b>Transient &amp; Boat Ramp Rates</b> |                 |                          |
|--|-----------------|--------------------------|
| <b>Transient Rates (per foot)</b>      | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Daily                                  | \$1.90          | \$2.00                   |
| Weekly                                 | \$9.80          | \$10.00                  |
| Monthly (un-serviced)                  | \$22.50         | \$22.50                  |
| Monthly (serviced)                     | \$26.50         | \$26.50                  |
| <b>Launch Ramp Rates</b>               | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Pay & Display Daily Launch Pass        | \$13.27         | \$17.70                  |
| HonkMobile Daily Launch Pass           | \$12.39         | \$13.27                  |
| Seasonal Pass                          | \$88.50         | \$106.19                 |
| **Non-Display Fine - Missing Ramp Pass | \$0.00          | \$17.69                  |
| <b>Additional Fees</b>                 | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Pump-out (Transients)                  | \$15.00         | \$15.00                  |

\*\* Customer is still subject to the By-Law Parking Enforcement Fine as well

**APPENDIX J: Schedule J - Sugarloaf Marina**

| <b>Storage and Boat Yard Rates</b>                              |                             |                                 |                             |                                 |
|---|-----------------------------|---------------------------------|-----------------------------|---------------------------------|
| <b>Storage and Service</b>                                      | <b>2021 Fees</b>            |                                 | <b>2022 Proposed Fees</b>   |                                 |
|   | <b>Seasonal Slip Holder</b> | <b>Non-Seasonal Slip Holder</b> | <b>Seasonal Slip Holder</b> | <b>Non-Seasonal Slip Holder</b> |
| Winter Storage  | \$1.41/ sq. ft              | \$2.82/sq. ft                   | \$1.58/ sq. ft              | \$3.16/sq. ft                   |
| Summer Storage (Begins June 1 if no slip deposit has been paid) | N/A                         | \$0.84/sq. ft/month             | N/A                         | \$0.94/sq. ft/month             |
| Launch  | \$8.50/ft                   | \$9.50/ft                       | \$8.50/ft                   | \$9.50/ft                       |
| Haul Out  | \$8.50/ft                   | \$9.50/ft                       | \$8.50/ft                   | \$9.50/ft                       |
| Block & Stand Rental (per season)                               | \$5.50/ft                   | \$6.00/ft                       | \$5.50/ft                   | \$6.00/ft                       |
| Power Washing Hull Bottom*                                      | Free                        | \$2.75/ft                       | Free                        | \$2.75/ft                       |
| Mid Season Lift (1 hour booking)                                | \$8.50/ft                   | \$9.50/ft                       | \$8.50/ft                   | \$9.50/ft                       |
| Mid Season Lift (per hour after first hour)                     | \$50/hr                     | \$60/hr                         | \$50/hr                     | \$60/hr                         |
| Yard Equipment Fee  | \$ 100/hr                   | \$ 115/hr                       | \$ 115/hr                   | \$ 130/hr                       |
| Mast Stepping - Prepared - Length Overall (LOA)                 | \$ 3.50/ft                  | \$ 5.00/ft                      | \$ 3.95/ft                  | \$ 5.60/ft                      |
| Mast Stepping - Unprepared - Length Overall (LOA)               | \$ 5.00/ft                  | \$ 7.15/ft                      | \$ 5.60/ft                  | \$ 8.00/ft                      |
| Mast Storage (per season) - Length Overall (LOA)                | \$ 1.50/ft                  | \$ 2.65/ft                      | \$ 1.65/ft                  | \$ 3.00/ft                      |
| Trailer/Cradle Storage (per season)                             | \$100.00                    | \$180.00                        | \$100.00                    | \$180.00                        |
| Trailer/Cradle Storage (per week)                               | \$10.00                     | \$10.00                         | \$10.00                     | \$10.00                         |

\* Seasonal Slip Holder rate only applies if hauling out and storing with Sugarloaf Marina.

| <b>Marina Pavilion Rates**</b> |                  |                 |                           |                 |
|--------------------------------|------------------|-----------------|---------------------------|-----------------|
| <b>Organization</b>            | <b>2021 Fees</b> |                 | <b>2022 Proposed Fees</b> |                 |
|                                | <b>Full Day</b>  | <b>Half Day</b> | <b>Full Day</b>           | <b>Half Day</b> |
| Seasonal boaters               | \$75.00          | \$50.00         | \$75.00                   | \$50.00         |
| Transient boaters              | \$150.00         | \$75.00         | \$150.00                  | \$75.00         |
| Business/Corporate             | \$450.00         | \$300.00        | \$450.00                  | \$300.00        |
| Registered Not-For-Profit      | \$225.00         | \$125.00        | \$225.00                  | \$125.00        |
| General Public                 | \$350.00         | \$200.00        | \$350.00                  | \$200.00        |

**APPENDIX J: Schedule J - Sugarloaf Marina**

| <b>Additional charges:</b>                         | <b>Full Day</b> | <b>Half Day</b> | <b>Full Day</b> | <b>Half Day</b> |
|--|-----------------|-----------------|-----------------|-----------------|
| Clean-up fee is charged                            | \$25.00         | \$25.00         | \$25.00         | \$25.00         |
| Commercial rental clean-up fee                     | \$75.00         | \$75.00         | \$75.00         | \$75.00         |
| Damage deposit (refundable w/o damage to property) | \$200.00        | \$200.00        | \$200.00        | \$200.00        |
| Set-up and tear down                               | \$50.00         | \$50.00         | \$50.00         | \$50.00         |

\*\* Full day rental is based up to 6 hr period; half day rental up to 3 hr period

Note: All pavilion rentals include tables and chairs based on the rental agreement, however additional charges may apply.



**APPENDIX K: Schedule K - Event Services**

| Vendor Type  | 2021 Fee |         |         |         | 2022 Proposed Fee |         |         |         |
|--|----------|---------|---------|---------|-------------------|---------|---------|---------|
|  | 10x10    | 10x20   | 10x30   | 10x40   | 10x10             | 10x20   | 10x30   | 10x40   |
| Food Vendor - Full Menu<br>(Self-contained)  | \$1,550  | \$2,050 | \$2,550 | \$3,050 | \$1,600           | \$2,100 | \$2,600 | \$3,100 |
| Food Vendor - Full Menu<br>(Non self-contained) (Hydro & Water Req'd)                    | \$1,850  | \$2,350 | \$2,850 | \$3,350 | \$1,900           | \$2,400 | \$2,900 | \$3,400 |
| Food Vendor - Liquids & Specialty Products<br>(Self-contained)                           | \$1,050  | \$1,550 | \$2,050 | \$2,550 | \$1,100           | \$1,600 | \$2,100 | \$2,600 |
| Food Vendor - Liquids & Specialty Products<br>(Non Self-contained) (Hydro & Water Req'd) | \$1,300  | \$1,850 | \$2,350 | \$2,850 | \$1,350           | \$1,900 | \$2,400 | \$2,900 |
| Retail Vendor – Commercial   | \$1,050  | \$1,550 | \$2,050 | \$2,550 | \$1,100           | \$1,600 | \$2,100 | \$2,600 |
| Retail Vendor – Artisan  | \$800    | \$1,150 | \$1,500 | \$1,850 | \$850             | \$1,200 | \$1,550 | \$1,900 |
| Community Groups & Organizations   | \$175    | \$275   | \$375   | \$475   | \$200             | \$300   | \$400   | \$500   |

| Mayor's Cup Hockey Tournament   | Term     | 2021 Fee | 2022 Proposed Fee |
|---------------------------------|----------|----------|-------------------|
| SportsFest Tournament Entry Fee | Per Team | \$714.00 | \$750.00          |

**APPENDIX K: Schedule K - Event Services**

| <b>Cruise Tickets*</b><br>*Cruise ticket fees include HST | <b>Age</b>    | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|---------------|-----------------|--------------------------|
| Cruise Through the Locks                                  | 0 - 12 years  | \$115.00        | \$120.00                 |
| Cruise Through the Locks                                  | 13 - 59 years | \$120.00        | \$125.00                 |
| Cruise Through the Locks                                  | 60+ years     | \$115.00        | \$120.00                 |
| Fireworks/Dinner Cruise                                   | 0 - 12 years  | \$95.00         | \$100.00                 |
| Fireworks/Dinner Cruise                                   | 13 - 59 years | \$100.00        | \$105.00                 |
| Fireworks/Dinner Cruise                                   | 60+ years     | \$95.00         | \$100.00                 |
| Dinner Cruise   | 0 - 12 years  | \$75.00         | \$80.00                  |
| Dinner Cruise   | 13 - 59 years | \$80.00         | \$85.00                  |
| Dinner Cruise   | 60+ years     | \$75.00         | \$80.00                  |
| Morning/Afternoon/Evening Cruise                          | 0 - 12 years  | \$25.00         | \$30.00                  |
| Morning/Afternoon/Evening Cruise                          | 13 - 59 years | \$30.00         | \$35.00                  |
| Morning/Afternoon/Evening Cruise                          | 60+ years     | \$25.00         | \$30.00                  |
| Morning Special<br>Family Package (2 Adults, 2 Children)  | n/a           | \$75.00         | \$80.00                  |

**APPENDIX L: Schedule L - Procedures for Tax Registration and Tax Sales**

Whereas Section 385 of the *Municipal Act, 2001* provides that a municipality may fix a scale of costs to be charged as reasonable costs of proceedings under Part XI of said Act, the scale of costs per property shall be as follows:

| Procedure   | 2021 Fee                                       | 2022 Proposed Fee                              |
|---|--|--|
| <b>Tax Registration</b> (per address)   | Actual Cost for 3 <sup>rd</sup> Party Services | Actual Cost for 3 <sup>rd</sup> Party Services |
| <b>Tax Sale</b> (per address)   | Actual Cost for 3 <sup>rd</sup> Party Services | Actual Cost for 3 <sup>rd</sup> Party Services |
| <b>Extension Agreement</b><br>Prepare Extension Agreement and present to Council for consideration  | \$255.00                                       | \$275.00                                       |
| <b>Other direct incidental costs:</b><br>Costs for other direct incidental items not considered above to be established as incurred based on invoice cost, plus ten percent (10% Administration Fee). |  |  |

**APPENDIX M: Schedule M - Corporate Services**

| <b>Service</b>                                      | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|-----------------|--------------------------|
| Tax Arrears Certificate (includes water arrears)    | \$40.00         | \$50.00                  |
| Paper Copy - Tax Inquiry / Water Inquiry Returned   | \$7.00          | \$7.00                   |
| Cheque Charge                                       | \$25.00         | \$25.00                  |
| New Account Fee - Ownership Change (NEW)            |                 | \$40.00                  |
| New Account Fee - New Roll Creation (NEW)           |                 | \$40.00                  |
| Transfers to Tax for Over Due Accounts (NEW)        |                 | \$25.00                  |
| Marriage License                                    | \$125.00        | \$125.00                 |
| Commissioner for Taking Affidavits (including HST)* | \$15.00         | \$15.00                  |
| Death Registrations                                 | \$20.00         | \$20.00                  |
| Photocopying (per page)                             | \$0.25          | \$0.25                   |
| Certified Copy of Document                          | \$15.00         | \$15.00                  |
| Lease Agreements - Application                      | \$300.00        | \$300.00                 |
| Lease Agreements - Annual Minimum                   | \$100.00        | \$100.00                 |

\* per oath or declaration (City business and pensions exempt)

**APPENDIX N:** Schedule N - Port Colborne Historical and Marine Museum

| Museum  | Term        | 2021 Fee     | 2022 Proposed Fee |
|---|-------------|--------------|-------------------|
| <b>Research Fees:</b><br>(The following applies to research conducted by Museum staff for others.)          |             |              |                   |
| Commercial Use  | Per hour    | \$60.00      | \$60.00           |
| Personal Use  | Per hour    | \$20.00      | \$20.00           |
| Student Use   | Per hour    | \$10.00      | \$10.00           |
| Unassisted Research   |             | By Donation  | By Donation       |
| <b>Retrieval Fees:</b>  |             |              |                   |
| Artifact/ Photograph - (Appointment Required)   | Per item    | \$20.00      | \$20.00           |
| <b>Photo Reproduction Fees:</b><br>Copyright Restrictions Apply and a Reproduction Agreement must be signed |             |              |                   |
| Commercial Use  | Per image   | \$50.00      | \$50.00           |
| Personal Use  | Per image   | \$30.00      | \$30.00           |
| Publication ( print, digital)   | Per image   | \$100.00     | \$100.00          |
| <b>Photocopies:</b>   |             |              |                   |
| <b>*Copyright Restrictions Apply</b>  |             |              |                   |
| Black & White 8 x 10 copy paper   | Per copy    | \$0.25       | \$0.25            |
| Black & White > 8 x 10 copy paper   | Per copy    | \$0.50       | \$0.50            |
| Colour Copy   | Per page    | \$2.00       | \$2.00            |
| <b>(Retrieval fees may apply)</b>   |             |              |                   |
| <b>Tours:</b>   |             |              |                   |
| Group Tours (Minimum 5 people)  | Per person  | \$5.00       | \$5.00            |
| School Tours  | Per student | \$5.00       | \$5.00            |
| Off Site Tours – Cemetery, West St Humberstone, etc.  | Per person  | \$5.00       | \$5.00            |
| <b>Admission Fees:</b>  |             |              |                   |
| Museum & Village  |             | Donation Box | Donation Box      |
| Canal Days  |             | Sponsored    | Sponsored         |
| Christmas Festival  |             | By Donation  | By Donation       |

**APPENDIX N:** Schedule N - Port Colborne Historical and Marine Museum

| Museum                  | Term | 2021 Fee    | 2022 Proposed Fee |
|-------------------------|------|-------------|-------------------|
| <b>Membership Fees:</b> |      |             |                   |
| Students/Seniors (60+)  |      | \$5.00      | \$5.00            |
| Individual              |      | \$8.00      | \$8.00            |
| Family                  |      | \$10.00     | \$10.00           |
| Life Patron             |      | \$100.00    | \$100.00          |
| Sustaining (Corporate)  |      | By Donation | By Donation       |

**APPENDIX O: Schedule O - L.R. Wilson Heritage Research Archives**

| Archives  | Term      | 2021 Fee    | 2022 Proposed Fee |
|---|-----------|-------------|-------------------|
| <b>Research Fees:</b><br>(The following applies to research conducted by Museum staff for others.)          |           |             |                   |
| Commercial Use  | Per hour  | \$60.00     | \$60.00           |
| Personal Use  | Per hour  | \$20.00     | \$20.00           |
| Student Use   | Per hour  | \$10.00     | \$10.00           |
| Unassisted Research   |           | By Donation | By Donation       |
| <b>Retrieval Fees:</b>  |           |             |                   |
| Artifact/ Photograph - (Appointment Required)   | Per item  | \$20.00     | \$20.00           |
| <b>Photo Reproduction Fees:</b><br>Copyright Restrictions Apply and a Reproduction Agreement must be signed |           |             |                   |
| Commercial Use  | Per image | \$50.00     | \$50.00           |
| Personal Use  | Per image | \$30.00     | \$30.00           |
| Publication ( print, digital)   | Per image | \$100.00    | \$100.00          |
| <b>Photocopies:</b>   |           |             |                   |
| <b>*Copyright Restrictions Apply</b>  |           |             |                   |
| Black & White 8 x 10 copy paper   | Per copy  | \$0.25      | \$0.25            |
| Black & White > 8 x 10 copy paper   | Per copy  | \$0.50      | \$0.50            |
| Colour Copy   | Per page  | \$2.00      | \$2.00            |
| <b>(Retrieval fees may apply)</b>   |           |             |                   |
| <b>Rental Fees for MacDonald Conference Hall:</b>   |           |             |                   |
| Daily Rental up to 8 hours<br>(Requires signed contract)  | Daily     | \$120.00    | \$120.00          |
| <b>Use of the following within MacDonald Conference Hall:</b>   |           |             |                   |
| Overhead Projector and Screen   |           | \$5.00      | \$10.00           |
| Digital Projector and Screen  |           | \$10.00     | \$10.00           |

**APPENDIX P: Schedule P - By-Law Enforcement**

| <b>Miscellaneous Fees</b>  |                 |                          |
|--|-----------------|--------------------------|
| <b>Schedule of Fees</b>  | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| <b>Fence By-Law</b>  |                 |                          |
| Fence Variance (non-refundable)                                    | \$468.00        | \$487.00                 |
| Fence By-Law Order to Comply – application fee                     | \$212.00        | \$220.00                 |
| <b>Removal of Snow and Ice By-Law</b>                              |                 |                          |
| Snow clearing - per meter  | \$11.00         | \$11.00                  |
| Snow and Ice Removal By-Law Order to Comply –                      | \$212.00        | \$220.00                 |
| <b>Regulate Noise By-Law</b>                                       |                 |                          |
| Noise Variance – Private function taking place on private property | \$156.00        | \$162.00                 |
| Noise Variance – Private function taking place on City             | \$104.00        | \$108.00                 |
| <b>On Street Parking Permits</b>                                   |                 |                          |
| Initial Fee (per vehicle)  | \$27.00         | \$29.00                  |
| Replacement Fee (per vehicle)                                      | \$42.00         | \$44.00                  |
| Fail to display permit prominently                                 | \$27.00         | \$29.00                  |
| Park without permit  | \$52.00         | \$54.00                  |
| <b>Encroachment Agreements</b>                                     |                 |                          |
| Application  | \$357.00        | \$371.00                 |
| Annual   | \$102.00        | \$106.00                 |

| <b>Maintenance of Property and Land(Lot Maintenance By-law)</b> |                 |                          |
|---|-----------------|--------------------------|
| <b>Schedule of Fees</b>   | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Re-inspection fee*  | \$99.00         | \$103.00                 |
| Minimum maintenance fee   | \$177.00        | \$185.00                 |
| Administration fee  | Add 15%         | Add 15%                  |
| Mailing fee   | \$27.00         | \$29.00                  |
| *Re-inspection fee is payable where violation still exists.     |                 |                          |



**APPENDIX P: Schedule P - By-Law Enforcement**

| <b>Cutting Grasses and Weeds(Lot Maintenance By-law)</b> |                 |                          |
|--|-----------------|--------------------------|
| <b>Lot Size</b>  | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| 1 to 7,500 square feet                                   | Actual Costs    | Actual Costs             |
| 7,501 to 15,000 square feet                              | Actual Costs    | Actual Costs             |
| 15,001 to 30,000 square feet                             | Actual Costs    | Actual Costs             |
| 30,000 square feet to 1 acre                             | Actual Costs    | Actual Costs             |
| > 1 acre to 1.5 acres                                    | Actual Costs    | Actual Costs             |
| > 1.5 acres to 2 acres                                   | Actual Costs    | Actual Costs             |
| Each additional acre                                     | Actual Costs    | Actual Costs             |

| <b>Erection and Maintenance of Signs and Other Advertising Devices (Sign By-law)</b> |                                 |                  |                 |                          |
|--|---------------------------------|------------------|-----------------|--------------------------|
| <b>Sign Type</b>   | <b>Size</b>                     | <b>Term</b>      | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Awning   | Each                            |                  | \$52.00         | \$54.00                  |
| Banner   | Not exceeding 6.7 square meters | Per 15 days      | \$16.00         | \$16.00                  |
| Banner   | Exceeding 6.7 square meters     | Per 15 days      | \$32.00         | \$34.00                  |
| Billboard  | Maximum 50 square meters        | Per square meter | \$6.00          | \$6.00                   |
| Facia  | Maximum 15 square meters        | Per square meter | \$6.00          | \$6.00                   |
| Ground   | Maximum 10 square meters        |                  | \$52.00         | \$54.00                  |
| Mall   |                                 | Per square meter | \$6.00          | \$6.00                   |
| Pole / Pylon   | Maximum 20 square meters        | Per square meter | \$6.00          | \$6.00                   |
| Portable   | Maximum 9 square meters         | Per 15 days      | \$16.00         | \$16.00                  |
| Projecting   | Maximum 10 square meters        |                  | \$52.00         | \$54.00                  |
| Roof   | Maximum 50 square meters        | Per square meter | \$6.00          | \$6.00                   |

| <b>Sign Variance By-law</b>          |                 |                          |
|--------------------------------------|-----------------|--------------------------|
| <b>Type</b>                          | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Sign Variance (non-refundable)       | \$728.00        | \$758.00                 |
| Order to Comply – administration fee | \$212.00        | \$220.00                 |

**APPENDIX P: Schedule P - By-Law Enforcement**

| <b>Respecting the Keeping of Animals (Exotic Animals By-law)</b>                              |                 |                          |
|---|-----------------|--------------------------|
| <b>Schedule of Fees</b>   | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| For the first animal of each species  | \$21.00         | \$21.00                  |
| For the second and third animal of each species   | \$3.00          | \$3.00                   |
| For each species the aggregate of which exceed three in                                       | \$2.00          | \$2.00                   |
| Maximum Licensing fee*  | \$5,202.00      | \$5,412.00               |
| *regardless of the number of animals, animal species or sub-species held in a single location |                 |                          |

**APPENDIX Q: Schedule Q - Cemeteries of the City of Port Colborne**

| Cemeteries  | Term                  | 2021 Fee   | 2022 Proposed Fee |
|---|-----------------------|------------|-------------------|
| <b>Opening and Closing Fees and Charges</b>                                   |                       |            |                   |
| Regular Single Grave:<br>Summer (April – November): Grave Opening and Closing | Monday to Friday      | \$969.00   | \$969.00          |
| Regular Single Grave:<br>Summer (April – November): Grave Opening and Closing | Saturday and Holidays | \$1,071.00 | \$1,071.00        |
| Regular Single Grave:<br>Winter (December – March): Grave Opening and Closing | Monday to Friday      | \$1,173.00 | \$1,173.00        |
| Regular Single Grave:<br>Winter (December – March): Grave Opening and Closing | Saturday and Holidays | \$1,275.00 | \$1,275.00        |
| Baby Grave Opening and Closing  | Monday to Friday      | \$357.00   | \$357.00          |
| Baby Grave Opening and Closing  | Saturday and Holidays | \$377.00   | \$377.00          |
| Cremation Openings (no vault, cremation plot or lot)                          | Monday to Friday      | \$510.00   | \$510.00          |
| Cremation Openings (no vault, cremation plot or lot)                          | Saturday and Holidays | \$600.00   | \$600.00          |
| Cremation Openings (plus vault no larger than 15" x 15")                      | Monday to Friday      | \$571.00   | \$571.00          |
| Cremation Openings (plus vault no larger than 15" x 15")                      | Saturday and Holidays | \$680.00   | \$680.00          |
| Cremation Lot Fee (2 <sup>nd</sup> , 3 <sup>rd</sup> , 4 <sup>th</sup> )      | On Existing Plot      | \$204.00   | \$204.00          |
| Columbarium Openings and Closing  | Monday to Friday      | \$250.00   | \$250.00          |
| Columbarium Openings and Closing  | Saturday and Holidays | \$400.00   | \$400.00          |

**APPENDIX Q: Schedule Q - Cemeteries of the City of Port Colborne**

| Cemeteries  | Term                | 2021 Fee   | 2022 Proposed Fee |
|---|---------------------|------------|-------------------|
| <b>Cemetery Services and Interment Rights Prices</b>      |                     |            |                   |
| Columbarium, each crypt (includes perpetual care of 40%)  | R1 Top              | \$1,530.00 | \$1,530.00        |
| Columbarium, each crypt (includes perpetual care of 40%)  | R2                  | \$1,479.00 | \$1,479.00        |
| Columbarium, each crypt (includes perpetual care of 40%)  | R3                  | \$1,428.00 | \$1,428.00        |
| Columbarium, each crypt (includes perpetual care of 40%)  | R4                  | \$1,377.00 | \$1,377.00        |
| Single Lot or Grave (includes perpetual care of 40%)      | 3.5' x 9.0'         | \$1,377.00 | \$1,377.00        |
| Cremation Lot (includes perpetual care of 40%)            | 2' x 2'             | \$485.00   | \$485.00          |
| Baby Lot (includes perpetual care of 40%)                 | Size determinant    | \$357.00   | \$357.00          |
| Corner Posts  | Per set of four     | \$230.00   | \$230.00          |
| Installation of footing foundation for marker or monument | Per cubic foot      | \$40.00    | \$40.00           |
| Monument or marker (>42" above grade)                     | Per inch            | \$25.00*   | \$25.00           |
| Perpetual care markers (owner supplied)                   | Flat stone on grade | \$50.00*   | \$50.00           |
| Perpetual care markers (owner supplied)                   | Marker above grade  | \$100.00*  | \$100.00          |
| Disinter (opening fee plus actual cost to disinter)       |                     | \$969.00   | \$969.00          |
| Transfer Fee  |                     | \$26.00    | \$26.00           |

\*Regulated by Bereavement Authority of Ontario

**APPENDIX R: Schedule R - Planning and Development**

| <b>Application</b>   | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|--|-----------------|--------------------------|
| <b>Official Plan</b>   |                 |                          |
| Official Plan Amendment  | \$4,578.00      | \$4,763.00               |
| Adjournment of an Official Plan Amendment (at applicant's request) | \$728.00        | \$758.00                 |
| <b>Zoning By-Law</b>   |                 |                          |
| Zoning By-Law Amendment  | \$4,058.00      | \$4,222.00               |
| Adjournment of a Zoning By-Law (at owner's request)                | \$728.00        | \$758.00                 |
| Removal of a Holding Symbol  | \$1,040.00      | \$1,082.00               |
| Temporary Use By-Law   | \$4,058.00      | \$4,222.00               |
| Preparation of a Temporary Use Agreement                           | \$1,873.00      | \$1,948.00               |
| Extension of a Temporary Use                                       | \$1,561.00      | \$1,624.00               |
| <b>Plan of Subdivision</b>   |                 |                          |
| Draft Plan Approval of Subdivision                                 | \$6,763.00      | \$7,036.00               |
| Redline Revisions/Change of Conditions to Draft Plan               | \$2,081.00      | \$2,165.00               |
| Extension to Draft Plan Approval                                   | \$1,561.00      | \$1,624.00               |
| Final Plan Approval  | \$1,561.00      | \$1,624.00               |
| Amendment to Subdivision Agreement                                 | \$2,081.00      | \$2,165.00               |
| Part Lot Control   | \$1,040.00      | \$1,082.00               |
| Deeming By-Law   | \$416.00        | \$432.00                 |
| Discharge of a Subdivision Agreement                               | \$1,040.00      | \$1,082.00               |
| Validation Order   | N/A             | N/A                      |
| <b>Plan of Condominium</b>   |                 |                          |
| Draft Plan Approval of Condominium                                 | \$6,763.00      | \$7,036.00               |
| Redline Revisions/Change of Conditions to Draft Plan               | \$2,081.00      | \$2,165.00               |
| Extension to Draft Plan Approval                                   | \$1,561.00      | \$1,624.00               |
| Final Plan Approval  | \$1,561.00      | \$1,624.00               |
| Condominium Conversion   | \$6,763.00      | \$7,036.00               |
| Amendment to Condominium Agreement                                 | \$2,081.00      | \$2,165.00               |
| Discharge of a Condominium Agreement                               | \$1,040.00      | \$1,082.00               |
| Condominium Exemption Request                                      | \$1,500.00      | \$1,561.00               |

**APPENDIX R: Schedule R - Planning and Development**

| Application   | 2021 Fee    | 2022 Proposed Fee |
|---|-------------|-------------------|
| <b>Site Plan Control</b>                                      |             |                   |
| Site Plan Control Approval                                    | \$3,537.00  | \$3,680.00        |
| Amendment to Site Plan Agreement                              | \$1,561.00  | \$1,624.00        |
| Discharging of a Site Plan Agreement                          | \$1,040.00  | \$1,082.00        |
| <b>Committee of Adjustment</b>                                |             |                   |
| Minor Variance/Expansion of Non-Conforming Use                | \$1,196.00  | \$1,244.00        |
| Minor Variance (Building without a Permit)                    | \$1,561.00  | \$1,624.00        |
| Consent (new lot)   | \$1,665.00  | \$1,732.00        |
| Easement  | \$1,144.00  | \$1,190.00        |
| Lot Addition/Boundary Adjustment                              | \$1,144.00  | \$1,190.00        |
| Adjournment of a Consent or Variance (at applicant's request) | \$520.00    | \$541.00          |
| Changes to Consent Conditions                                 | \$520.00    | \$541.00          |
| Final Certification Fee                                       | \$208.00    | \$216.00          |
| Validation of Title   | \$936.00    | \$974.00          |
| <b>Miscellaneous</b>  |             |                   |
| Quarry/Pit Establishment or Expansion                         | \$62,424.00 | \$64,945.00       |
| Telecommunication Facilities Consultation Process             | \$1,561.00  | \$1,624.00        |
| Compliance Letter   | \$130.00    | \$136.00          |
| Compliance Letter Express (within 3 days)                     | \$187.00    | \$195.00          |
| Development Agreement   | \$2,497.00  | \$2,598.00        |
| Discharging of a Development Agreement                        | \$936.00    | \$974.00          |
| Front Ending Agreement  | \$1,561.00  | \$1,624.00        |
| OMB Subpoena - first day                                      | \$624.00    | \$649.00          |
| OMB Subpoena - thereafter                                     | \$416.00    | \$432.00          |
| Pre-consultation Report (when requested)                      | N/A         | N/A               |

**APPENDIX R: Schedule R - Planning and Development**

| Application   | 2021 Fee    | 2022 Proposed Fee |
|---|-------------|-------------------|
| <b>Combined Applications</b>  |             |                   |
| Official Plan & Zoning By-Law Amendments                                  | \$7,803.00  | \$8,118.00        |
| Official Plan, Zoning by-Law Amendments & Draft Plan of Subdivision/Condo | \$13,005.00 | \$13,530.00       |
| Zoning By-Law Amendment & Draft Plan of Subdivision/Condo                 | \$8,843.00  | \$9,200.00        |
| Official Plan & Zoning By-Law Amendment & Site Plan Control               | \$9,884.00  | \$10,284.00       |
| Zoning By-Law Amendment & Site Plan Control                               | \$5,722.00  | \$5,953.00        |
| Consent & Minor Variance  | \$2,185.00  | \$2,274.00        |
| Consent & Development Agreement   | \$3,641.00  | \$3,788.00        |
| Consent/Lot Addition & Zoning By-Law Amendment                            | \$4,682.00  | \$4,872.00        |
| Minor Variance & Development Agreement                                    | \$3,121.00  | \$3,247.00        |

**Submission Deadlines and Accelerated Applications**

Please be advised that the Planning Act requires Notice of Public Hearing be given no later than 20 days before a scheduled public meeting for a Zoning By-law Amendment and Official Plan Amendment, 14 days for a Plan of Subdivision and Consent Application, and 10 days for a Minor Variance application. In order to allow sufficient review time of an application, all applications should be submitted at least 14 days before the last day for giving Notice of Public Hearing under the Planning Act.

While it is an objective of the Planning and Development Division to process applications in an expeditious manner within the time frame established in the Planning Act, an applicant may wish to consider an accelerated application in the event processing is needed immediately and City resources and/or notice requirements are limited. Fees for an accelerated application will be assessed based on overtime incurred by staff to process the application at the rates listed below:

**Staff Rates:**

|                                      |             |
|--------------------------------------|-------------|
| Director of Planning and Development | \$220/hour  |
| Planner                              | \$150/hour  |
| Planning Technician I Clerical       | \$100/ hour |

**Applicants should note that no application shall take priority over other applications being processed solely on the basis of the applicant having paid an accelerated fee.**

## APPENDIX R: Schedule R - Planning and Development

| Application | 2021 Fee | 2022 Proposed Fee |
|-------------|----------|-------------------|
|-------------|----------|-------------------|

### Refund of Fees

If an application is withdrawn before circulation to commenting agencies, ninety percent (90%) of the fee will be refunded . If withdrawn after circulation, but before notice of the public meeting is given, fifty percent (50%) of the fee will be refunded and if withdrawn after the notice of public meeting is given, but before the Planning and Development Services division Recommendation Report is prepared, twenty five percent (25%) of the fee will be refunded.

### Reactivation

Any application which has been withdrawn and/or has been inactive for one year shall be considered abandoned and a full fee shall be required to activate a new application.

### Notes:

Additional fees for most applications are required for Niagara Regional Development Services and the Niagara Peninsula Conservation Authority review. Applicants are recommended to contact each agency for their respective Fee Schedule. If fees are required, applicants must make out separate cheques payable to each agency at the time of application submission to the City.

A 50% reduction in the fees payable will be applicable to all properties that are located within the project area boundaries of the OldeHumberstone Main Street Community Improvement Plan, the Downtown Central Business District Community Improvement Plan and EastWaterfront Community Improvement Plan.

The Regional Municipality of Niagara shall be exempt from this Fee Schedule.



**APPENDIX S: Schedule S - Maintenance and Occupancy of Property (Property Standards By-law)**

| Schedule of Fees  | Unit              | 2021 Fee | 2022 Proposed Fee |
|---|-------------------|----------|-------------------|
| <b>Issuance of Certificate of Compliance</b>  |                   |          |                   |
| 1-5 Dwelling Units  | Per Dwelling Unit | \$52.00  | \$54.00           |
| More than 5, but not exceeding 25 Dwelling Units  | Per certificate   | \$260.00 | \$270.00          |
| <i>PLUS</i>   | Per Dwelling Unit | \$11.00  | \$11.00           |
| More than 25 Dwelling Units   | Per certificate   | \$416.00 | \$432.00          |
| <i>PLUS</i>   | Per Dwelling Unit | \$11.00  | \$11.00           |
| Other   |                   | \$79.00  | \$83.00           |
| Vacant Property   |                   | \$104.00 | \$108.00          |
| <b>Inspection Fees</b>  |                   |          |                   |
| Registering Order on Title  | Per Title         | \$52.00  | \$54.00           |
| Compliance Inspection & Removing Order<br><i>(Inspection Fee, Removal and Response to Lawyer)</i> | Per Order         | \$104.00 | \$108.00          |
| Additional Inspection for Compliance  | Each              | \$32.00  | \$34.00           |
| <b>Appeal Fees</b>  |                   |          |                   |
| Apply for an Appeal (non-refundable)  | Per Appeal        | \$260.00 | \$270.00          |
| <b>Other Fees</b>   |                   |          |                   |
| Order to Comply   |                   | \$212.00 | \$220.00          |

**APPENDIX T: Schedule T - Permits for Construction, Demolition, Occupancy and Change of Use, Transfer of Permits and Inspections**

| <b>Construction</b>   |  |  |                          |                          |
|---|--|--|--------------------------|--------------------------|
| <b>New Building Construction and Additions<sup>6,8</sup></b>  |  | <b>2021 Fee</b>                          | <b>2022 Proposed Fee</b> |                          |
| Minimum Fee for all Building Permits <sup>9</sup>   |  | \$120.00                                 | \$125.00                 |                          |
| <b>Major Occupancy<sup>7</sup></b>  |  | <b>Permit Fee Details<sup>1-16</sup></b> | <b>2021 Fee</b>          | <b>2022 Proposed Fee</b> |
| <b>Group A – Assembly Occupancies</b><br><i>Examples: School, church, restaurant, daycare, hall, transit, recreation</i>  |  | Per square foot                          | \$1.63                   | \$1.66                   |
| <b>Group B – Institutional Occupancies</b><br><i>Examples: Hospital, retention facility, nursing home, other</i>  |  | Per square foot                          | \$1.84                   | \$1.87                   |
| <b>Group C – Residential Occupancies</b><br><i>Single detached dwelling</i><br><i>Semi-detached dwelling, duplex dwelling</i><br><i>Townhouse</i><br><i>Multiple unit dwellings, apartment building, townhouse</i><br><i>Hotels, motels</i><br><i>Other residential</i> |  | Per square foot                          | \$1.31                   | \$1.33                   |
| <b>Group D – Business/Personal Services Occupancies</b><br><i>Examples: Office, bank, medical, police station, other</i>  |  | Per square foot                          | \$1.31                   | \$1.33                   |
| <b>Group E – Mercantile Occupancies</b><br><i>Examples: Store, shopping mall/plaza, shop, market, retail, other</i>   |  | Per square foot                          | \$1.31                   | \$1.33                   |
| <b>Group F – Industrial Occupancies</b><br><i>Examples:</i><br><i>Industrial mall/plaza/garage, plant, factory, warehouse, other</i><br><i>Industrial buildings with no partitions, no plumbing and no mechanical</i>   |  | Per square foot<br>Per square foot       | \$1.02<br>\$0.76         | \$1.04<br>\$0.78         |

**APPENDIX T: Schedule T - Permits for Construction, Demolition, Occupancy and Change of Use, Transfer of Permits and Inspections**

| <b>New Building Construction and Additions<sup>6,8 (continued)</sup></b>      | <b>Permit Fee Details<sup>1-16</sup></b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|--|-----------------|--------------------------|
| <b><i>Special Categories/Occupancies</i></b>                                  |  |                 |                          |
| Farm building, greenhouse   | Per square foot                          | \$0.30          | \$0.30                   |
| Park Model Trailer  |  | \$200.00        | \$200.00                 |
| Tent, temporary fabric structure  | Each                                     | \$200.00        | \$200.00                 |
| Renewable Energy Projects   |  | See note 12     | See note 12              |
| <b><i>Houses and Accessory to Houses:<sup>14</sup></i></b>                    |  |                 |                          |
| Garage, carport   | Per square foot                          | \$0.71          | \$0.73                   |
| Covered deck/porch  | Per square foot                          | \$0.46          | \$0.47                   |
| Uncovered deck/porch  | Per square foot                          | \$0.46          | \$0.47                   |
| Sunroom/solarium, 3-Season Room, Add-A-Room (on Park Model Trailers)          | Per square foot                          | \$0.71          | \$0.73                   |
| Shed/accessory building   | Per square foot                          | \$0.71          | \$0.73                   |
| <b>Alterations</b>  |  |                 |                          |
|   | <b>Permit Fee Details<sup>1-16</sup></b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Unfinished basement (new or replaced foundation)                              | Per square foot                          | \$0.28          | \$0.28                   |
| Under pinning foundation  |  | See note 12     | See note 12              |
| Roof structure  | Per square foot                          | \$0.15          | \$0.16                   |
| Fireplace, woodstove, chimney   |  | \$122.40        | \$124.85                 |
| <b><i>Interior Alterations:</i></b>   |  |                 |                          |
| Interior alterations, all occupancies, except finished basements              | Per square foot                          | \$0.61          | \$0.62                   |
| Finishing basement  | Per square foot                          | \$0.61          | \$0.62                   |
| Other minor alteration  |  | See note 12     | See note 12              |
| <b>Partial Permit/Staged Construction<sup>11</sup></b>                        |  | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| All partial permits subject to a surcharge applied to the stage permit value  |  | 50%             | 50%                      |
| <b><i>Foundation Stage<sup>11</sup></i></b>                                   |  |                 |                          |
| Complete to grade including or excluding underground services within building |  | 15%             | 15%                      |
| <b><i>Building Shell Stage<sup>11</sup></i></b>                               |  |                 |                          |
| Completed structural shell stage  |  | 40%             | 40%                      |
| Completed architectural shell stage   |  | 80%             | 80%                      |
| <b><i>Building Completion Stage<sup>11</sup></i></b>                          |  |                 |                          |
| Includes completed building stage   |  | 100%            | 100%                     |

**APPENDIX T: Schedule T - Permits for Construction, Demolition, Occupancy and Change of Use, Transfer of Permits and Inspections**

| <b>Plumbing Only</b>   | <b>Permit Fee Details<sup>1-16</sup></b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|--|--|-----------------|--------------------------|
| Fixture; plumbing appliance; stack; interceptor; tank; floor drain; sewage   | Each                                     | \$9.09          | \$9.28                   |
| All buried piping including building drain and sewer; building storm drain and   | Per linear loot                          | \$1.22          | \$1.25                   |
| Water distribution pipe inside a building  | Each                                     | \$122.40        | \$124.85                 |
| <b>Residential<sup>14</sup></b>  |  |                 |                          |
| Replace buried water service, sanitary drains or storm drains<br>(single fee applies if multiple services are replaced at the same time) | Each                                     | \$200.00        | \$200.00                 |
| <b>Mechanical HVAC Only</b>  | <b>Permit Fee Details<sup>1-16</sup></b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Group A, B, C (except houses), D E   | Per square foot                          | \$0.10          | \$0.10                   |
| Houses   |  | \$122.40        | \$124.85                 |
| Group F  | Per square foot                          | \$0.10          | \$0.10                   |
| Commercial type Kitchen Exhaust  |  | See note 12     | See note 12              |
| <b>Pool</b>  |  | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Public pool  |  | \$337.62        | \$344.37                 |
| Private pool   |  | \$142.80        | \$145.66                 |
| <b>Designated Structure</b>  |  | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| As defined in the Ontario Building Code  |  | See note 12     | See note 12              |
| <b>Demolition</b>  | <b>Permit Fee Details<sup>1-16</sup></b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Houses <sup>14</sup> and buildings less than 3,000 square feet (gross area)  | Each                                     | \$153.00        | \$156.06                 |
| Other demolitions  | Per square foot                          | \$0.10          | \$0.10                   |
| <b>Conditional<sup>15</sup></b>  |  | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Surcharge  |  | 50%             | 50%                      |

**APPENDIX T: Schedule T - Permits for Construction, Demolition, Occupancy and Change of Use, Transfer of Permits and Inspections**

| Change of Use  |  | 2021 Fee | 2022 Proposed Fee |
|--|--|----------|-------------------|
| Permit for the change of use of a building or part thereof |  | \$120.00 | \$120.00          |

| Occupancy                                   |  | 2021 Fee | 2022 Proposed Fee |
|---|--|----------|-------------------|
| <b>Permit to allow occupancy</b>            |  |          |                   |
| Houses, semi-detached dwellings, townhouses | Each   | \$120.00 | \$125.00          |
| Other buildings                             | Each   | \$120.00 | \$125.00          |
| <b>Permit to allow partial occupancy</b>    |  |          |                   |
| For area of building to be occupied         | Per square foot gross floor space to be occupied | \$0.07   | \$0.07            |
| Review of proposed application              | Per hour   | \$100.00 | \$100.00          |

| Transfer                          |  | 2021 Fee | 2022 Proposed Fee |
|-----------------------------------|--|----------|-------------------|
| Transfer of permit to a new owner |  | \$120.00 | \$120.00          |

| Deposits Required for Permits                 |  | 2021 Fee   | 2022 Proposed Fee |
|---|--|------------|-------------------|
| New Main Buildings                            | Houses   | \$1,050.00 | \$1,050.00        |
|   | Other than Houses  | \$525.00   | \$525.00          |
| Additions, Accessory                          | Houses   | \$525.00   | \$525.00          |
|   | Other than Houses  | \$525.00   | \$525.00          |
| Alterations                                   | Houses   | \$525.00   | \$525.00          |
|   | Other than Houses  | \$525.00   | \$525.00          |
| Demolitions                                   | Main Building  | \$2,100.00 | \$2,100.00        |
|   | Accessory, Partial   | \$525.00   | \$525.00          |
| Pools   | In ground and On-  | \$525.00   | \$525.00          |
| Other   |  | \$525.00   | \$525.00          |
| New Main Buildings, Additions and Renovations | Industrial, Commercial Institutional and Residential other than Houses | \$1,050.00 | \$1,050.00        |
| Lot Grading Deposit                           | All categories of  | \$2,100.00 | \$2,100.00        |

**APPENDIX T: Schedule T - Permits for Construction, Demolition, Occupancy and Change of Use, Transfer of Permits and Inspections**

**Notes for Deposits:**

1. No deposit is required for the following:
  - a) Uncovered decks on piers
  - b) Tents and fabric structures
2. "Houses" includes single detached, semi-detached, duplexes, triplexes and townhouses.
3. "Other than Houses" includes Plumbing only, Mechanical HVAC only, Designated Structures, etc.
4. The requirement for a new deposit may be waived where the City already holds a deposit with an owner on the same property with respect to an open permit file with the City, provided:
  - a) The deposit already held is equal or larger than the amount specified in this Schedule.
  - b) There is no existing damage to City property as a result of work on the lot.
  - c) The existing deposit is recorded on all applicable permit files as being held as security for other

| Additional Fees and Charges   | 2021 Fee | 2022 Proposed Fee |
|---|----------|-------------------|
| Discharge of an Order from property title   | \$788.00 | \$788.00          |
| Submitting an application for Permit  |          |                   |
| Minimum non-refundable fee for submitting all permit applications. This fee is discounted against the final Permit fee.   | \$120.00 | \$120.00          |
| Work Without Permit - Percentage increase in applicable fees from this schedule will apply where commencement of construction or demolition has occurred prior to the issuance of the required permit. Refer to Section 4.4 of The Building By-law. | 100%     | 100%              |
| <i>Alternative Solution</i> application (per hour, minimum 4 hours)   | \$100.00 | \$100.00          |

| Refund of Permit Fees  | 2021 Fee | 2022 Proposed Fee |
|--|----------|-------------------|
| Permit Issued. Administration functions only have been performed. No field inspections have been | 50%      | 50%               |
| Additional deduction from eligible refund for each field inspection that had been performed.     | \$50.00  | \$50.00           |

**Notes for Refunds:**

1. No refund will apply one year after date of permit issuance.
2. If the calculated refund is less than the minimum fee applicable to any permit, no refund shall be made of the fees paid.
3. No permit fee shall be refunded where the permit has been revoked by the Chief Building Official in accordance with the Act.

## **APPENDIX T: Schedule T - Permits for Construction, Demolition, Occupancy and Change of Use, Transfer of Permits and Inspections**

### **General Notes:**

- 1.** Permit fee is \$/square foot, \$/linear foot, or \$ (flat rate).
- 2.** Square foot is gross of all floors above grade measured from the outer face of exterior walls, unless noted otherwise. Mezzanines, lofts, habitable attics and dwelling units below grade are included as floor areas for permit fee calculations.
- 3.** Where there is no floor or exterior walls for the project, square foot is the greatest horizontal area of the structure. For example, buildings or structures supported by posts or columns.
- 4.** \$120.00 paid at time of application plus \$50.00 for each additional inspection in excess of one where the building is not ready for occupancy and which must be paid prior to issuance of Occupancy Permit.
- 5.** There are no deductions from the gross floor area for openings such as stairs, elevators, shafts, etc.
- 6.** Cellars, unfinished basements and crawl spaces are not used in the fee calculation for new construction.
- 7.** Major occupancy is based upon the Ontario Building Code.
- 8.** New construction and additions include plumbing, HVAC and all other regulated building services/components.
- 9.** Minimum permit fee is \$120.00
- 10.** Revision or amendment to an open permit is a minimum \$50.00 fee plus \$50.00 per hour of administration time.
- 11.** For a Partial Permit, the percentage shown for the applicable stage of construction (minus the percentage for any previous Partial Permits) must be multiplied by the applicable permit application fee shown for new construction and then increased by a 50% administrative surcharge to obtain the required total fee for that stage.
- 12.** If the work regulated by the permit cannot be described otherwise, the permit application fee shall be \$14.00 for each \$1,000.00 value of work proposed.
- 13.** Houses in Special Categories and Alterations includes semi-detached, duplexes, triplexes, and townhouses.
- 14.** See “Deposits Required for Permits” for applicable deposits.
- 15.** The fee for a Conditional Permit is equal to the regular permit fee described above plus an additional administrative surcharge of 50% of the regular permit fee. If the Conditional Permit also happens to be a Partial Permit, the Partial Permit fee already increased by 50% must be increased by an additional 50% to obtain the required total fee.
- 16.** A 50% reduction in the fees payable will be applicable to all properties that are located within the project area boundaries of the Olde Humberstone Main Street Community Improvement Plan, the Downtown Central Business District Community Improvement Plan, Brownfield Community Improvement Plan and East Waterfront Community Improvement Plan. No fee reduction will be applied where the 'Work Without Permit' fee is applicable.
- 17.** Third Party Review of applications are undertaken at the discretion of the Chief Building Official and may be required for very large or complex developments. The Chief Building Official may require that the estimated or actual costs associated with the third party review be payable at any time prior to permit issuance.



**FACILITY USER GROUP INSURANCE PROGRAM  
SUMMARY OF INSURANCE COVERAGE (6400100)**

|   |   |
|---|---|
| <b>Insured:<br/>Policy No.:<br/>Insurance Company:</b>  | City of Port Colborne "User Groups" (as on file)<br>GAME02997-003<br>GameDay Insurance Inc. Underwritten by Aviva Insurance Company of Canada |
| The Insurance coverage under this <b>Master Policy</b> is valid only to those users and/or renters who have <b>PURCHASED and PAID</b> for coverage under this program and only for those dates reported in their <b>Rental Agreement on file with the City of Port Colborne</b> |   |

**Insurance as described herein has been arranged on behalf of the Insured named herein under the following policy; and as more fully described in said policy and any endorsements attached thereto.**

| COVERAGE   | LIMITS OF LIABILITY |
|--|---------------------|
| Commercial General Liability-Per Occurrence  | \$2,000,000         |
| Participant Liability  | \$2,000,000         |
| Tenants' Legal Liability-Any one premises  | \$2,000,000         |
| Medical Expense-Non participant third party  | \$10,000            |
| Aggregate Limit-Products & Completed Operations Hazard   | \$2,000,000         |
| Bodily Injury/Property Damage & Legal Expense Deductible   | \$500 / \$500       |
| <b>**Host Liquor Liability Coverage Included when Liquor Liability Premium has been paid. **</b> |                     |

Insured's include your employees, volunteers, executives, managers, coaches, trainers and participants while acting within the scope of their duties on your behalf.

**Note:** A sub-contractor, vendor or exhibitor is **not** considered an employee and therefore not covered under your policy.

Additional Insured: City of Port Colborne are added as an additional insured but only with respect to liability arising out of the operations performed by the City of Port Colborne "User Groups" (as per list on file).

**ENDORSEMENT**

Incidental Medical Malpractice Liability, Additional Insured, Additional Insured-Blanket Basis, Employers Liability Extension, Abuse Exclusion, Contagious Disease Exclusion, Cyber-Liability Exclusion, Electric Data Exclusion Amendment, Excluded Activities.

**Excluded Activities:** - Alpine Skiing, Bouncy Castles, Boxing, BUBBLE SOCCER, Climbing Walls, Contact Hockey, Contact Martial Arts, Cycling, Dunk tanks, Fireworks (unless under the direction of a Fireworks Supervisor), Gymnastics, Horse Related, Kickboxing, Lacrosse (unless non-contact pickup), Minor Hockey (18 & under) (unless non-contact pickup), Rugby, Skateboarding/Skateboard Parks, Snowboarding, Tackle Football

**IMPORTANT NOTES**

This Policy covers your legal liability for bodily injury to or damage to property of others such as spectators, passers-by, property owners and others resulting from your activity. In addition, your legal liability for injury to participants is covered. The typical types of claims filed against you include spectator slip/trip/fall injuries and injuries to sports participants. **The Liability Policy DOES NOT provide Benefits for Medical Expenses incurred as a result of an injury sustained by an insured member, while participating in a sanctioned insured activity.** The Liability Policy **PROTECTS YOU IN THE EVENT OF A LAWSUIT** against claims of bodily injury or property damage. Insurance coverage **ONLY** applies to the activity and dates disclosed on the permit application

This is only a summary of the insurance provided under the Policy and constitutes a statement of the facts as of the date of issuance. These facts are so represented only to the addressee. This document does not list all policy wordings, limitations, exclusions and warranties that form part of the policy. The actual wording of the policy governs in all situations.





## STANDARD FACILITY USER GROUP RATES (6400000)

### MEETINGS/WORKSHOPS

(Without alcohol – if alcohol refer to event rates)

- Arts, crafts, bridge, religious services, speakers, workshops/classroom instruction i.e. Computers and language (refer other types)

### EVENTS

(With or without alcohol)

- Anniversaries, art shows and exhibits, auctions, banquet, bazaars, adult birthday parties, dance parties, dinners, exhibits, family celebrations to include; christenings, showers, stags, weddings, etc., fashion shows, festival/concert, garage sale for local neighbourhood ONLY at municipal facility, graduation, photo shoots, picnics, theatre performances, music and dance recitals/ performances, retirement, dance and talent shows, reunions
- Note: For events such as festivals where there is an organizer and vendors, the user group coverage provides coverage for the organizer. As the vendors are separate legal entities they require their own coverage

### SPORT ACTIVITIES

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#### LOW RISK ACTIVITIES:

- Badminton, Bowling, Curling, Dance Lessons, Horseshoes, Shuffle Board, Table Tennis, Tennis, Tai Chi, Public Skating, Bocce Ball.

#### MEDIUM RISK ACTIVITIES:

- Baseball, Basketball, Broomball, Cricket, Dodge ball, Field Hockey, Ball/Roller/Floor Hockey, Handball, Racquetball, Soccer, Softball, Slo-pitch, Squash, Swimming with Lifeguard, T-ball, Non-contact Touch/Flag Football, Synchronized Swimming, Fitness Classes, Track & Field, Ultimate Frisbee, Volleyball, Yoga, Figure Skating, Non-Contact Martial Arts, Non-Contact Pick-up Lacrosse, \*Non-Contact Minor Pick-up Hockey, Ringette
- Note: The non-contact minor pick-up hockey rate category is meant to accommodate one-offs i.e. parents taking a group of children out for a game of shinny. We do not cover minor hockey league games or practices

#### EXCLUDED ACTIVITIES:

- Alpine Skiing, Bouncy Castles, Boxing, BUBBLE SOCCER, Climbing Walls, Contact Hockey, Contact Martial Arts, Cycling, Dunk tanks, Fireworks (unless under the direction of a Fireworks Supervisor), Gymnastics, Horse Related, Kickboxing, Lacrosse (unless non-contact pickup), Minor Hockey (18 & under) (unless non-contact pickup), Rugby, Skateboarding/Skateboard Parks, Snowboarding, Tackle Football

Refer to Erion Insurance Group for all other sports.



Broker: Erion Insurance Group  
 177 Niagara Blvd.  
 Fort Erie, ON L2A3G7

**FACILITY USER GROUP RATING SCHEDULE**

**\$2,000,000 COMMERCIAL GENERAL LIABILITY/PER OCCURRENCE**  
**DEDUCTIBLE: \$500**

| Type of Event  | # of Participants   | Premium                              |          |       |
|--|---|--------------------------------------|----------|-------|
|  |   | Low                                  | Medium   | High  |
| Hourly Rate for Sports-occasional use<br>Maximum Coverage - up to 1 Day<br>*Excludes Adult Non-Contact Hockey, see Adult Non-Contact Hockey rates listed below | 1-50  | \$ 0.76                              | \$ 1.51  | Refer |
|  | 51-100  | \$ 1.51                              | \$ 3.02  | Refer |
|  | 101-250   | \$ 2.27                              | \$ 6.05  | Refer |
| One Day Sporting Events/Tournaments  | 1-50  | \$ 27.00                             | \$ 54.00 | Refer |
|  | 51-100  | \$ 37.80                             | \$ 81.00 | Refer |
|  | 101-250   | \$ 54.00                             | \$108.00 | Refer |
| Two or Three day Sporting Events/Tournaments   | 1-50  | \$ 54.00                             | \$ 81.00 | Refer |
|  | 51-100  | \$ 75.60                             | \$108.00 | Refer |
|  | 101-250   | \$ 91.80                             | \$135.00 | Refer |
| Events/Tournaments over 250 participants or more than three days   | Refer for a Quote   |                                      |          |       |
| All Season Sporting Activities - Flat Rate<br>Maximum Coverage - up to one year  | 1-50  | \$ 81.00                             | \$108.00 | Refer |
|  | 51-100  | \$108.00                             | \$135.00 | Refer |
|  | 101-250   | \$135.00                             | \$162.00 | Refer |
|  | over 250  | Refer                                | Refer    | Refer |
| Occasional Pool Use Only-Hourly Rate (if applicable)   | Recreational Pool Activities  | \$5.40 / hour                        |          |       |
| <b>Adult Non-Contact Hockey</b>  |   |                                      |          |       |
| Hourly Rate/occasional use   | Pickup Hockey Per Team  | \$5.40 / hour                        |          |       |
| Seasonal Rate/seasonal use<br>Maximum Coverage - up to one year  | Pickup Hockey Max. 30 players   | \$135.00 <u>per group</u> per season |          |       |
|  | League Hockey   | \$243.00 <u>per team</u> per season  |          |       |
| Tournaments  | Up to 8 teams \$270.00<br>9-16 teams \$405.00<br>Refer larger tournaments |                                      |          |       |
| Beer Gardens<br>Separate Coverage for Host Liquor Liability<br>* Rate is in addition to Sport Tournament Rate  | Beer Gardens 1-100  | \$108/day                            |          |       |
|  | 101-250   | \$162/day                            |          |       |
|  | 251-500   | \$216/day                            |          |       |
|  | over 500  | refer                                |          |       |

\*All non-Canadian User Groups must be referred to Erion Insurance Group \*

ALL PREMIUMS INCLUDE 8% Tax



| Type of Event   | # Participants  | Premium  |                                       |
|---|---|--|---------------------------------------|
| Meetings - Flat rate  | 1 - 250<br>251 - 500                                  | \$2.70 per meeting - max 1 day<br>\$5.40 per meeting - max 1 day |                                       |
| Events - Flat Rate  | 1- 100<br>101-250<br>251-500<br>501-1000<br>over 1000 | No Alcohol   | With Alcohol<br>Including Beer Garden |
|   |   | \$ 54.00   | \$135.00                              |
|   |   | \$108.00   | \$243.00                              |
|   |   | \$162.00   | \$297.00                              |
|   |   | \$270.00   | Refer                                 |
| Special Events - Flat Rate<br>Applicable to the following events only<br>Family Showers, Family Christenings, Family Dinners, Retirements,<br>Picnics | 1-100   | No Alcohol   | With Alcohol                          |
|   |   | \$27.00  | \$54.00                               |
| 2-3 Day Meetings/Events   |   | Twice Daily Rate   |                                       |
| 4-5 Day Meetings/Events   |   | Triple Daily Rate  |                                       |
| Annual Monthly Meetings - weekly or monthly   |   | Five Times Meeting Rate  |                                       |
| Children's Birthday Parties<br>Birthday Party/Meeting Room<br>Birthday Party/Meeting Room/Sports (includes gym/pool/arena<br>use)                     | UNLIMITED   | \$2.16/hour<br>\$4.32/hour                                       |                                       |
| Camp Programs - Including Multi-Sport<br>Coverage applicable Per Camp Session<br>(Maximum 2 weeks)  | Up to 100<br>Over 101                                 | \$108.00/flat rate<br>\$2.16/per participant                     |                                       |

The Corporation of the City of Port Colborne

By-law No. \_\_\_\_\_

Being a by-law to establish fees and charges for various services and to repeal by-law 6741/105/19

Whereas the *Municipal Act, 2001, S.O. 2001, c. 25*, as amended, provides a municipality may pass by-laws imposing fees or charges on any class or persons; and

Whereas the *Building Code Act, 1992, S.O. 1992, c. 23*, as amended provides a municipality may pass by-laws imposing fees and charges; and

Whereas the *Cemeteries Act (Revised), R.S.O. 1990, c. C.4*, as amended, provides a municipality may pass by-laws imposing fees and charges; and

Whereas the *Planning Act, R.S.O. 1990, c. P.13*, as amended, provides a municipality may pass by-laws imposing tariffs, fees and charges; and

Whereas at its meeting of November 8, 2021 the Council of The Corporation of the City of Port Colborne approved the recommendation of Corporate Services Department Report No. 2021-277, Subject: 2022 Proposed Fees and User Charges.

Now therefore the Council of The Corporation of the City of Port Colborne enacts as follows:

1. That the fees and charges, outlined in Schedule "A" attached hereto and forming part of this by-law, be enacted.
2. Unless otherwise identified, that staff be delegated authority to set the price for goods purchased for resale, provided that the price is higher than the cost to purchase the goods.
3. That staff be delegated authority to waive any fee up to \$2,000 on compassionate grounds or when related to a charity or related fundraiser. This waiver shall be applied only once per event.
4. That if a court of competent jurisdiction should declare any section or part of a section of this by-law to be invalid, such section or part of a section shall not be construed as having persuaded or influenced Council to pass the remainder of this by-law, and it is hereby declared that the remainder of this by-law shall be valid and shall remain in full force and effect.
5. That should this by-law conflict with any other by-law or resolution of Council, or any staff report approved by Council, in relation to fees and charges imposed under the *Municipal Act, Planning Act, Building Code Act* or any other act, this by-law shall take precedence, unless specifically stated to the contrary.
6. That By-law No. 6741/105/19 is hereby repealed.
7. That this by-law come into force and take effect on the day of passing.

Enacted and passed this 8th day of November, 2021.

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William C. Steele  
Mayor

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Amber LaPointe  
City Clerk



**Subject: Road Ends Study**

**To: Council**

**From: Public Works Department**

Report Number: 2021-291

Meeting Date: November 8, 2021

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**Recommendation:**

That Public Works Services Department Report 2021-291 be received;

That Sierra Planning and Management be directed to conduct a Public Open House meeting by mid December to solicit public feedback on the Draft Road Ends Study Report; and

That Sierra Planning and Management be directed to report back to Council in first half of Q1, 2022 with relevant comments incorporated into the Draft Road Ends Report, for Council's consideration.

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**Purpose:**

This Report provides Council with an update on the Road Ends Study and future work to be conducted to conclude the project.

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**Background:**

Sierra Planning and Management was selected to study the Road Ends of the City of Port Colborne North/South roads that terminate at Lake Erie. Consideration of use, ownership, access, parking, and social acceptance have been solicited, analyzed and options are now being offered within a presentation to Council this evening.

---

**Discussion:**

Sierra Planning and Management will be presenting a slide show on Road Ends Study work to date and current findings. Council is welcome to provide comment during the

meeting and/or, through email and/or during the Public Open House recommended to be scheduled in November or December 2021.

---

### **Internal Consultations:**

The Draft Road Ends Study and accompanying presentation will be circulated to appropriate Public Works, Fire, Economic Development and Clerks Departments along with the CAO's office for comments.

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### **Financial Implications:**

There are no financial implications associated with this Report or presentation. Further financial implication analysis will be conducted for any recommendations through the Draft Road Ends Study and be presented within the Report to Council

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### **Public Engagement:**

Mailings and notifications about the Road Ends Study were conducted in spring 2021. As part of this Report, a Public Open House to solicit public feedback is recommended. If approved, this meeting will be conducted within the next 3-6 weeks.

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### **Strategic Plan Alignment:**

The initiative contained within this report supports the following pillar(s) of the strategic plan:

- Service and Simplicity - Quality and Innovative Delivery of Customer Services
  - Attracting Business Investment and Tourists to Port Colborne
  - City-Wide Investments in Infrastructure and Recreational/Cultural Spaces
  - Governance: Communications, Engagement, and Decision-Making
- 

### **Conclusion:**

As requested by Council, a Road Ends Study for North/South City owned roads terminating at Lake Erie is being conducted. Sierra Planning and Management will be presenting options to Council and recommending further public outreach through a Public Open House to be conducted by the end of the year. After which the revised Study and Report will be brought back to Council early in 2022 with results for consideration.

**Appendices:**

- a. Presentation by Sierra Planning and Management

Respectfully submitted,

Christopher Kalimootoo, BA, P.Eng, MPA, MBA, PMP  
Director of Public Works Services  
905-835-2900 Ext. 223  
Chris.kalimootoo@portcolborne.ca

**Report Approval:**

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.



# Review of Road Allowance as Informal Beach Access

November 3, 2021



# Road Allowances





# Road Allowances – Primary Survey Zone



# Process Reminder: From the Work Plan

## ✓ Public and Property Stakeholder Consultation Preparation and Execution

There are a number of different perspectives that are relevant to creating a workable range of solutions:

- Public at large and beach goers;
- Adjacent property owners;
- Potential commercial partners;
- Cottage owners; and
- Council and management of the City.

# Parking Prohibitions

| Highway            | Side        | From                                     | To  | Times/Days                                    |
|--------------------|-------------|--|---|---|
| Lorraine Rd.       | East & West | Lake End                                 | Approximately 1735m north to the Friendship Trail | May 1st to October 31 <sup>st</sup> inclusive |
| Weaver Rd.         | East & West | Lake End                                 | Approximately 1672m north to the Friendship Trail | May 1st to October 31 <sup>st</sup> inclusive |
| Pinecrest Rd.      | East & West | Lake End                                 | approximately 1852m north to the Friendship Trail | May 1st to October 31 <sup>st</sup> inclusive |
| Cedar Bay Rd.      | East & West | Lake End                                 | Approximately 1333m north to the Friendship Trail | May 1st to October 31 <sup>st</sup> inclusive |
| Silver Bay Rd.     | East & West | Lake End                                 | Approximately 1200m north to the Friendship Trail | May 1st to October 31 <sup>st</sup> inclusive |
| Wyldeewood Rd.     | East        | Approximately 378m north of the Lake End | Approximately 1060m north to the Friendship Trail | May 1st to October 31 <sup>st</sup> inclusive |
| Wyldeewood Rd      | West        | Approximately 215m north of the Lake End | Approximately 840m north to the Friendship Trail  | May 1st to October 31 <sup>st</sup> inclusive |
| Pleasant Beach Rd. | East & West | Beach Rd                                 | Approximately 840m north to the Friendship Trail  | May 1st to October 31 <sup>st</sup> inclusive |

# Gate Access Matters

7 open, unimproved road allowances which terminate at Lake Erie. Four of the roads have a locked gate structure to prevent vehicular traffic:

- Lorraine Road
- Silver Bay Road
- Wyldewood Road
- Pleasant Beach Road

3 are open and barrier free:

- Weaver Road
- Pinecrest Road
- Cedar Bay Road

City's limitation of vehicular access is in alignment with proposals under this plan. Specifically:

- key access process be added into the MC process when required
- Approval of key access to approved persons with required accessibility assistance devices

City's revamp of parking by-law prescriptions to limit summer-season parking at the majority of road ends is also consistent with the range of options (does not conflict with those options); As regards Wyldewood and Pleasant Beach please see specific recommendations.

# Gate Access Cont'd

In addition, consider if possible at Pleasant Beach and Wyldewood ROWs the creation of accessible path adjacent to the gates that would be sufficient to enable certain accessibility assistance devices to gain access to the 66 ft ROW beach termination.

- Should the City wish to provide additional accessibility assistance measures in place during the summer months, as an added benefit, this should be considered at the Pleasant Beach access primarily and potentially at the Wyldewood Access.
- Such measures do not confer these ROWS with the status of operational beaches nor is this suggestion verified in terms of potential liability or safety concerns associated with access features but is a logical extension of the permissions for gate access.

As regards the gates, and the addition of new locks, important considerations include:

- Maintain safety and functionality of locks
- Weatherproof to the extent possible
- Requirement for restrictions on key replication (via City approval only)



# Policy Considerations

- Accessible Access
- Issues for non-operational municipal lands such as Beach Road End Allowances



# Emerging Options for Public Discussion

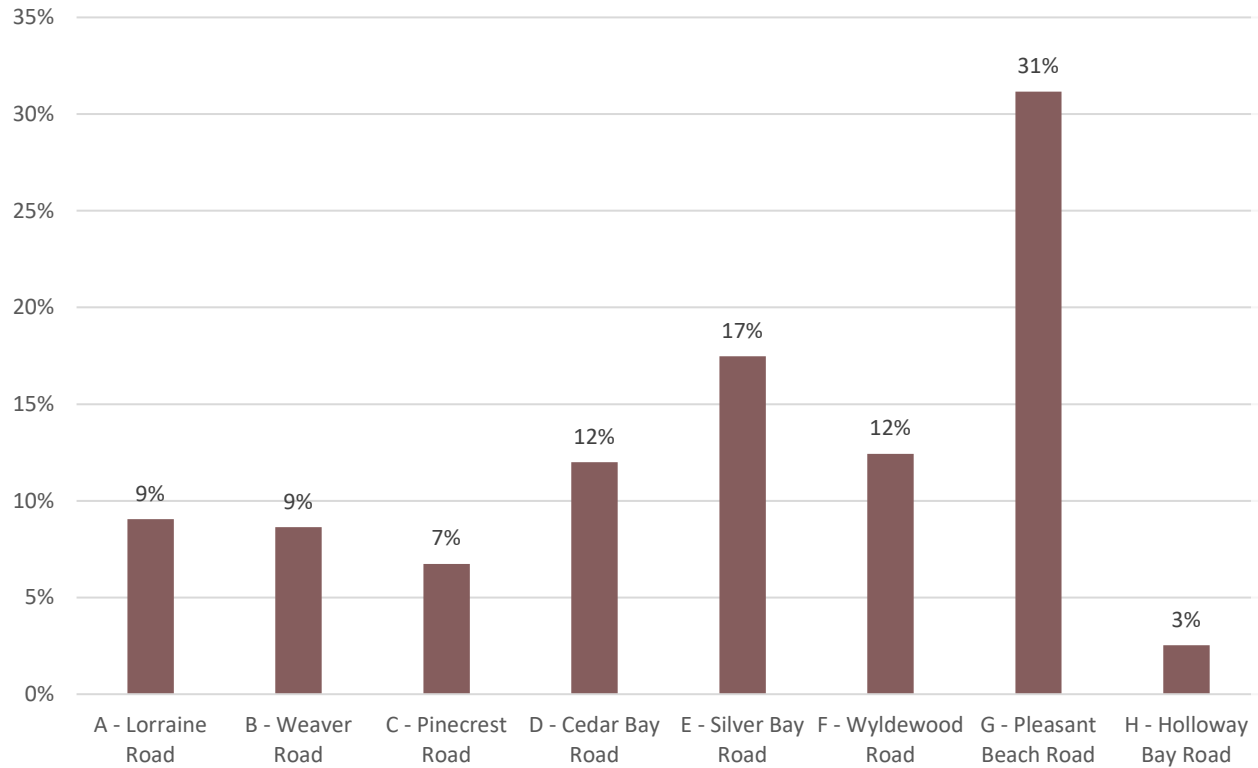


# Survey Respondent Information

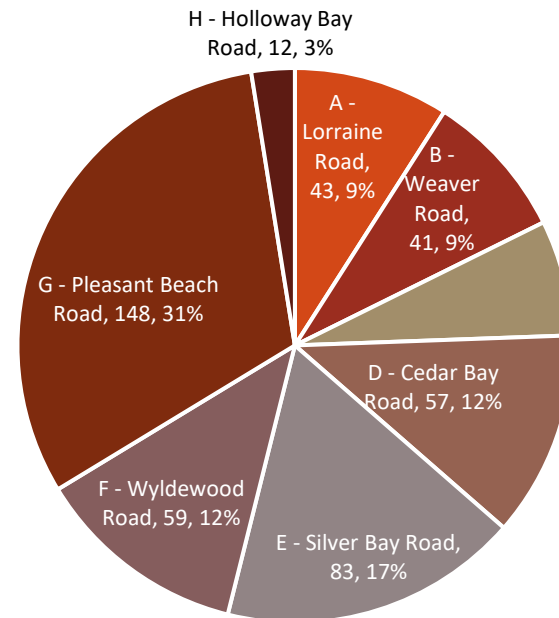
- 42% of respondents reported their property fronts directly onto one of the road allowances
- 24% within the main survey zone
- 83% being within 1 kilometre
- 57% owned longer than 10 years
- 41% of the main zone are seasonal residents
- 31% of respondents indicated that they have deeded access to the shoreline

# Respondent Location

Closest Road Allowance (in Zone)

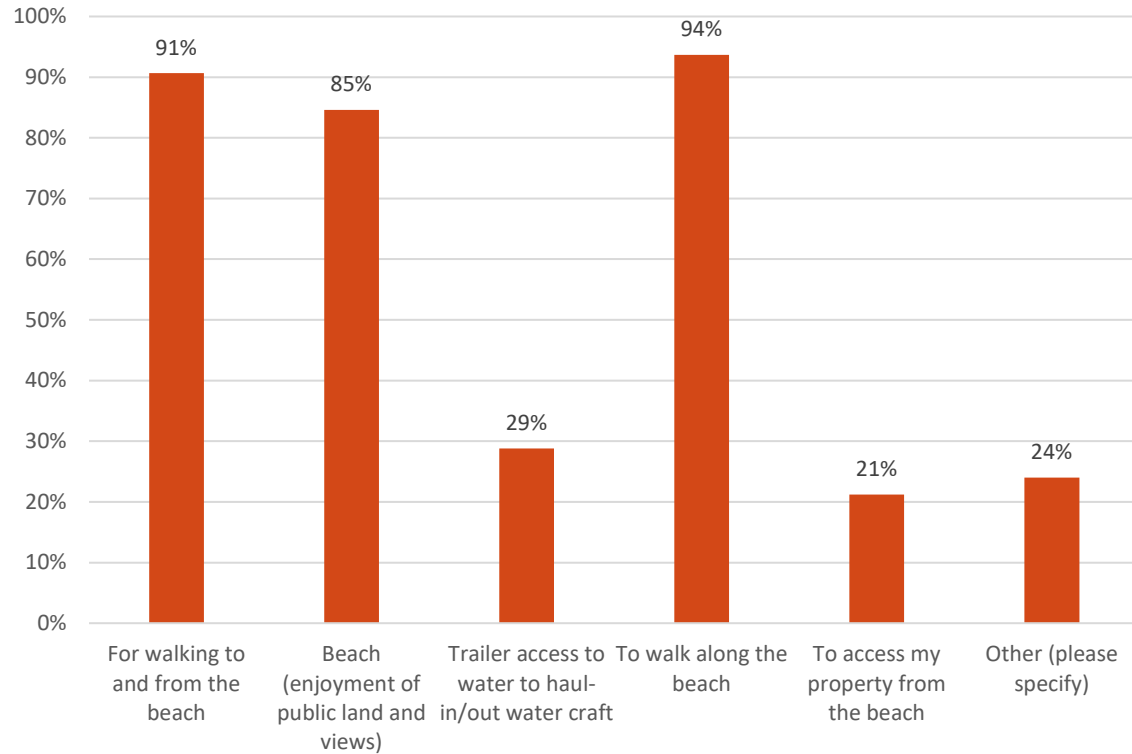


Closest Road Allowance (In Zone)

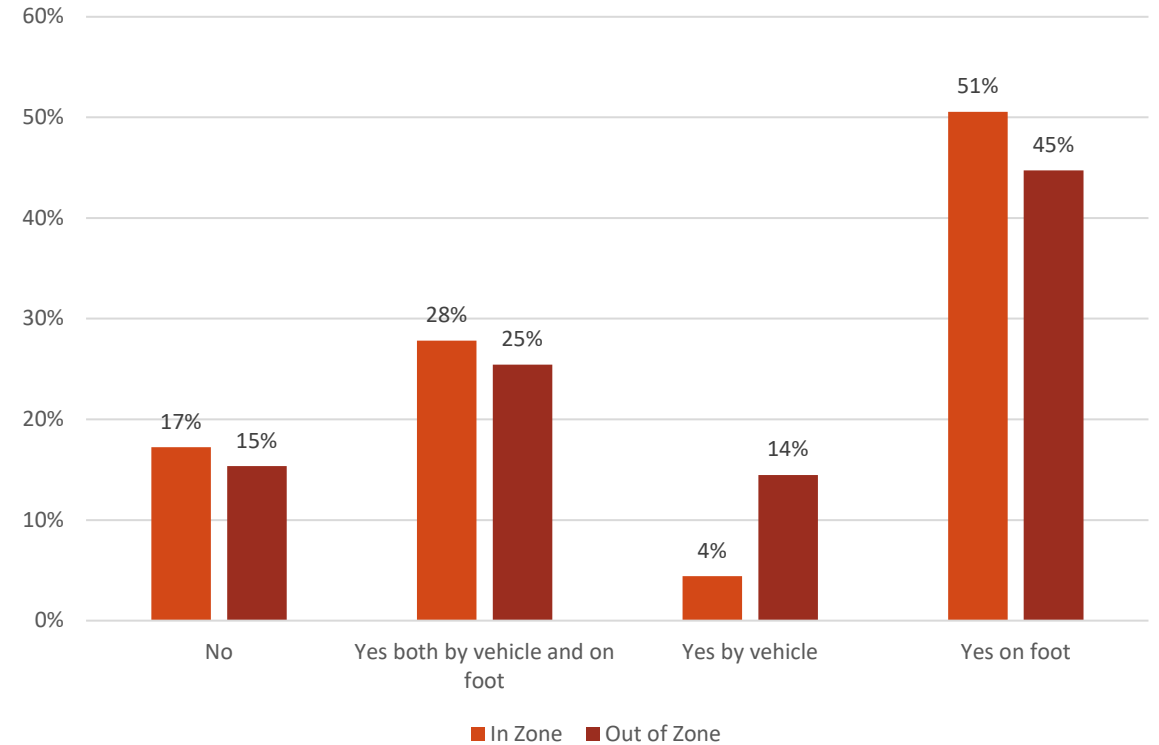


# Need for Access

Why do you access the beach at the road allowances?

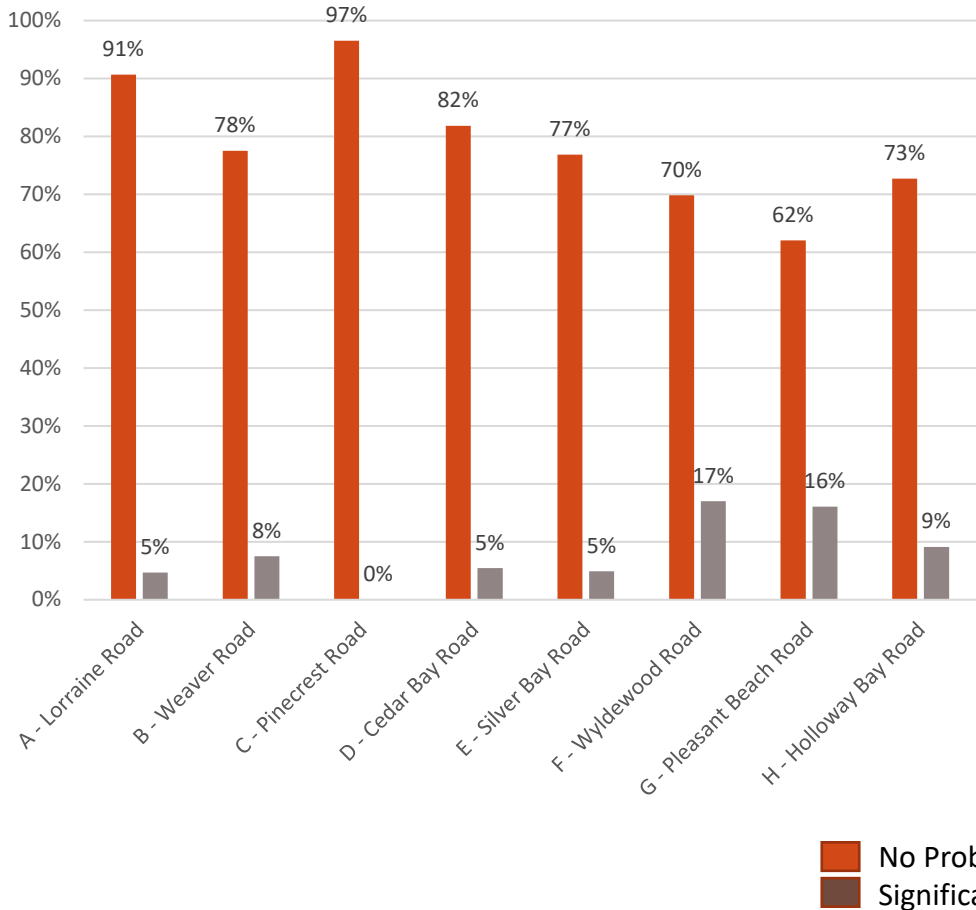


Do you require on-going access to the shoreline via the road allowance

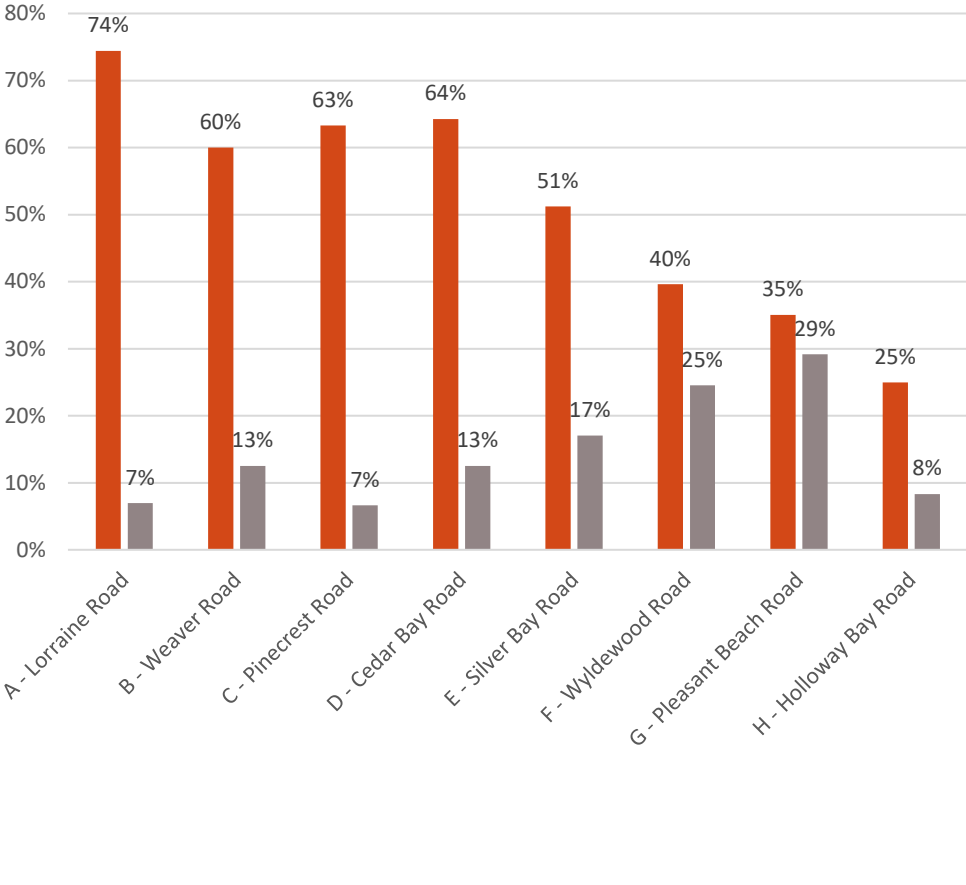


# Salience of Issues

Parking in front of drive way, In Zone

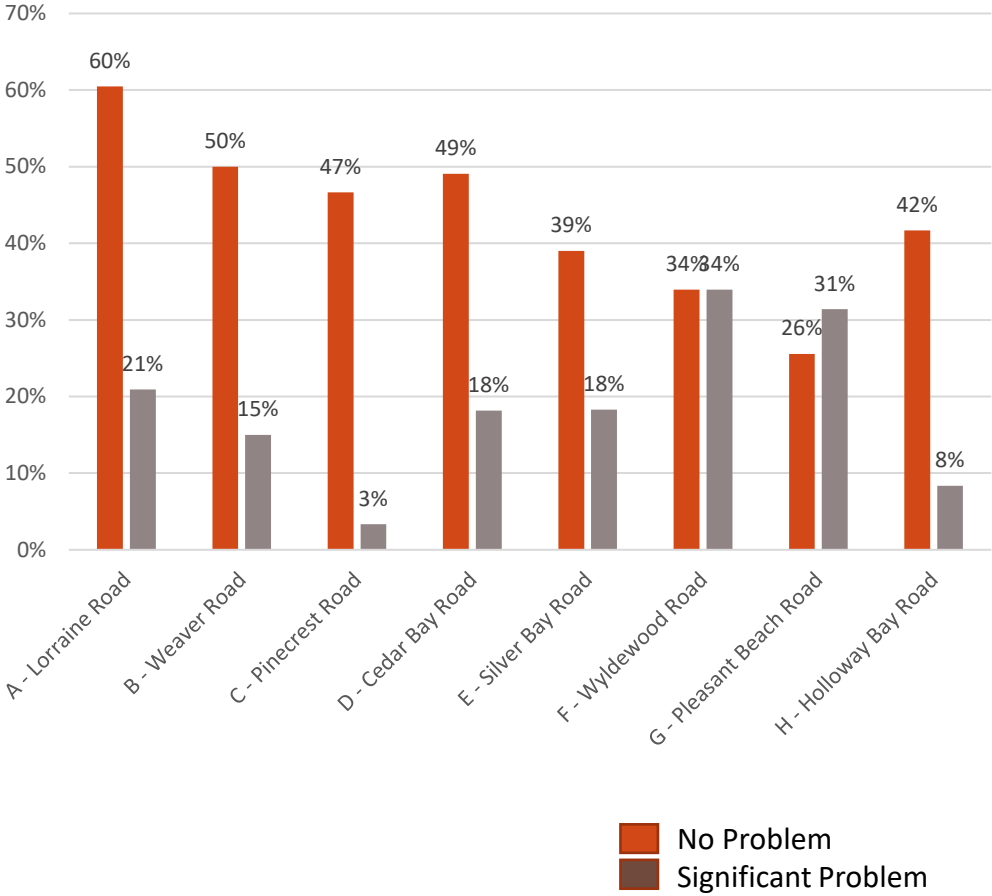


Parking on the shoulder of the road but not in front of your property, In Zone

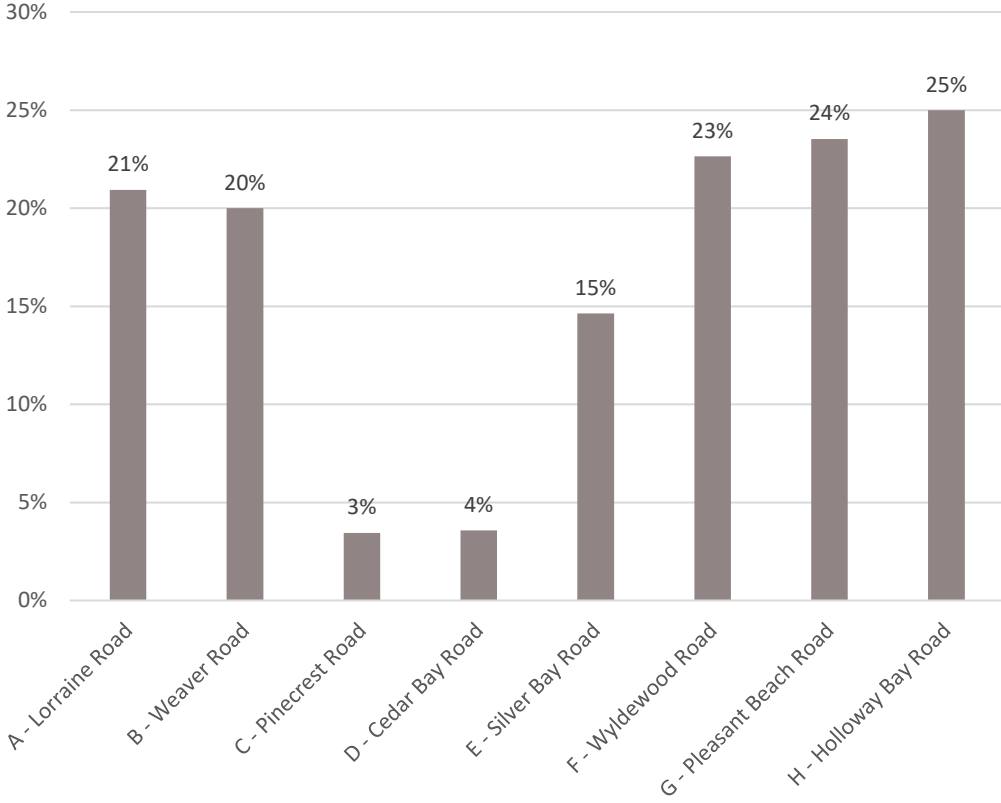


# Salience of Issues

Littering in the vicinity of your property, In Zone



Perceived trespass on property, In Zone



# Salience of Issues

## Illegal Dumping

- Wildwood Road
  - 31% indicated a significant problem
- Pleasant Beach Road
  - 21% indicated a significant problem

## Noise Disturbances at Night

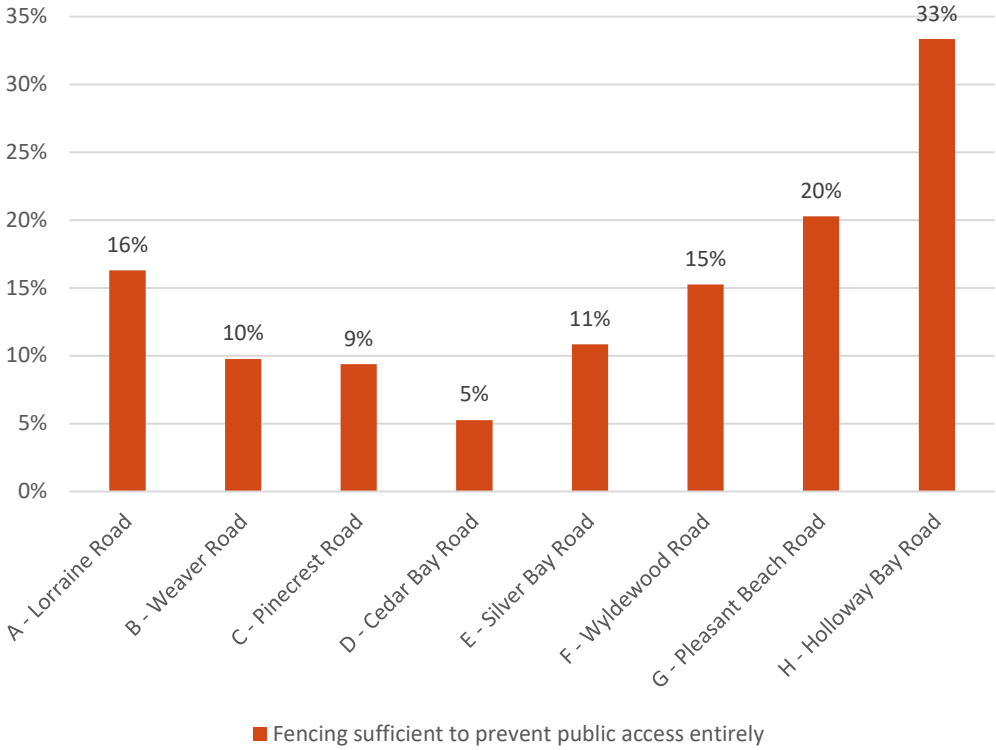
- Wildwood Road
  - 23% indicated a significant problem
- Pleasant Beach Road
  - 25% indicated a significant problem

## Washroom Access

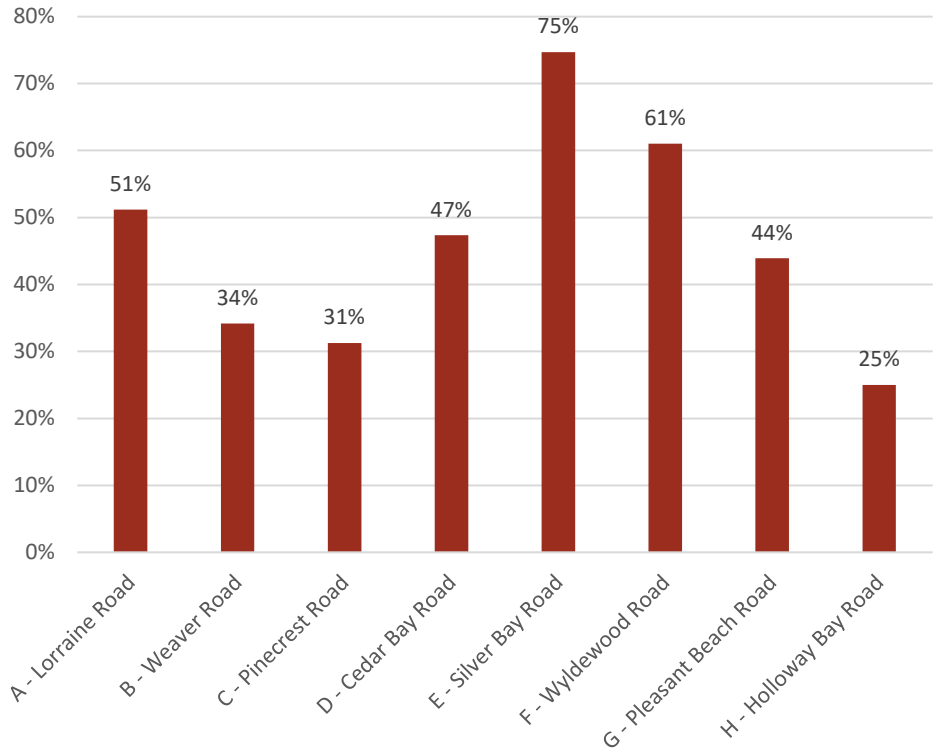
- Wildwood Road
  - 38% indicated a significant problem
- Pleasant Beach Road
  - 24% indicated a significant problem

# Willingness to Consider Measures (In Zone)

Fencing Sufficient to Prevent Public Access Entirely

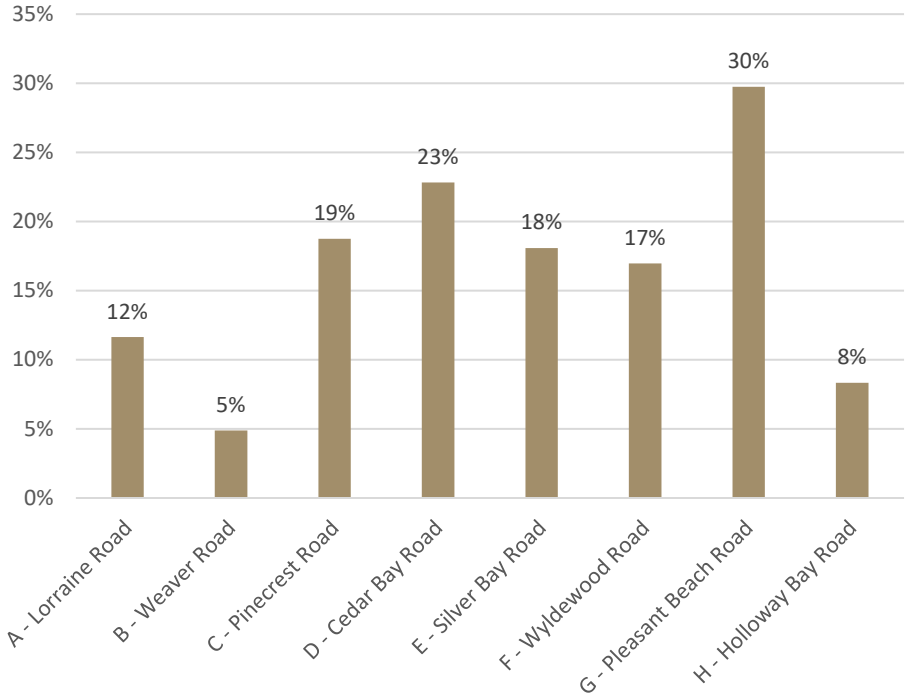


Maintaining Current Policy of Vehicular Gates

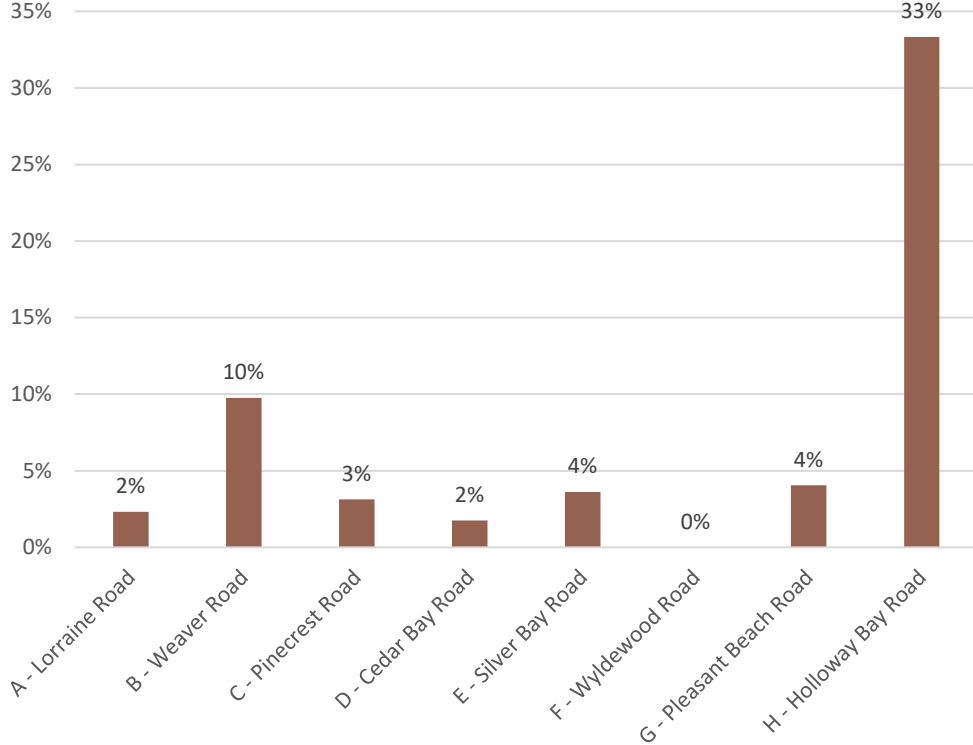


# Willingness to Consider Measures (In Zone)

**Add More Legal Parking Further Away from the Beach or on an Off-Street location**



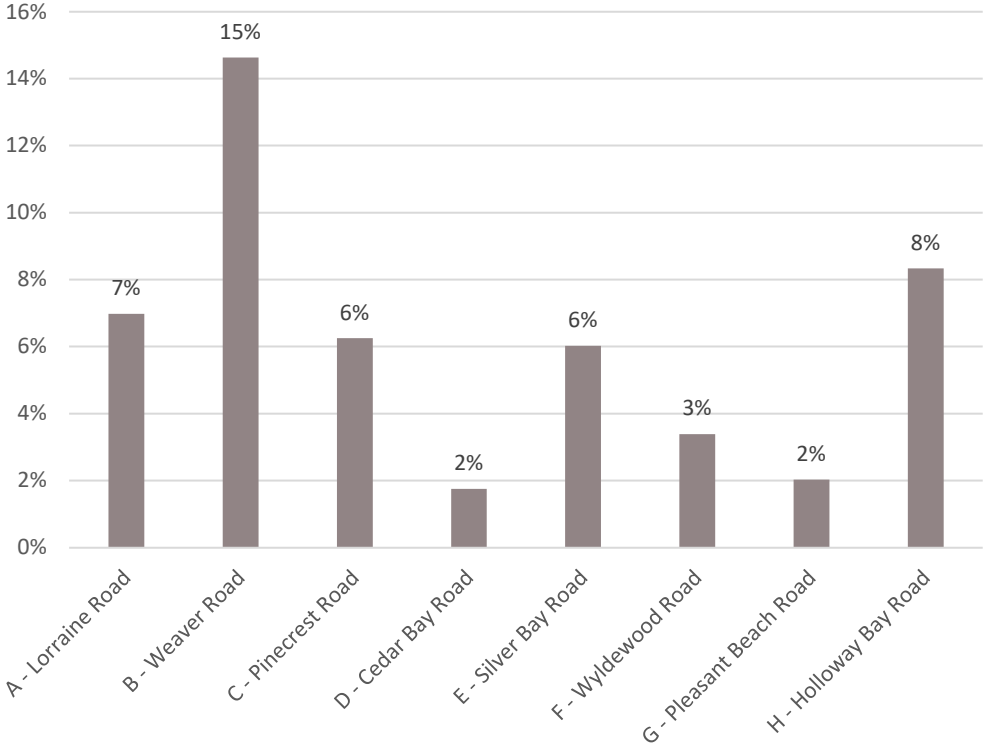
**Sell Road Allowance Lands at the Shore to Private Owner(s)**



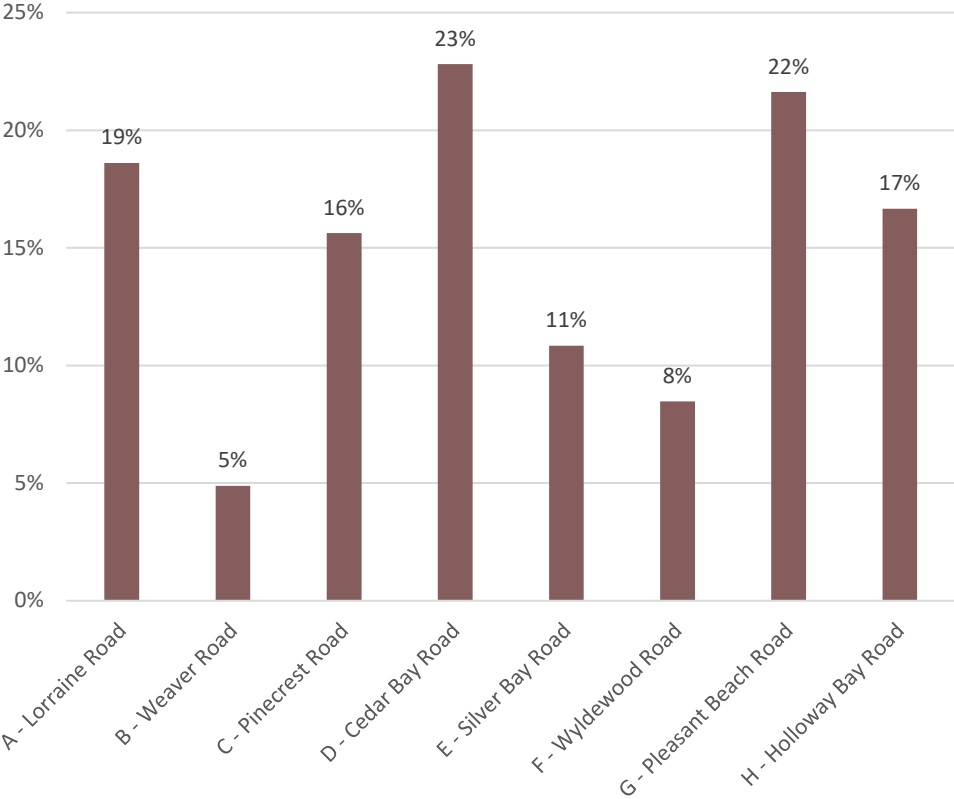


# Willingness to Consider Measures (In Zone)

Partial Sale but Retain Emergency Access Easement to Beach



Creating Public Parks









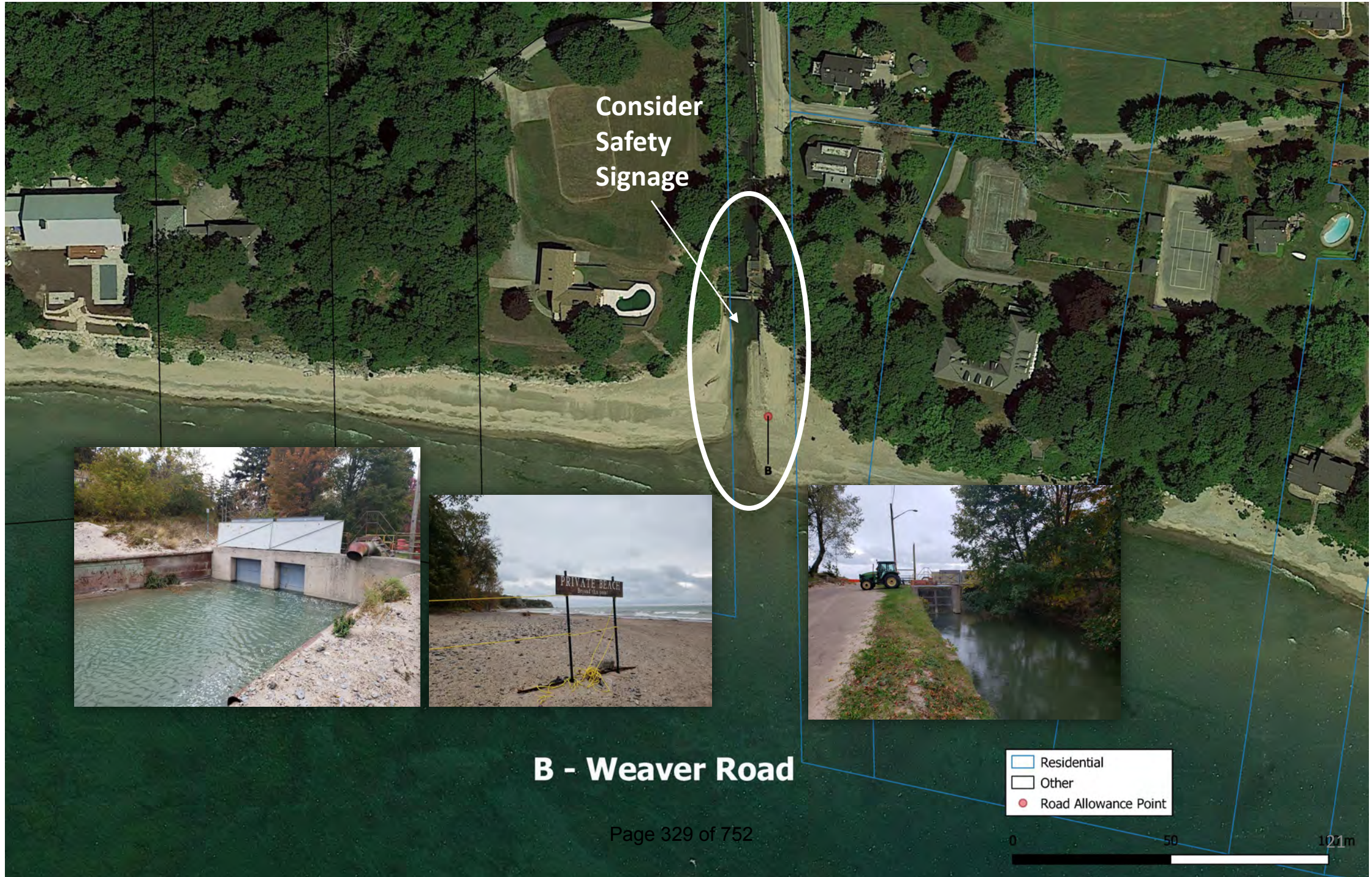


## A - Lorraine Road

- Residential
- Other
- Road Allowance Point

Support Parking by-law with improved landscaping in ROW paved road shoulders

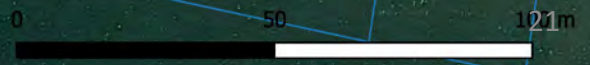




Consider Safety Signage

### B - Weaver Road

- Residential
- Other
- Road Allowance Point





# Weaver Road

- Consider safety signage north and south of Beach ROW entry
- Consider safety installations along west side of road







Opportunity  
for public  
look-out  
installation



### Pinecrest Road

- Residential
- Other
- Road Allowance Point





# Pinecrest Road

- Promote Active Transportation along route
- Create public look-out and seating above beach as improvement-to current use of ROW
- Maintain restricted access width



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### D - Cedar Bay Road

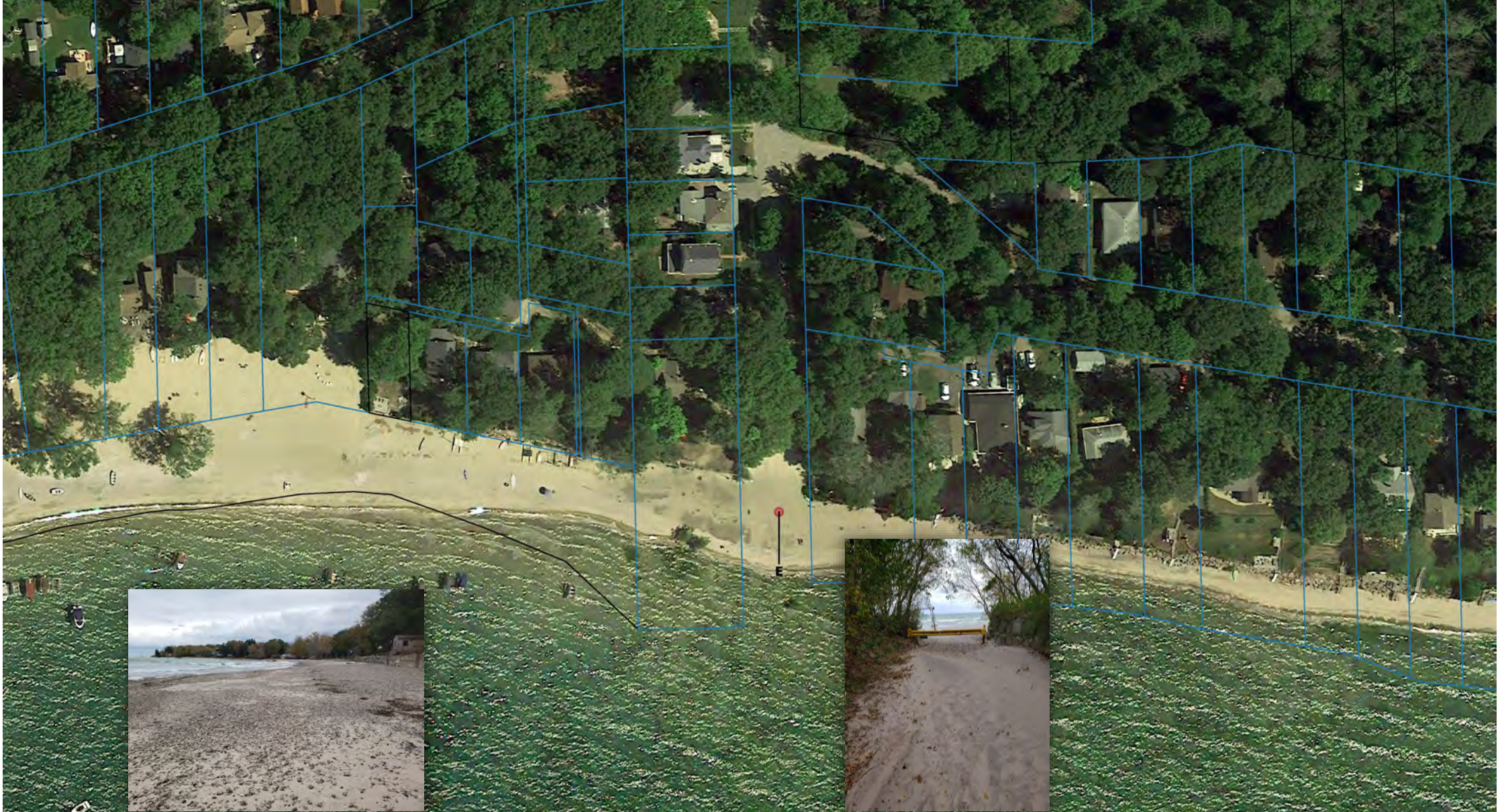
- Residential
- Other
- Road Allowance Point






# Cedar Bay Road







### E - Silver Bay Road

|   |                      |
|---|----------------------|
|  | Residential          |
|  | Other                |
|  | Road Allowance Point |





# Silver Bay Road

- Parking restrictions as proposed by City are recommended
- Ownership fabric supports maintenance of limited access via parking enforcement
- Active Transportation Route opportunity with small amenity:
  - Litter
  - Bench seating
  - Interpretation Opportunities

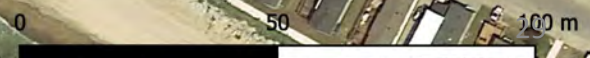






# F - Wyldewood Road

- Residential
- Other
- Road Allowance Point





# Wyldewood Road

- No sale of ROW in part or in whole
- Recognize demand for access and considered improved seasonal fencing in partnership with adjoining land owners
- Amenity limited to parking, litter control
- No seasonal washroom
- Consideration of promoting Active Transportation – bike ride in season at ROW access







# - Pleasant Beach Road





# Pleasant Beach Road




- Recognize demand and provide necessary amenities re: parking, washroom access and like
- Parking enforcement as proposed by City appropriate, use parking further north on Pleasant Beach Road
- Parking in proximity to Road end – consider accessible parking
- Partner with willing commercial service provide for F&B and washroom service
- Consider an option of Partnership with Sherkston Shores to secure mutually effective access and management of ROW and Sherkston property in immediate vicinity
- Consider land acquisition to improve parking, circulation and washroom/litter control







**H - Holloway Bay Road**

|   |                      |
|---|----------------------|
|  | Residential          |
|  | Other                |
|  | Road Allowance Point |





# Holloway Bay Road

- Constrained access
- Collaboration with Town of Fort Erie for any trail access as part of an active transportation opportunity





**Subject: 235-241 Welland Street – RFP and Design Guidelines**

**To: Council**

**From: Chief Administrative Office**

Report Number: 2021-288

Meeting Date: November 8, 2021

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**Recommendation:**

That Chief Administrative Office Report 2021-288 be received;

That the Request for Proposal (RFP) and Draft Guidelines for the sale and development of 235-241 Welland Street attached as Appendix A and B to Chief Administrative Office Report 2021-288 be approved; and

That the Manager of Strategic Initiatives be directed to issue an RFP for the sale and development of 235-241 Welland Street.

---

**Purpose:**

The purpose of this report is to seek Council approval on the draft urban design guidelines and RFP prepared by NPG Planning Solutions for the sale and development of 235-241 Welland Street.

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**Background:**

235-241 Welland Street is a vacant City owned property strategically located in the City's downtown core, with views of the Welland Canal and Clarence Street Bridge, and a gateway to the East Village and Nickel Beach. Council directed staff to have design guidelines prepared and included within an RFP document to guide the development of this property.

NPG Planning Solutions' Senior Planning Consultant appeared at the October 25, 2021 Council meeting and presented a vision and guiding principles; City planning policies for the area; design priorities; site organization; and key design elements for mixed use, residential, and commercial buildings. The City is adopting a placemaking approach to

the development of this property which focuses on transforming public spaces, promoting linkages and connections through active transportation, and enhancing the co-existence of residential, commercial, industrial and recreational uses.

---

### **Discussion:**

An RFP has been prepared that includes the urban design guidelines prepared by NPG Planning Solutions. The City Project Team working with the consultant will receive and evaluate the proposals based on the development criteria outlined in the design guidelines. These proposals will be brought forward to a closed session meeting with Council to keep potential purchasers and proprietary information confidential. Once Council chooses the successful proposal, an agreement with the purchaser will be finalized and brought to open session for approval.

Staff are proposing the following RFP schedule:

|  |                        |
|--|------------------------|
| Council review/approval of design guidelines/RFP | November 8, 2021       |
| RFP Issued                                       | November 9, 2021       |
| Submission of proposals                          | December 2, 2021       |
| Project Team review                              | December 3 and 6, 2021 |
| Council review and decision                      | December 13, 2021      |

The RFP will be emailed to a database of investors, developers, and real estate agents that is maintained and updated by the City's Economic Development and Tourism Services Division. It will also be posted on the City's website and posted on Biddingo which is an online public sector bid service. A minimum bid price of \$319,900 has been established and is included in the RFP document.

---

### **Internal Consultations:**

Staff from Planning and Development, Economic Development and Tourism Services, and Corporate Services have been working together on this project and providing input to the consultant.

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### **Financial Implications:**

The cost of this consultancy will be in the \$10,000 - \$14,000 range and will be funded from the Economic Development Reserve. This reserve will be replenished from the sale proceeds.

There are tax arrears on the property which impacts both the City and provincial government. Once this property has been divested, the sale proceeds will be used to eliminate the tax arrears and any surplus will be transferred to the Economic Development Land Reserve.

The RFP includes a minimum bid price of \$319,900 which is based on outstanding and ongoing tax arrears, penalties from previous property standard infractions, costs of demolition, costs for completing a Phase One Environmental Assessment report, and consultancy fees for preparing the design guidelines and advising on the development of the RFP.

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### **Public Engagement:**

The urban design guidelines are based on the City's Official Plan, Zoning By-Law, and East Waterfront Secondary Plan and the Region's Smart Growth Criteria and their programs. These policy documents were developed through a public process and involved considerable resident and stakeholder engagement.

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### **Strategic Plan Alignment:**

The initiative contained within this report supports the following pillars of the strategic plan:

- Attracting Business Investment and Tourists to Port Colborne
  - Value: Financial Management to Achieve Financial Sustainability
  - Governance: Communications, Engagement, and Decision-Making
- 

### **Conclusion:**

Council directed staff to have urban design guidelines established for the development of 235-241 Welland Street. These guidelines are included in an RFP document that will invite development proposals and an offer price. 235-241 Welland Street is a gateway location within the downtown area and the City's East Village where revitalization and renewal is a strategic focus.

---

### **Appendices:**

- a. Request for Proposal (RFP)
- b. Design Guidelines

Respectfully submitted,

Gary Long  
Manager of Strategic Initiatives  
905-835-2900 x.502  
[gary.long@portcolborne.ca](mailto:gary.long@portcolborne.ca)

Bram Cotton  
Economic Development Officer  
905-835-2900 x.504  
[bram.cotton@portcolborne.ca](mailto:bram.cotton@portcolborne.ca)

**Report Approval:**

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.



**PORT COLBORNE**

**PROJECT NO.**

**REQUEST FOR PROPOSAL**

Development of City-Owned Property

MAYOR: William Steele

Chief Administrative Officer: Scott Luey

CITY CLERK: AMBER LAPOINTE

**CLOSING DATE: DECEMBER 2, 2021**

**At. 2:00 p.m. local time**

**Document Release Date: November 8, 2021**

**Attn: Amber LaPointe, City Clerk**

**Project No.:**

Type: Request for Proposal

Title: Development of City-Owned Property

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**Project No.:**

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**DEFINITIONS**

The following definitions apply to the interpretation of the Bid Document;

1. "ADDENDUM" means a written change, addition, alteration, correction or revision to a bid, proposal or contract document. Addendum/Addenda may be issued following a pre-bid/pre-proposal site meeting/conference or as a result of a specification or work scope change to the solicitation.
2. An "AGREEMENT" means a legal document that binds the Corporation of the City of Port Colborne and the successful proponent to carry-out a project.
3. An "AWARD" is the acceptance of a Proposal in accordance with this Request for Proposal (RFP).
4. "CONSULTANT" means the provider of a service who, by virtue of professional expertise or service is contracted by the City of Port Colborne to carry-out a project.
5. "MANDATORY" refers to a specification or requirement that the Proponent must include in their Proposal and be capable of performing if they are the awarded the contract to carry-out the project. Instructions and specification that are requested by the words "shall" and/or "will" indicate the requirement is "mandatory".
6. "MAY" used in this document denotes permissive.
7. "OWNER" means the City of Port Colborne.
8. "PROPONENT" refers to any legal enterprise making a submission in response to this RFP.
9. "PROPOSAL" is a written offer, received from a person\company in response to an invitation to provide goods and/or services based on a Request for Proposal and the corresponding Terms of Reference.
10. "REQUEST FOR PROPOSAL" (RFP) means the document issued by the City of Port Colborne and used to solicit proposals from Proponents to provide goods, services or construction to the City, where it is not practical and/or possible to prepare precise specifications, or where "alternatives" to detailed specifications will be considered, which may be subject to further negotiation.
11. "SHALL" and "WILL" used in this document denotes imperative.
12. "SUCCESSFUL PROPONENT(S)" means a Proponent whose submission(s) has been accepted by the City.

**Project No.:**

Type: Request for Proposal

Title: Development of City-Owned Property

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**1.0 General Background**

The Terms of Reference describes the Corporation of the City of Port Colborne's requirements for the consulting services required to develop a City-owned vacant property; 235-241 Welland Street.

**2.0 Community Background**

The City of Port Colborne (2016 population 18,306) is a lower-tier municipality on Lake Erie, at the southern end of the Welland Canal, in the Niagara Region of southern Ontario, Canada. The City is one of 12 municipalities that constitute the Regional Municipality of Niagara. The municipality offers the best of small and large city infrastructure and activities. While sharing similarities with other municipalities that have distinct urban and rural areas, Port Colborne's history and vision for the future is unique and makes it special.

Port Colborne is situated on the north shore of Lake Erie, at the mouth of the Welland Canal. It shares its boundaries with the Township of Wainfleet to the west, the Town of Fort Erie to the east, and the City of Welland and City of Niagara Falls to the north. Historically, the City of Port Colborne has benefited both from its proximity to large population centres in Southern Ontario and the Northeast United States, and its strategic location on the Welland Canal and Lake Erie.

**3.0 Project Objectives and Deliverables****Project Overview**

The vacant City-owned property, located at 235-241 Welland Street, has been declared surplus and the City would like divest this property. Redevelopment and revitalization of the City's east side is of paramount importance for Council and staff. The design guidelines for this property and the general area show a mixed-use development which will incorporate both commercial and residential uses.

**Planning Framework and Policies:**

The property at 235-241 Welland Street (the "subject property") is strategically located within the City of Port Colborne in the East Waterfront Area. The City has completed a Secondary Plan for the East Waterfront (refer to the City's Official Plan) which will guide development in this area. Key to the development of this area of the East Waterfront is the intersection of Welland Street, Clarence Street, and the key parks identified in the East Waterfront Secondary Plan. The Design Guidelines provide details on the East Waterfront Secondary Plan – policies and land use designations.

The connectivity between downtown Port Colborne and the East Waterfront is a strategic priority for the City in its plans and policies. Connectivity is to be provided through the street and bridge network, parks and open space, cycling and pedestrian infrastructure, and the overall integration of design approach for both communities. Collectively, this is an integrated approach to placemaking in the most urban areas of Port Colborne.

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There are key community elements in the East Waterfront Secondary Plan that are to be translated into the redevelopment of the subject property. A brief description is provided below, proponents are to refer to the list of additional resources at the end of this section for fulsome information.

1. A Mixed-Use Community – the East Waterfront community includes existing and new opportunities for residential and mixed-use development. At the same time, the East Waterfront is a working waterfront with existing businesses along the Welland Canal and further outside the Secondary Plan Area.
2. Increasing housing supply – the mixed-use designation within the East Waterfront provides opportunities to increase housing supply through redevelopment of the subject property. There is an expectation that all mixed-use development lands, including the subject property, will include new housing to increase housing supply.
3. Clarence Street – this major City Street is a key access to downtown Port Colborne. There is an existing bridge across the Welland Canal that provides vehicular, pedestrian and cyclist access to downtown Port Colborne. Clarence Street provides a view corridor into the park system and development in the East Waterfront from Downtown Port Colborne and, conversely, into downtown Port Colborne. The view corridor into the parks and the development of the subject property is a priority for the City – refer to the Design Guidelines for View Corridor requirements.
4. Major Parks and Open Space – The commitment to parks and open space is key to leveraging value for investment in the East Waterfront.
5. Active Transportation – Immediately north of the subject property is the Friendship Trail which is a key active transportation corridor that connects the East Waterfront and Port Colborne easterly to Fort Erie. The Friendship Trail provides connectivity to the Greater Niagara Circle Route for both pedestrians and cyclists. The Greater Niagara Circle Route is a key active transportation corridor that connects pedestrians and cyclists along the Welland Canal from Lake Ontario to Lake Erie. It is a priority for the City and the development of the subject property that active transportation is integrated into each development – both public and private – in the East Waterfront. Please see the Design Guidelines for more details on active transportation requirements.
6. Brownfield Redevelopment – implementing the vision for the East Waterfront requires investment by both the City of Port Colborne and private proponents for new housing and public spaces. Reinvestment in brownfield sites for new mixed-use development and housing implements the City’s commitment to environmental stewardship of land in the East Waterfront. Please refer to the East Waterfront Community Improvement section of this RFP.

**Design Excellence:**

To implement the City’s overall vision for the East Waterfront, design excellence is a high priority. Design Guidelines have been developed for the subject property are to be used by proponents to develop their vision and design to achieve the City’s overall vision, goals, and objectives. Priorities include, but are not limited to, the following:

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- a. Mixed commercial residential development<sup>1</sup>
- b. Integration of the development of the subject property with the overall community through active uses at grade including windows and doors at the street level
- c. Ensuring connectivity to the public realm on Welland Street for pedestrians and cyclists to and from the proposed development
- d. Providing high quality architectural design

See separate document for urban design guidelines.

Note to Proponents: The above description is an overview of the planning framework. Proponents shall review the “Additional Resources” documents listed at the end of this section. In the case of a conflict between the above and the Additional Resources documents, the latter shall prevail.

**East Waterfront Community Improvement Plan:**

In 2012 the City of Port Colborne adopted the East Waterfront Community Improvement Plan (“EWCIP”). The boundaries of the EWCIP are the same as the East Waterfront Secondary Plan Area. The EWCIP provides direction on the development and facilitating the implementation of the City’s plan for the East Waterfront. The funding programs for the East Waterfront Secondary Plan are:

- Façade Improvement
- Residential Grant
- Revitalization Grant
- Urban Design Study Grant

Proponents should refer to the most current program guides and application forms to understand these programs. The East Waterfront CIP is available on the City’s website.

**Niagara Region: Incentives and Smart Growth Design Criteria**

Niagara Region partners with municipalities such as the City of Port Colborne to support redevelopment in key priority areas within the Region and the City. As of the writing of this RFP, Niagara Region has a variety of brownfield programs available that share funding of the East Waterfront CIP programs. Proponents should contact Niagara Region for the most current information (Niagara Region Economic Development).

In addition, Niagara Region has established Smart Growth Design Criteria for various building typologies. One of these typologies is for residential/mixed use buildings over 5 storeys. The criteria document is attached as an appendix to this RFP – please consult Niagara Region to confirm this is the most current version. In addition, as Niagara Region uses these criteria for assessing incentive

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<sup>1</sup> Although other uses such as commercial (stand alone) and townhouses are permitted in the Official Plan, a mixed use building is the highly preferred development approach.

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availability, proponents are advised to review their design and financial analysis.

**Additional Resources:**

- City of Port Colborne Official Plan
- City of Port Colborne – East Waterfront Secondary Plan
- City of Port Colborne Zoning By-law
- East Waterfront Community Improvement Plan
- Niagara Region Smart Growth Criteria – Buildings over 5 storeys

**Project Scope****Review Team:**

A City's Project Review Team (PRT) will be established to receive and review the proposals before they are submitted to Council. The Team may consist of:

- Manager of Strategic Initiatives – Gary Long
- Economic Development Officer – Bram Cotton
- Planning Consultant – Rick Brady
- Planner – David Schulz
- Digital Service Squad Program Coordinator – Rob Fucile

**Site Overview**

The City-owned site is located at the corner of Welland Street and Clarence Street. This gateway property is identified as a Downtown Commercial zone in the Official Plan. Pertinent information is listed below and in the attached documents. (See *Attachment 'B'* for a site map)

**Address:** 235-241 Welland Street, Port Colborne, Ontario

**Minimum Bid Price:** \$319,900

**Size (all approximate):** 0.37 acres

North Property Line: 184.46 ft.

East Property Line: 82.71 ft.

South Property Line: 181.35 ft.

West Property Line (Frontage): 95.03 ft.

**City Stipulations:** To prevent speculation and land banking, the City will require the purchaser to enter into a Right to Reconveyance Agreement that stipulates that the owner must construct a building within a 2-year time frame or the City has the right to re-acquire the property.

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**Other Pertinent Information:** A Phase 1 ESA has been completed and is available upon request

**Surrounding land uses:** North – Commercial (Parkers Pub and Eatery)

East – Residential Dwellings

South – Residential Dwellings

West – Welland Street, Seaway Park, and Heavy Industrial Lands,  
Brennan Paving Limited (P-CH zoned lands)

**Zoning Information**

**Downtown Commercial Zone (DC)**

**General**

- a) No person shall use any lot or erect, alter or use any building or structure in any Downtown Commercial (DC) Zone except in accordance with the applicable provisions of Sections 2, 3 and 23.
- b) In addition to Section 23.1 (a), any lot may be subject to additional regulations or restrictions by the City, upper tier government or agencies as indicated in Section 1.3.

**Permitted Uses:** Allows for apartment buildings and commercial with apartments as an accessory. Full listing of permitted uses (DC) is show in *Attachment ‘C’*.

Full listings of zoning requirements (DC) are shown in *Attachment ‘D’*.

Full listings of parking requirements (DC) are shown in *Attachment ‘E’*.

**4.0 Project Management**

The lead contact person for this project will be the City’s Manager of Strategic Initiatives, Gary Long (email: [gary.long@portcolborne.ca](mailto:gary.long@portcolborne.ca); telephone: 905-835-2900 ext. 502).

**5.0 Submission**

The Proposal should include items listed hereunder, but also include other considerations based on the Proponent’s understanding of the project. Proponents are requested to adhere strictly to the instructions concerning submission. The following policy regarding the submission and opening procedures will be applicable.

**Three copies of the Proposal must be sealed and submitted to:**

**Amber LaPointe**, City Clerk on the  
2<sup>nd</sup> Floor, City Hall

**Project No.:**

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66 Charlotte Street,  
Port Colborne, Ontario, L3K 3C8

**By the following date and time:**

**December 2<sup>nd</sup>, 2021 at 2:00 p.m. local time**

Proposals received later than the time specified will not be accepted, regardless of the postal seal date. Proposals must be plainly marked to reveal the contents and the submitters name and address. Proposals received after this time will be unopened and returned.

Proposals shall be submitted in envelopes with the information on the front as shown in *Attachment 'F'*, as follows:

- Envelope 1 – Development Proposal
- Envelope 2 – Offer/Purchase Price

If you wish for clarification of specifications, do not use the envelopes submitted as it will not be opened prior to the Project opening.

The bid must be legible, written in ink, or typewritten. Any form of erasure, strikeout or over-writing must be initialed by the Bidder's authorized signing officer.

Key Contacts for inquiries regarding this RFP are as follows, and must be submitted **by email only**, and directed to the attention of:

**Gary Long**

**Manager of Strategic Initiatives**

**Email: [gary.long@portcolborne.ca](mailto:gary.long@portcolborne.ca)**

All proponents intending to submit a proposal are advised to register their intention at [gary.long@portcolborne.ca](mailto:gary.long@portcolborne.ca) to ensure access to clarifications and addendums.

City staff may clarify any aspect of a Proposal submission with the Proponent at any time after the Proposal has been opened. Any such clarification will not alter the Proposal and will not be constituted as a negotiation or renegotiation of the Proposal. The Corporation of the City of Port Colborne is not required to clarify any part of a Proposal. Any clarification of a Proposal by a Proponent shall not be effective until confirmation has been delivered in writing.

It will be the responsibility of the proponent to clarify any details in question before submitting their Proposal.

Any Proponent finding discrepancies or omissions in the documents or having any doubts concerning the meaning or intent of any part thereof, should immediately request clarification. Written instructions or explanations will then be sent to all proponents in the form of addenda to the RFP documents.



**Project No.:**

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Proponents may, reasonably in advance of the closing date and time, inquire into and seek clarification of any requirements of this RFP. Inquiries must be directed to the attention of:

**Gary Long**  
**Manager of Strategic Initiatives**  
Email: [gary.long@portcolborne.ca](mailto:gary.long@portcolborne.ca)

**No inquiries will be taken on the Closing Date.**

**6.0 Proposal**

Interested parties shall provide a brief Proposal, maximum 5 pages, not including the covering letter, résumés, company credentials, content page and appendices. Appendices are to be limited to résumés, project lists and corporate information.

**7.0 Obligations of the Parties**

The following items are general obligations of the Proponent and City:

Submission of a Proposal does not obligate the City of Port Colborne to acceptance and, as such, the City of Port Colborne reserves the right to accept or reject any Proposal, based on technical merit, interpretation of this Request for Proposal, cost effectiveness, timeliness, etc.

Acceptance of any Proposal will be subject to approval by City of Port Colborne Council. The selected Proponent will be required to enter into a written agreement with the City of Port Colborne before commencement of the project.

**8.0 Proposal Evaluation**

All Proposals will initially be reviewed and assessed based on non-cost criteria. A preferred proposal will be determined based on the ability to meet the requirements of this RFP. See **15.0 Evaluation and Selection of Proponents.**

**9.0 Confidentiality**

The City of Port Colborne will treat all bids as confidential. The City will comply with the Municipal Freedom of Information and Protection of Privacy Act, and its retention by-law pursuant to the Municipal Act, in respect of all bids. These reports will not include bid documents. The City will retain all copies of all bids successful or otherwise, and they will be destroyed in accordance with the City's Retention By-Law.

**10.0 Informal/Incomplete Proposals**

**Project No.:**

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Proposals shall be rejected as informal/incomplete for any of the following:

- a) Late
- b) Incorrect Fee/Schedule Breakdown document
- c) Incorrect/Missing envelopes
- d) Incomplete documentation
- e) Missing/Incomplete Addendum
- f) Proposal not signed and/or sealed
- g) Proposal completed in pencil
- h) Erasures, overwriting or strikeouts not initialed
- i) Proposals submitted by fax or email

**11.0 Proponent Performance (Litigation)**

The Corporation may, in its sole discretion, reject a Proposal if a Proponent:

- i. Has, at any time, threatened, commenced or engaged in legal claims or litigation against the Corporation of the City of Port Colborne
- ii. Is involved in a claim or litigation initiated by the Corporation.
- iii. Previously provided goods or services to the Corporation in an unsatisfactory manner.
- iv. Has failed to satisfy an outstanding debt to the Corporation.
- v. Has a history of illegitimate, frivolous, unreasonable, or invalid claims.
- vi. Provides incomplete, unrepresentative or unsatisfactory references.
- vii. Has engaged in conduct that leads the Corporation to determine that it would not be in the Corporation's best interests to accept the Proposal.
- viii. Has a conflict of interest or that which may be viewed as a conflict of interest either with or by the Corporation.

Proponent's must sign and submit the Litigation & Conflict of Interest Statement. (*Attachment 'G'*)**12.0 Exclusion**

Except as expressly and specifically permitted herein, no proponent shall have any claim for any compensation of any kind whatsoever, as a result of participating in this Request for Proposal, and by submitting a Proposal each proponent shall be deemed to have agreed that it has no claim.

**13.0 Acceptance or Rejection of Proposals**

The City of Port Colborne reserves the right to discuss any and all Proposals, to request additional information from the Proponent and to accept or reject any or all Proposals, whichever is in the best interest of the City.

All Proposals may be subject to an evaluation process.

An award will be made to the firm, which in the opinion of the City, is best qualified to meet the City's requirements. The City will not be required to justify its decision to those firms not selected. The City will not be liable for any costs incurred by the consulting teams in the preparation of their Proposals.

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Any consortium of companies or agencies submitting a proposal must certify that each company or agency of the consortium can meet the requirements set forth in the RFP.

**14.0 RFP Schedule**

|  |                                  |
|--|----------------------------------|
| RFP Issued                               | November 9 <sup>th</sup> , 2021  |
| Deadline for questions                   | November 25 <sup>th</sup> , 2021 |
| Deadline for staff response to questions | November 26 <sup>th</sup> , 2021 |
| Submission of Proposals                  | December 2 <sup>nd</sup> , 2021  |
| Staff Review Proposals                   | December 3 <sup>rd</sup> , 2021  |
| City Council awards contract             | December 13 <sup>th</sup> , 2021 |
| Project Start-up                         | December 14 <sup>th</sup> , 2021 |

**15.0 Evaluation and Selection of Proponents****Objectives**

The objective of the Evaluation and Selection Process is to identify the Proposal that effectively meets the requirements of this RFP. Specifically, the Planning Framework and Policies as outlined in Section 3 of this RFP.

The City of Port Colborne has established the following general criteria for the selection of a company /proponent for this study:

- Demonstrated knowledge of developing vacant property, best practices, emerging trends, marketing and program administration;
- Adherence to the planning and development policies as highlighted in Section 3 of the RFP.
- Demonstrated understanding of the objectives of the City of Port Colborne;
- Proven ability to meet, either in-house or through sub-contractors, the project requirements on schedule and within budget;
- Proven ability to provide creative solutions and initiatives;
- Prior experience in conducting similar projects.

**Project Review Team**

A Project Review Team (PRT) will review and evaluate the proposals. The evaluations will be conducted using pre-determined criteria set out in this RFP. The Owner reserves the right to have a third party that will be subject to strict confidentiality obligations, review the Proposals to support and advise the team as necessary. Once the PRT has completed their review and evaluation, the proposals will be sent to Council to review during a closed session meeting, pursuant to Section 239 of the Municipal Act. Council will make the final decision.

**Evaluation**

**Project No.:**

Type: Request for Proposal

Title: Development of City-Owned Property

---

The Proposal evaluation will be comprised of the following stages:

- Stage 1: Evaluation of Mandatory Criteria
- Stage 2: Evaluation of Technical Criteria
- Stage 3: Reference Checks of Short-Listed Proponents
- Stage 4: Evaluation of Cost Criteria

**Evaluation & Selection Criteria****Stage 1 - Evaluation of Mandatory Criteria**

Proposals that do not meet the mandatory criteria will be rejected without further evaluation.

**Stage 2 - Evaluation of Technical Criteria**

Subject to the evaluation Committee's right to reject an unacceptable Proposal under the Submission requirements; the Evaluation Committee will evaluate and score the Proposal information provided. For each criterion, each Proposal will be assessed and points will be awarded on the basis of the extent to which the requirements of the RFP documents are satisfied and the comparative merit of the individual Proposal as compared to other Proposals.

**Stage 3 - Reference Checks of Short-Listed Proponents**

The Evaluation Committee may consult with the references of the short-listed Proponents. Based on the feedback from references, the technical ratings may be adjusted.

**Stage 4 - Evaluation of Cost Criteria**

Evaluation of cost criteria will be conducted after evaluation of the technical criteria and references.

**Additional Information**

The Project Review Team (PRT) may, at its discretion, verify and make inquiries with respect to references given by a proponent, and request clarifications or additional information with respect to any Proposal. The PRT may make such requests to only selected Proposals without making the same requests for all Proposals. The PRT may consider such clarifications or additional information in evaluating a Proposal.

**Project No.:**

Type: Request for Proposal

Title: Development of City-Owned Property

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**Attachment 'A'**  
**Mixed-Use Development**

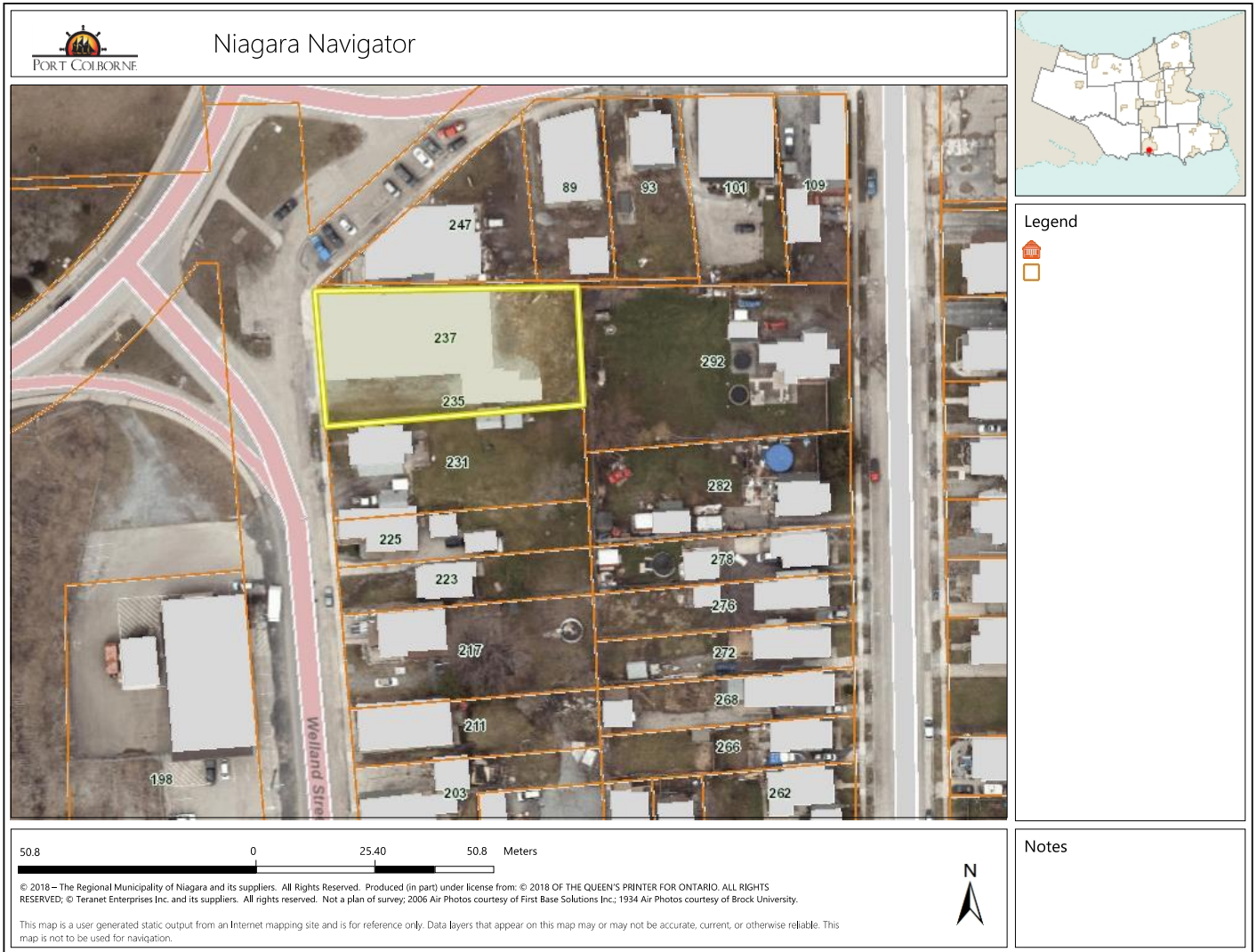
See separate document for urban design guidelines.

**Project No.:**

Type: Request for Proposal

Title: Development of City-Owned Property

**Attachment 'B'**  
**Site Map**



**Project No.:**

Type: Request for Proposal

Title: Development of City-Owned Property

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**Attachment 'C'**  
**Permitted Uses**

The following list outlines the permitted uses for a Downtown Commercial Zone (DC) property.

- a) Animal Care Establishment;
- b) Apartment Building;
- c) Apartment Building, Public;
- d) Brew Pub;
- e) Day Care;
- f) Drive-Thru Facility;
- g) Dwelling, Accessory
- h) Existing Motor Vehicle Gas Station;
- i) Existing Motor Vehicle Repair Garage;
- j) Food Vehicle;
- k) Hotel;
- l) Medical Clinic;
- m) Office;
- n) Personal Service Business;
- o) Place of Assembly/Banquet Hall;
- p) Place of Worship;
- q) Private Club;
- r) Public Use;
- s) Recreation Facility;
- t) Restaurant, Fast Food;
- u) Restaurant, Full-Service;
- v) Restaurant, Take-Out;
- w) Retail Store;
- x) Service Commercial;
- y) Social Service Facility;
- z) Studio;
- aa) Veterinary Clinic; and
- bb) Uses, structures and buildings accessory thereto



**Project No.:**

Type: Request for Proposal

Title: Development of City-Owned Property

**Attachment 'D'**  
**Zoning Requirements (DC)**

**Zone Requirements**

|  |                      |
|--|----------------------|
| Minimum Lot Frontage                                     | No minimum           |
| Minimum Lot Frontage where used for Residential Purposes | 6 metres             |
| Minimum Lot Area   | No minimum           |
| Minimum Front Yard                                       | No minimum           |
| Minimum Interior Side Yard                               | No minimum           |
| Minimum Interior Side Yard abutting a Residential Zone   | No minimum           |
| Minimum Corner Side Yard                                 | No minimum           |
| Minimum Rear Yard  | No minimum           |
| Maximum Height   | 26 metres            |
| Maximum Gross Floor Area                                 | 100% of the lot area |

**Additional Zone Requirements - Apartment Building, Apartment Building, Public**

|                               |                  |
|-------------------------------|------------------|
| Minimum Lot Frontage          | 18 metres        |
| Minimum Lot Area per Unit     | No minimum       |
| Minimum Front Yard            | No minimum       |
| Minimum Interior Side Yard    | No minimum       |
| Minimum Corner Side Yard      | No minimum       |
| Minimum Rear Yard             | No minimum       |
| Maximum Lot Coverage          | No minimum       |
| Maximum Height                | 26 metres        |
| Minimum Landscaped Area       | 25 percent       |
| Minimum Floor Area for a Unit | 50 square metres |

**Additional Zone Requirements – Dwelling, Accessory**

|  |                             |
|--|-----------------------------|
| Max Percent of Total Gross Floor Area  | 200 percent of the lot area |
| Minimum Floor Area   | 50 square metres            |
| There is no maximum amount of accessory residential units in the same building provided required parking can be provided under Section 3 for each dwelling unit. |                             |
| An accessory residential unit is only permitted above downtown commercial uses.  |                             |

**Additional Zone Requirements – Attached Accessory Use**

|                                       |            |
|---------------------------------------|------------|
| Max Percent of Total Gross Floor Area | 50 percent |
|---------------------------------------|------------|

**Project No.:**

Type: Request for Proposal

Title: Development of City-Owned Property

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**Attachment 'E'**  
**Parking Requirements (DC)**

- a) With the exception of buildings containing dwelling units, all lands zoned Downtown Commercial shall be exempt from the parking and loading requirements of this By-law.
- b) Buildings containing residential dwelling units will be subject to the residential parking provisions of Section 4 of this By-law.

**Project No.:**

Type: Request for Proposal

Title: Development of City-Owned Property

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**Attachment 'F'**  
**Envelope Submission Information**

***Envelope #1***

**Amber LaPointe  
City Clerk  
City of Port Colborne  
66 Charlotte Street  
Port Colborne, ON L3K 3C8**

a) DEVELOPMENT PROPOSAL

**Project No.:**  
**RFP – Development of City-Owned Property**

**Closing: December 2<sup>nd</sup>, 2021 AT 2:00 p.m. local time**

**Consultant: \_\_\_\_\_**

***Envelope #2***

**Amber LaPointe  
City Clerk  
City of Port Colborne  
66 Charlotte Street  
Port Colborne, ON L3K 3C8**

a) OFFER/PURCHASE PRICE

**Project No.:**  
**RFP – Development of City-Owned Property**

**Closing: December 2<sup>nd</sup>, 2021 AT 2:00 p.m. local time**

**Consultant: \_\_\_\_\_**





# Urban Design Guidelines

235-241 Welland Street, Port Colborne

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# INTRODUCTION

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# 1

## 1.1 Intent and Application

The 235-241 Welland Street Urban Design Guidelines (the ‘Guidelines’) provide a design framework applicable to any new development located on 235-241 Welland Street in Port Colborne. These guidelines provide design directions for potential new buildings and site development to promote the creation of high-quality spaces for people, which reflect the unique East Waterfront Secondary Plan context.

The Guidelines will serve as an assessment tool during the design review process for new developments on this site. Although these guidelines are not regulatory, they are intended to be used by City staff and other decision makers in the design and review of new development proposals for this site. Proponents of new development are expected to utilize these design guidelines in the site planning of this property.

## 1.2 Site Context

Port Colborne is a historic community tied closely to the industries and communities that developed along the Welland Canal. The current urban area of Port Colborne is located at the southern end of the municipality, centred on the Welland Canal, and consists of a variety of residential neighbourhoods, downtown, historic core areas and various commercial and industrial areas.

As the City of Port Colborne grows, the design of new developments must respond to the contextual circumstances in order to pioneer change that benefits the community over time and achieves the City’s placemaking goals. Within this context, new developments will be subject to higher design standards and strive towards achieving complete, walkable and healthy communities. This is done through consideration of the adjacent built form and uses, street interface, circulation networks and active transportation options.



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### 1.2.1 Context Analysis

The site is part of the East Waterfront Secondary Plan and lies at the intersection of Welland Street, Clarence Street and Durham Street. It is also walkable to Downtown Port Colborne which provides a high locational advantage.

To the north of the site lies The Friendship Trail which extends over a distance of 27 kms from Port Colborne to Fort Erie. The nearest park from the site is Victoria Park and there are several landmarks within a walkable distance such as the Port Colborne Historical & Marine Museum, Port Colborne Public Library, and the Former L.J. Shickluna Service Station.

The East Waterfront Secondary Plan also includes a parks and open space near the site. The unique blend of these factors brings forth significant public realm design opportunities and responsibilities. A further analysis of the site context considers a 400-800 metre radius, which provides important cues regarding relationships between circulation networks, natural connections, open spaces, buildings, transitions, and buffers. This radius is a 5-to-10-minute walk and will incorporate key features or places that will be used by future users of the site as demonstrated in **Figure 1**.

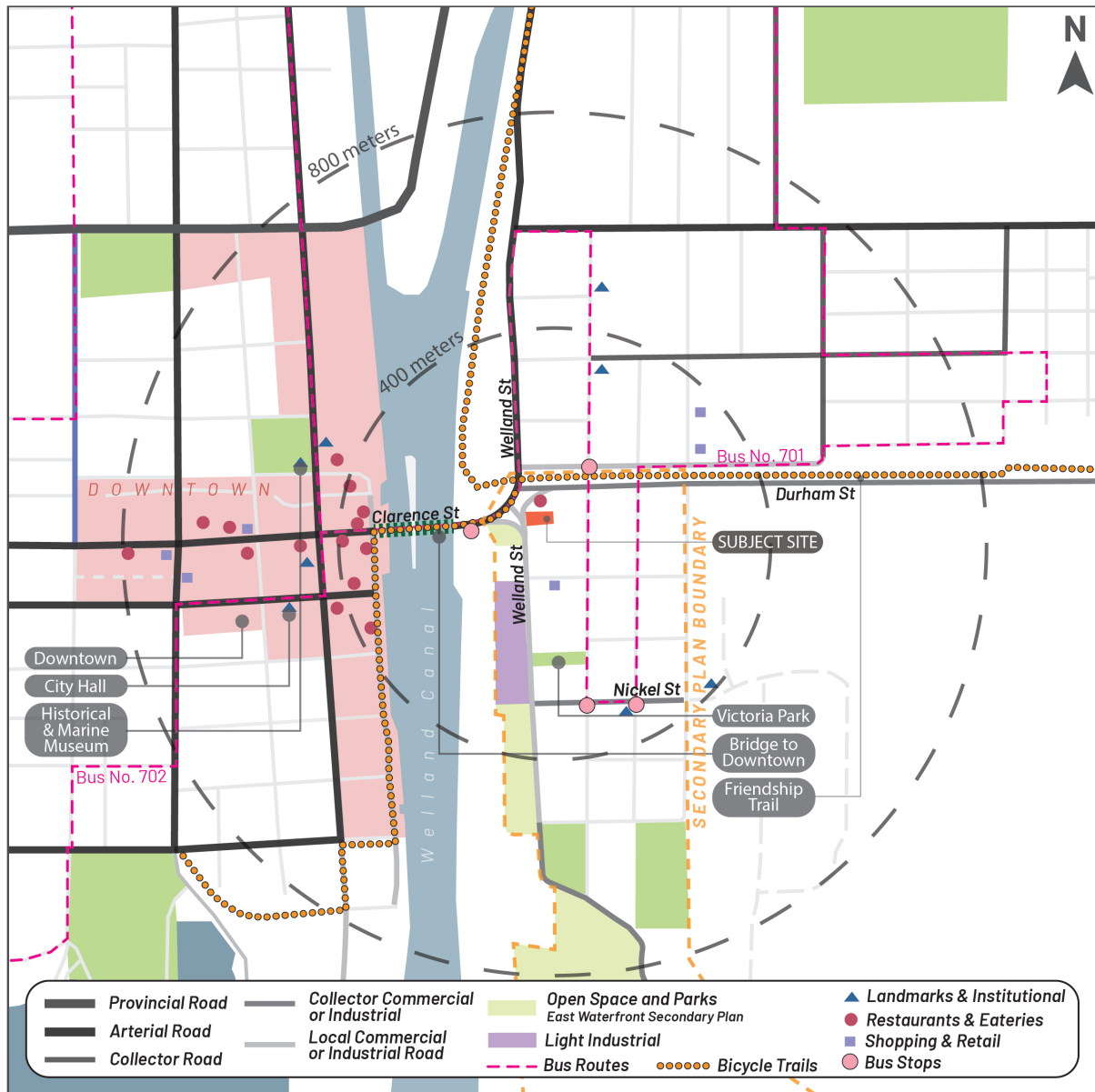


Figure 1: Context Mapping

# 2

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## **VISION AND GUIDING PRINCIPLES**

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# 2

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## 2.1 Vision Statement

The Long-term Vision for the East Waterfront states that:

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*The proposed long-term vision for the East Waterfront responds to the opportunities for improvements and supports the community's goals for the area. It calls for green streets and open spaces that will create the setting for neighbourhood renewal, infill development and a variety of lakefront experiences.*

---

## 2.1 Guiding Principles

### Connecting Downtown Port Colborne and the East Waterfront

Downtown Port Colborne and the East Waterfront are connected communities through their shared street network, shared public spaces and parks, and the shared frontage and access to the Welland Canal. Downtown Port Colborne is within a 5-minute walk of the East Waterfront site and, conversely, the East Waterfront is a 5-minute walk from downtown Port Colborne. A key priority is creating an east-west symmetry between Downtown Port Colborne and the mixed-use areas in the East Waterfront Secondary Plan through planning and urban design in both communities. It is important that the new building be a “destination development” that attracts people to future businesses, both within the development and the surrounding establishments in the neighbourhood.



# 2

## Mixed Use Areas

*“This designation would apply to the properties along Nickel Street and Durham Street and would permit neighbourhood oriented, small-scale commercial uses, townhouses and apartment buildings of 2-5 storeys. Buildings that combine commercial uses on the ground floor and residential units on upper floors should be encouraged. All buildings should be required to address and frame the street, with parking located at the side or rear.”* - quote from East Waterfront Secondary Plan

## Clarence/Welland/Durham Intersection

*“The intersection of Clarence Street, Welland Street and Durham Street should be improved to make the area feel more safe and inviting to pedestrians and cyclists, create a more attractive gateway to the East Village, and address any vehicular traffic issues stemming from the current configuration. ... Improvements should include boulevard landscaping...”* - quote from East Waterfront Secondary Plan

## Create a Landmark/Visual Anchor

Because of its location as a gateway to the East Waterfront, 231-245 Welland Street has always been considered a site of strategic importance within the overall East Waterfront Area. The site offers high visibility and prominence from the Clarence Street bridge towards Welland Street. There is an opportunity to create active placemaking through considerations such as a building that addresses the street, high-quality façade treatments, street connectivity, and more.



# 2

Further, Section 5.2 Public Realm Improvement Strategy of the East Waterfront Plan identifies the land to be along Clarence/Welland/Durham Intersection as part of their Long-term Projects. The Welland Street Streetscape is recognized as a Priority Project, with proposed improvements including:

- repairs to sidewalks, curbs and the roadway, where needed
- upgrading of storm sewer infrastructure, where needed
- designation of the street as a bike route, with signage indicating as such
- planting of street trees on both sides of the street, generally spaced 6-9 metres apart, on centre.

Although the portion of Welland Street abutting the site is not identified for streetscape improvements, this Guideline encourages that portion to be included for seamless integration of the planned improvements.

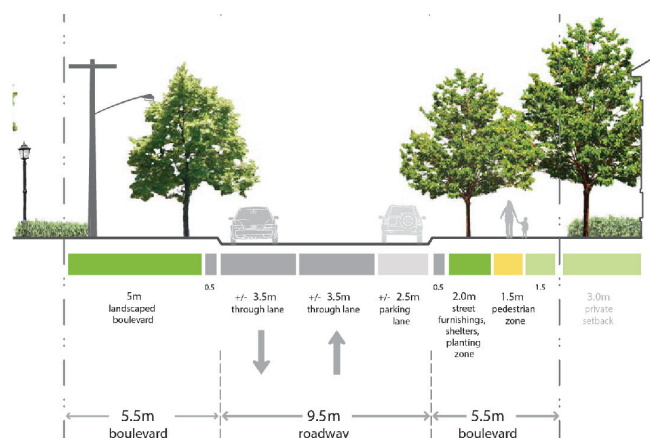


Figure 3A : Proposed Welland Street Section – East Waterfront Secondary Plan.  
Image credit: Urban Strategies Inc.



Figure 3B : Proposed Public Realm Strategy – East Waterfront Secondary Plan.  
 Images used created by Urban Strategies Inc.

3

---

# DESIGN PRIORITIES

---



# 3

## 3.1 Key Design and Development Requirements



Figure 4 : Site Prominence from Clarence Street Bridge

Image Credit: Google Earth

Because of its location as gateway to the East Village, 231-245 Welland Street has always been considered a site of strategic importance within the overall East Waterfront Area.

1. This Guideline reinforces the view/vista from the Clarence Street bridge towards Welland Street as the significant view terminus. Recognizing the high visibility and prominence, the potential residential or mixed-use development requires a high-quality design in order to achieve/create a landmark/visual anchor.

# 3

- 
2. New development shall animate the surrounding pedestrian areas with unique active uses at the street level and create a high-quality, accessible public realm.
  3. New multi-storey residential development shall offer a high quality of life for residents of all ages including family-friendly units design.
  4. New development shall provide appropriate transition and sufficient separation distances between development on the surrounding blocks.
  5. New development must enhance the streetscape and building design on Welland Street.
  6. New development must provide visual and physical connectivity to the surrounding public places – Friendship Trail, Clarence Street Bridge, Victoria Park, Welland Canal, Welland Canal Park.



# 4

---

## **SITE ORGANIZATION AND DESIGN**

---

# 4

## 4.1 Building Location and Orientation

New development shall be positioned to frame the adjacent street, open spaces and amenity areas while minimizing the visual impact of parking, servicing, and loading areas.

1. New development shall front on and be oriented to the street and shall be located close to the street edge.
2. Primary building entrances shall be clearly visible and directly connect to the sidewalk along the frontage of the building. Entries at grade shall be maximized to create visual interest and animate the sidewalk. Entrances should be weather protected by incorporating measures such as canopies, awnings, or overhangs.
3. Elevations oriented towards the street shall include active uses with clear fenestration to address the street. Back of house uses and/or their service door entrances shall not be permitted along the street frontage.
4. To support street tree planting and outdoor uses (e.g. patio spaces) along Welland Street, some added building setback of up to 3.0 metres is encouraged.
5. Building frontage should wherever possible cover the full width of the property. Allowances will be made to accommodate driveway access to parking/service areas.
6. The Building should be located and oriented to reduce heat gain, and to maximize natural light within the building.
7. Where possible, taller building elements should be located in a manner that reduces shadow cast on adjacent properties.
8. Building location and orientation should maintain 5 hours of consecutive sunlight along Welland Street.

# 4



*Figure 5 : Examples of façade articulation through the use of upper level step-backs, materials and colours that helps to break-up building massing and provide visual interest. Image credit: (Left) Turett Collaborative Architects - Tribeca Townhouse, New York; (Right) BDP Quadrangle – Biblio, Toronto*

## **4.2 Active Transportation Friendly Design**

Accessible streets and cycling connections are key to reducing the City’s dependence on single occupant vehicles and reducing greenhouse gas emissions. Existing connections should be coordinated with the future site development to ensure an active circulation network between the public and private realm.

# 4

## 4.2.1 Pedestrian Connections

1. A pedestrian connection is required from the buildings in the rear to the front of the building and to the public sidewalk.
2. Internal walkways should be separated from vehicle traffic, through a combination of grade change, different paving material or landscaping, for the safe movement of pedestrians and vehicles.
3. Pedestrian access should be well lit and be designed to have clear visibility.
4. Such accesses should be constructed of hardscape materials, including concrete and asphalt, in order to provide accessibility to those using mobility assistance devices.



Figure 6 : Example of separated pedestrian connection.  
Image credit: Territori 24 - Segre Street in Malgrat de Mar,  
Barcelona

# 4

## 4.2.2 Bicycle Access and Parking



*Figure 7 : Example of separated pedestrian connection and residential bike parking located at grade and near building entrance. Image credit: Kettal's Bike Parking Pavilion*

1. Bike access to parking areas must be inviting, convenient and safe to encourage cycling.
2. Bicycle parking areas should be co-located with elevators or entrances to ensure they are located along the path of travel.



# 4

3. Bicycle parking can be provided in bike parking rooms or with external locking areas. Bike Parking is ideally located at grade and easily accessed from the street by residents.
4. Short-term bike parking shall be provided and shall be visible from and close to the entrance it serves. Weather protected parking is recommended as it makes bicycle transportation more viable for daily and year-round use.
5. A bicycle parking space should be 1.8 metres long by 0.6 metres wide with a minimum vertical clearance from the ground of 1.9 metres. A minimum 1.0-metre clearance between the centre of the bike rack and the building is required.
6. Bicycle parking spaces shall be in accordance with the zoning by-law. The design should utilize the Region's Smart Growth Criteria for Buildings greater than 5 storeys, which specifies bike parking and storage facilities related to residential, commercial and office uses. This will assist in supporting the project's eligibility for Smart Growth funding from Niagara Region.

# 4

## 4.2.3 Universal Accessibility

1. Provide direct, universal access from the existing public sidewalk for entrances to commercial uses and shared lobbies of residential uses.
2. Secondary site access should be provided where ramping and auxiliary pedestrian pathways are possible.
3. Barrier free design shall be employed for public areas accessed directly from the public right-of-way.
4. All main building entries shall provide wheelchair accessible routes to Welland Street.
5. Secondary entrances should be wheelchair accessible.
6. Wheelchair ramps and designated parking spaces shall be provided where appropriate.



# 4

## 4.3 Site Access & Parking

Driveways provide access to parking, servicing, and loading functions that are located away from the public street. These are highly functional spaces and should be designed to accommodate a safe environment.

### 4.3.1 Driveways

1. Where vehicular access is required from the front to the rear of the property, reduced standards for driveway widths shall be encouraged (7.5 metres maximum or minimum width permitted in the zoning by-law).
2. Driveways onto the public street should be consolidated to maximize potential tree planting and landscaped zones along the street and to reduce interruptions in the pedestrian realm.
3. Pedestrian facilities should be continuous across the driveway entrance.

### 4.3.2 Parking Areas

1. Parking space requirements shall be in accordance with the zoning by-law. However, parking reductions may be considered through the provision of regular and reliable access to transit and active transportation, including on-site bicycle parking (both for residents and for short-term use by visitors/customers).
2. The parking area for the development shall be placed at the rear or underground to maintain a continuous building edge and a pedestrian realm friendly environment.
3. Preferential parking, including accessible parking stalls, bicycles, car-share, energy efficient vehicles, shall be located close to building entrances.
4. Defined walkways shall be provided to provide a safe connection between parking areas and entries to the building.

# 4

5. Where surface parking is located next to a property line, it shall be screened by a landscaped buffer and set back a minimum of 1.5 metres.
6. The parking area should be visually screened from the surrounding public street, sidewalk, parks, and other public properties using fences, plants, planters, or similar means. Planting one tree for every five parking spaces is recommended. Trees can be clustered to facilitate snow clearing or could be provided throughout the lot to shade cars, pedestrians, and paving.



*Figure 8 : Example of a parking area screened from surrounding uses.*

*Image credit: Métropole Architecture Paysage - Parc des Viennes, Nogent-le-Rotrou in France*

# 4

## 4.4 Landscaping

New development is necessary to meet the landscaped area zoning requirement by incorporating trees and other plant materials that support the management of stormwater, absorption of noise and cooling of the immediate urban space. Landscaped spaces should be provided to enrich the pedestrian experience, enhance the visual image of the site, and improve the overall ecological function.

1. Group trees and shrubs to frame and soften building elevations and to add visual interest to blank façades, maintain a pedestrian scale, and provide definition to walkways.
2. Trees at the street edge should generally be deciduous. Coniferous trees may also be used but only in instances where they do not block street views from buildings.
3. Detailed design for planting and landscape typologies should consider all seasons. Planting should be low maintenance and salt resistant.
4. Irrigation plans should avoid the use of potable water and rely on passive irrigation.
5. Native planting is encouraged to reduce requirements for irrigation or fertilizers to flourish. Drought-tolerant plant materials should be used to further minimize irrigation needs. Please refer to Niagara Peninsula Conservation Authority Guide to Native Plants for a complete list<sup>1</sup>
6. The selection of paving should consider materials that allow for water infiltration to minimize runoff. Permeable paving is not considered to be soft landscape.
7. Consider the use of landscaped space in residential developments for outdoor amenity area and food production.

<sup>1</sup>Niagara Peninsula Conservation Authority Guide to Native Plants: [http://ourniagarariver.ca/wpcontent/uploads/2016/03/14047-NPCA-Plant-Guide-Jan2015.pdf?fbclid=IwAR2\\_nOeln5Gwn0AFQiN29OfQTI-Lv2HjHMkcMUFLHmMavuHJgqd-VB7vTfQ](http://ourniagarariver.ca/wpcontent/uploads/2016/03/14047-NPCA-Plant-Guide-Jan2015.pdf?fbclid=IwAR2_nOeln5Gwn0AFQiN29OfQTI-Lv2HjHMkcMUFLHmMavuHJgqd-VB7vTfQ)

# 4

## Stormwater Management Works

8. Grading should prevent stormwater runoff into the public realm.
9. Minimizing stormwater runoff should be addressed with a focus on Low Impact Development (L.I.D.) that increases infiltration and improves water quality. Implementation of L.I.D. measures should be based on an analysis of soil types and potential for infiltration, as well as topography, visibility, etc.

## Landscape Screening

10. Planting as buffers for wind, visual screening and privacy are recommended where applicable.
11. Fencing in the form of walls, plantings or hedges are discouraged in areas facing the public realm. Such treatments should not limit the safety, visibility, or sense of security of a pedestrian, cyclist or driver. If required, fencing shall not exceed 1.0m to not obscure pedestrian views.



Figure 9 : Example of a low height fence along the site frontage. Image credit: Magzhouse.com

# 4

## 4.5 Public Realm Interface

### 4.5.1 Street Furnishings

The Welland Street Streetscape is anticipated to include a 2.0-metre-wide zone for street furnishings, shelters and plantings as per the East Waterfront Plan. The design of the future development should complement the City's street furnishing expectations for this area.

1. Provide furnishings and lighting near building entrances and on-site pathways where appropriate.
2. Complementary furnishings like benches, pedestrian lighting and waste receptacles should be clustered.
3. When installing sidewalk furnishings, maintain pedestrian through zone. Furnishings should not obstruct pedestrian, vehicle or cyclist circulation and sight lines or hinder sidewalk and snow removal.
4. Where multiple furnishings are provided, they should be selected from a consistent family or from the City's standard furnishings.
5. Seating areas should be coordinated with tree planting to provide shade.
6. Where waste receptacles are provided, they should provide multiple streams to sort waste.

# 4

## 4.5.2 Road Widening Requirements

As of the date of the Guidelines, the City does not take road widenings for any street, notwithstanding the stated road right-of-way width in the Official Plan. Notably, the Official Plan stipulates the following concerning Welland Street classification and Right-of-way widths.

| Official Plan Reference           | Relevant Policy   |
|-----------------------------------|---|
| <b>Schedule D: Transportation</b> | Welland Street is identified as Local Commercial or Industrial  |
| <b>Section 9.1.2 a)</b>           | Typical Right-of-way Width for Local Commercial or Industrial Road: 26 metres   |
| <b>Section 9.1.2 d)</b>           | Local road widening dedications will be in accordance with the City's Road Widening Dedication By-law and related policies, and Regional road widening dedications will be in accordance with Regional Policies |



# 4

## 4.6 Site Lighting

Incorporate site lighting to enhance safety and accentuate site features.

1. Design site lighting that considers all building and user needs. Particular attention is to be paid to pedestrian areas, driveways, parking areas and building entrances.
2. Lighting can be used to accent special features, such as building features, landscape and signage. Mounted lighting must be provided on the ground level to illuminate storefronts and any projections such as decks and porches. Soft/ dim façade lighting is encouraged to establish the landmark location of the building.
3. Choose light standards for their longevity, quality of materials, resilience to Canadian winters and de-icing salt, as well as for style, scale, and lighting measures.
4. The design and location of lighting should consider sustainability and the impacts of light pollution, including energy efficiency, induction lighting and solar powered reflectors and sensors.
5. All streetscape lighting should be “dark sky” friendly to minimize light pollution.
6. Light fixtures should be selected in accordance with existing City engineering standards and should consider all maintenance ramifications.



# 4

## 4.7 Climate Responsive Design

New development should consider optimizing sustainable design techniques to reduce its environmental footprint in the context of urbanization.

### 4.7.1 Sustainable Building Design

1. Green building technologies will be encouraged, including reference to Leadership in Energy and Environmental Design (LEED) as promoted by the Canada Green Building Council.
2. New development is encouraged to reduce the energy consumption of building and site systems (HVAC, hot water, and lighting) using appropriate mechanical and construction technology (natural cooling, light recovery, passive solar design, etc.).
3. Water use reduction technologies are encouraged, including water-efficient appliances.
4. Wastewater technologies, such as rain barrels or cisterns, are encouraged in the new building to collect and filter rainwater to be recycled for non-potable domestic uses.
5. New development should have conveniently located waste management facilities to support the separation of waste into different streams according to the Region's reuse and recycling regulation.
6. The proponent is encouraged to review and, where possible, implement the Region's Smart Growth Criteria for Buildings greater than 5 storeys that list features to help conserve energy and resources, and reduce greenhouse gas emissions.



Figure 10 : Example of a Rainwater Collection System. Image credit: Regentonnenshop.de

# 4

## 4.7.2 Sustainable Material Choice

1. Where possible, construction materials should be recycled to reduce the environmental impacts of extracting and manufacturing new materials. Efforts should be made to purchase materials from demolition sales, salvage contractors and used materials dealers.
2. New construction materials should be locally sourced to reduce the impacts of transportation. Canadian products are generally designed to withstand our climate.
3. Construction materials should be durable and should be considerate of life cycle costing to avoid premature replacement.
4. Site design should minimize impervious hard surfaces. The surface area of driveways and parking areas should be as small as possible within allowable standards, and porous pavement and landscaped areas should be maximized.

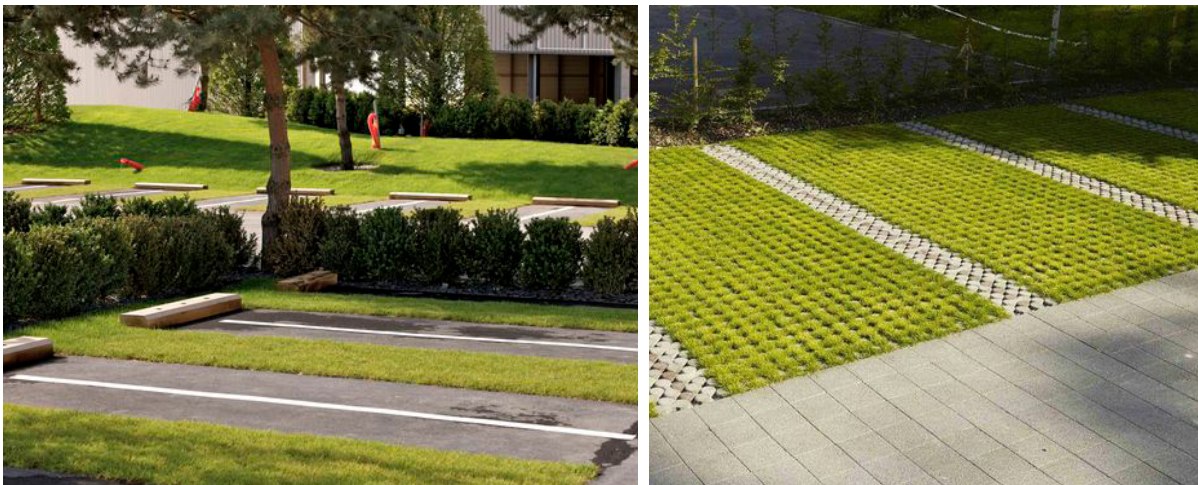


Figure 11: Porous Pavement Ideas in Parking Areas. Image credits: (Left) Paul Arène - Atoll, Beaucouze in France; (Right) Uploaded by Fragmenti Design Studio

# 4

## 4.8 Contextual Considerations

New buildings should be developed with consideration for the surrounding context. Building design should respect the existing and planned built form and public realm context while improving the quality of the site.

### With the Surrounding Dwellings

1. Ensure new development complements the existing and planned context and provides an appropriate transition to surrounding lower-scale buildings.
2. Building massing should be scaled to create appropriate and graduated transitions to neighbouring built form. Abrupt changes in scale are to be avoided. This can be achieved through the configuration of the building envelope that creates stepped built form to achieve smooth transitions.
3. Design and locate new development to ensure adequate access to sunlight and sky view for the surrounding context of buildings.
4. Buildings taller than 3 storeys are subject to an angular plane setback of 45 degrees, measured from the limits of the road allowance on the western side of Welland Street for the front property line and at the rear property line, projected 4 meters above the existing grade. A shadow study may be required at the discretion of City staff, where a development application could result in additional shadowing on the surrounding low density residential areas.
5. Buffers should be located at the perimeter of the property line adjacent to parking areas to accommodate landscaping and tree planting.

# 4

## With the Streetscape Interface

1. The ground floor of the building must provide active, grade-related uses to promote an animated and safe public realm.
2. Incorporate sufficient glazing and landscape design to promote natural surveillance and views towards public and private areas.
3. Usable semi-private spaces should be located as direct edges to the street to demarcate amenable transition from public to private property.



Figure 12: Active & Grade-related uses animating the public realm. Image credit: Opus Group – The Foundry in Ames, Iowa

# 5

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## **MIXED-USE AND RESIDENTIAL BUILDING DESIGN GUIDELINES**

---

# 5

Although the Official Plan contemplates a variety of residential typologies, the preferred housing form is a mixed-use or standalone residential building in compliance with the site's zoning.

## **5.1 Mixed-use Building**

A mixed-use building will assist in realizing the East Waterfront Secondary Plan and creating a diversity of housing options and a greater mix of uses. A range of typologies, including Low-Rise and Mid-Rise buildings can be supported.

1. Commercial uses at the ground level should have individual unit entrances accessed directly from the street. Upper-level residential units - or office units, in the case of live/work buildings - may be accessed from a shared lobby entrance.
2. In general, ground floors should be a minimum of 4.5 metres in height and building systems should be designed to accommodate a range of uses over time.
3. Building entrances should avoid grade changes from the public sidewalk to ensure that grade level retail, office and commercial units and upper-level residential units can be accessed by all.



# 5

## 5.2 Residential Building

A residential apartment building will provide a range of at-grade and upper-level housing options.

### 5.2.1 Apartments

1. Residential apartment buildings may include units that are accessed by a shared entrance and internal corridors, or a mix of grade-level townhouse units with individual entrances and upper-level apartment-style units.
2. Ground-related residential units should consider having adequate separation from the sidewalk to ensure a clear distinction between the public and private realm.
3. The design should also allow for the potential to convert these residential areas to commercial uses in the future.
4. The ground floor of the residential units shall have 4.5 metres as the minimum floor-to-floor height and may have individual entrances that can be level with the sidewalk.
5. Residential apartment buildings should provide a range of unit sizes, including family-sized units of three bedrooms or more.



Figure 13 : Example of Ground-related Residential Units. Image credit: MARCH – 111 Leroy in downtown New York City



# 5

## 5.2.2 Townhouses

Townhouse development is not the preferred housing form for the site. Proposals for townhouses shall require a Zoning By-law Amendment application and Site Plan application to be approved by Council. Both rezoning and Site Plan applications shall address the following:

1. Townhouses should create residential streetscapes with individual building entrances and elements like front yard landscapes, tree planting, and porches to reflect the character of established neighbourhood.
2. Townhouse-style units provided at the ground floor should be designed and expressed as individual units using materials and facade articulation.
3. To orient new dwellings towards Welland Street and maximize development opportunities on the site, the proposal shall be a Private Road Development. For this Guideline, Private Road Development means townhouse blocks of 4 or more primary dwellings wherein each dwelling unit may or may not have lot frontage on a private or public road. Each townhouse block will be limited to a maximum of 8 units (6 preferred). Where 8 units are proposed in a block, each unit's width should not exceed 6.5 m.
4. All parking shall be located towards the rear and away from the public realm, and accessed from the private road.
5. Townhouses should provide a high level of facade treatment on all building facades that are visible from the public realm, adjacent buildings, or other townhouse groupings.
6. Front porches may be provided for grade level townhouse units.
7. Common amenity spaces should be aggregated into areas no less than 50m<sup>2</sup> with a width to depth ratio no greater than 4:1. A minimum of 5.2 m<sup>2</sup> of common amenity space or 10m<sup>2</sup> for stacked townhouses should be provided per dwelling unit.

# 5

---

## 5.3 Building Setbacks

- 1. Front Yard:** All residential front yards should have a minimum 1.5 metre “no encroachment” area. The balance of the setback may be encroached with non-interior building elements including porches, steps, roof elements, etc.
- 2. Side Yard:** Side yard setbacks should be a minimum of 1.2 metres. The north lot line abutting a non-residential use the minimum interior side yard setback should be 1.5m.
- 3. Rear Yard:** For the east lot line, abutting existing residential properties, a minimum 7.5 metre rear yard setback is required. Decks/porches and garden sheds are permitted as rear yard encroachments.



Figure 14 : Site Design Opportunities

# 5

## **5.4 Architectural Features and Façade Treatment**

As the site is located at the intersection of Welland Street, Clarence Street and Durham Street, it is crucial to employ building elements and details that reinforce the landmark position of the building.

### **5.4.1 Walls, Windows, and Balconies**

1. A significant amount of glazing should be provided within the ground floor and lower building levels to permit views of indoor uses, create visual interest for pedestrians and contribute to passive observation of the street.
2. Clearly identify the base, middle and top of the building through fenestration and architectural elements. Similarly, create a clear distinction between the different land uses within the same development (retail, offices, residential, etc.)
3. 75% clear glazing is required for the commercial component of the proposed development at grade.
4. Flanking walls should include at least 20% surface window area.
5. The upper levels may be expressed through additional step backs, roof treatments, overhangs or cornice lines.

# 5

## 5.4.2 Building Projections and Balconies

1. Building projections such as stairs, porches and decks are encouraged as transitional building elements that provide weather protection, access, and active amenity spaces.
2. Porch and deck dimensions should be large enough to accommodate furnishings and ensure their active use. The minimum depth for porches and decks should be 2.0m.
3. Private balconies should be provided for residential use on upper levels where there is adequate sunlight and opportunity for views into the City's natural landmarks or open spaces. Micro-climate conditions should be considered in locating balconies.
4. Balconies should be inset within the primary facade instead of projecting wherever possible. Balconies should have a minimum depth of 1.5 metres, in order to be functional.



Figure 15 : Building with integrated balconies. Image credits: (Left) Infocus Architects - 340-342 Chauncey Street in Brooklyn; (Right) SERA Architects - NW 19th & Quimby in Portland Oregon

# 5

## 5.5 Building Height

Building height and massing affect the quality of the streetscape and play a key role in defining the pedestrian experience. Buildings along Welland Street are envisioned to be pedestrian scaled and articulated to support active and animated street edges.

1. Buildings will have a minimum height of 4 storeys, with a preferred height of 4 storeys or more.
2. Where heights exceed 3 storeys, a stepback of 2.0 - 3.0 metres shall be provided, beginning with the 4<sup>th</sup> storey.
3. Ground floors shall have a minimum height of 4.5m to provide flexibility for retail/commercial uses and a pedestrian-scaled edge.
4. To provide sensitive transition of built form massing, every building abutting low density residential uses, will be subject to a 45- degree angular plane, measured from the limits of the road allowance on the western side of Welland Street for the front property line and at the rear property line, projected 4 metres above the existing grade.

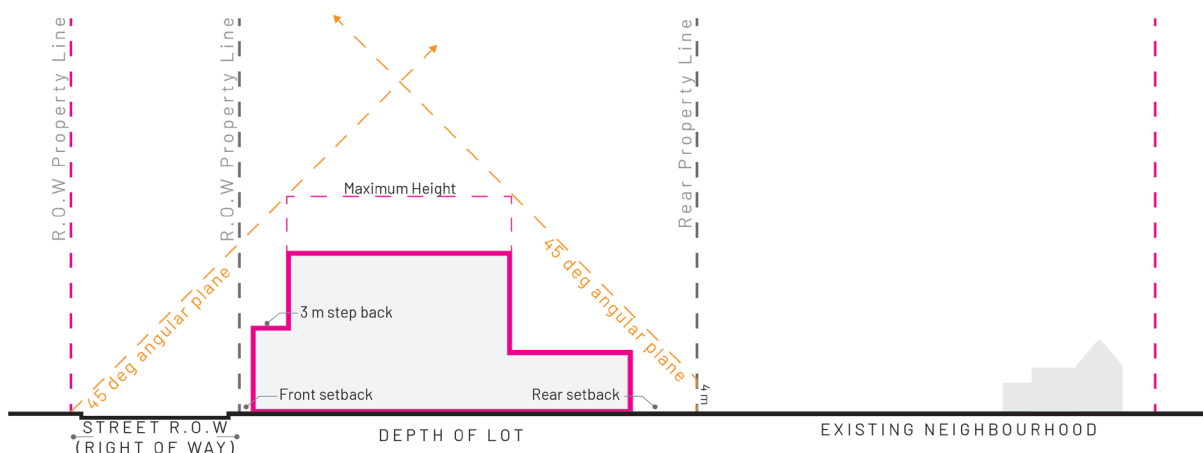


Figure 16 : Sensitive transition between street and existing residential neighbourhood through angular plane



# 5

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## 5.6 Amenity Spaces

Common amenity spaces should provide multiple uses and functional spaces for people of all ages, including children. They should be designed to read as distinct from the public realm but accessible to all building residents.

1. Amenity areas should be provided wherever possible, either at the side, or rear of the building. Outdoor amenity space is preferably located adjacent to indoor recreation space, in view of residential units, and at a location that receives direct sunlight.
2. Rooftop amenity spaces are encouraged as usable common amenity space.



# 5

## 5.7 Mechanical Equipment and Utilities

1. Rooftop mechanical equipment shall be screened from public view through location, integration into the architectural design or enclosures clad in complementary materials/colours to the building.
2. Wherever possible, transformers and other utilities should be located within the building, screened from public view or located inconspicuously within the property. Transformers and other utilities shall not be located at the front of the building.
3. Mechanical and communications equipment shall be hidden from the street and contained within the 45-degree angular plane.

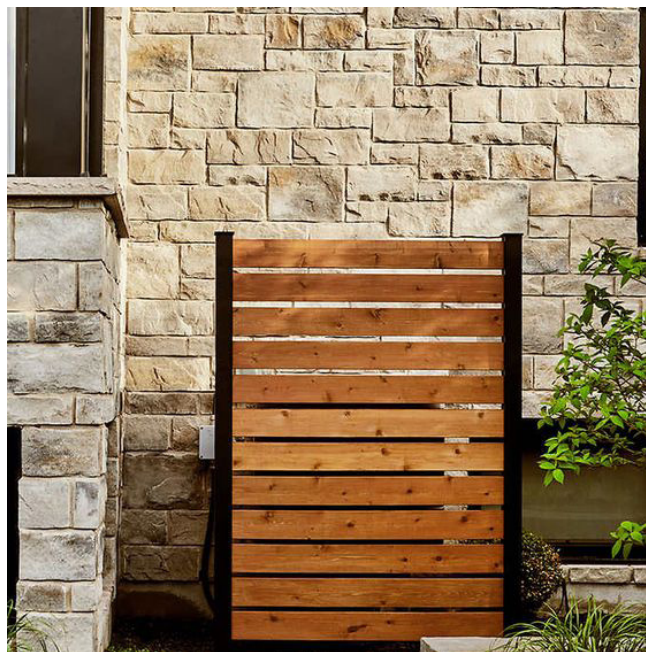


Figure 17 : Screen Mechanical Equipment Using Complementary Materials/Colours.  
Image credit: Costco.ca

# 5

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## **5.8 Compatibility with Industrial Lands**

The proposed development should respect and enhance the existing character and context of an area.

The proposed development should also take the lands designated for industrial use into consideration. Intentional design measures to minimize the disruption of commercial and residential activities should be a part of any proposed development on the site. Such measures could include but are not limited to landscaping, screening and fencing.

Supporting studies dealing with matters of land use compatibility such as a noise study, dust study and vibration study may also be required as per the City's discretion.

# 6

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## **GUIDELINES FOR COMMERCIAL BUILDINGS**

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# 6

The Official Plan and zoning permit small-scale commercial uses on this site. The following guidelines will assist in establishing the key design priorities.

1. Developments should incorporate a variety of retail unit sizes and building formats.
2. Commercial buildings shall contribute to active and vibrant streetscapes by locating primary entrances to address public streets, visually and physically connecting interior uses with exterior uses through glazing and spill-out spaces, and providing landscape and pedestrian and cycling amenities, including bike parking.
3. Where the building faces both the public street and an internal parking area, the preference is that primary entrances should be provided on both frontages. At a minimum, both facades are required to be predominantly glazed with visual connections between the interior of the retail unit and the street. Where fronting onto both sides is not possible, allow for one row of parking between the building and the public road, and provide frontage there.
4. Incorporate outdoor seating, gathering spaces, pedestrian lighting, and other amenities to create a vibrant and urban character.

## **6.1 Building Height**

1. Commercial uses should have a ground floor height of at least 4.5 metres to provide flexibility for retail/commercial uses and a pedestrian-scaled edge.
2. A Commercial building should have a minimum height of 4 storeys.

# 6

## 6.2 Signage

1. Commercial signs should be of high quality, complementary to the historic character of the Downtown/East Waterfront and not backlit.
2. Retail signage should be designed as an integral component of the building design and should not overwhelm the building and/or storefront.
3. Large-scale advertising such as billboards are discouraged.
4. Highly animated and illuminated digital signage is not permitted as abutting residential uses can be impacted.

## 6.3 Buffering

1. Buffering shall be provided between commercial establishments and other land uses. This shall include grassed areas and appropriate planting of trees and shrubs and/or the provision of other suitable screening materials.

## 6.4 Parking, Loading & Servicing Areas

1. Commercial buildings are exempted from loading and parking requirements as per Section 23.4 Parking Requirements of the Zoning By-law for lands zoned Downtown Commercial.
2. If provided, service and loading areas shall be oriented to the rear of the building.

7

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# IMPLEMENTATION

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# 7

It is anticipated that the transformation of the East Waterfront Secondary Plan Area will occur over a long period of time. However, regardless of the phasing or ownership, the proposed development at 235- 241 Welland Street should ensure that site design, building design, circulation, the public realm interface, and neighbourhood transitions, are executed in a comprehensive, seamless, and consistent manner.

The development of the site will ultimately be finalized through the site plan process or potentially through the formal planning process, which could include amendments to the existing zoning by-law and other policy documents.







**Subject: Patio Stall Season Extension Request**

**To: Council**

**From: Chief Administrative Office**

Report Number: 2021-292

Meeting Date: November 8, 2021

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**Recommendation:**

That Chief Administrative Office Report 2021-292 be received; and

That a Patio Stall extension through to December 31, 2021 be approved, pending the comprehensive review and consultation of the City's Encroachment Policy.

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**Purpose:**

The Pie Guys Bakery & Cafe Inc has requested an extension of the patio by-law until December 31, 2021 to facilitate a Holiday Winter Wonderland full of Christmas trees, lights, and full-size gingerbread men as an attraction to West Street. However, any businesses that currently have a patio on a parking stall would be eligible to apply for an extension should they so choose. This report is seeking approval for an extension to December 31, 2021.

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**Background:**

Throughout the pandemic the City of Port Colborne has been actively working with the Chamber of Commerce and Business Improvement Areas (BIAs) to support local businesses and provide flexibility and solutions to allow for business continuation.

In the restaurant and retail sectors, this included 15-minute parking to facilitate pick-up orders and delivery vehicles. Flexibility was given around pop-up patios on City streets in parking stalls.

An extension as a trial basis pilot program has been granted to other downtown businesses for sidewalk patios and this request can also be used as a pilot program for late fall and winter business development.

## **Discussion:**

The purpose of the extension request is to support local business recovery by creating a seasonal attraction to West Street for the November and December timeframe. The rationale is to increase visitation to the West Street and downtown area and act as a pilot program for future late fall and winter use of this area.

---

## **Internal Consultations:**

Public Works has identified some timeframes and concerns based on the fact that winter operations commence as soon as cold temperatures and snow arrive in Port Colborne – which could be prior to December 31. Patios in parking stalls in the downtown area could impact plowing and sanding the streets.

The Director of Public Works is of the opinion that a November 30<sup>th</sup> deadline for removal of patios is more suitable than December 31<sup>st</sup> for the following reasons:

- 1) Through November 30<sup>th</sup> is generally sanding only and doesn't present a problem for Public Works
  - 2) December typically has heavier snow falls and the use of the plows for plowing, the throwing and plowing of snow could damage both equipment and the patio.
  - 3) Creates safety and liability concerns for the City.
- 

## **Financial Implications:**

There are no financial implications.

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## **Strategic Plan Alignment:**

The initiative contained within this report supports the following pillar of the strategic plan:

- Service and Simplicity - Quality and Innovative Delivery of Customer Services
- 

## **Conclusion:**

The COVID-19 Emergency has been devastating for restaurant and retail businesses and this has necessitated creativity and flexibility to support these businesses to allow them to survive and successfully recover in the future.

An extension for patio use until December 31<sup>st</sup>, in the Downtown BIA will support local businesses and allow staff to assess the outcome as the City looks to craft a comprehensive policy for the business community.

There is a concern for the Public Works Department as snow removal and safety are a priority.

---

Respectfully submitted,

Bram Cotton  
Economic Development Officer  
(905) 835-2900 Ex. 504  
[Bram.cotton@portcolborne.ca](mailto:Bram.cotton@portcolborne.ca)

**Report Approval:**

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.



**Subject: Property Acquisition - 35 King Street**

**To: Council**

**From: Chief Administrative Office**

Report Number: 2021-287

Meeting Date: November 8, 2021

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**Recommendation:**

That Chief Administrative Office Report 2021-287 be received;

That a by-law to authorize entering into an Agreement of Purchase and Sale with the Niagara Region at an agreed upon price of \$200,000 for 35 King Street be brought forward; and

That the Mayor and Clerk be authorized to sign and execute any and all documents respecting the sale of these lands.

---

**Purpose:**

The purpose of this report is to obtain Council's approval to enter into an Agreement of Purchase and Sale with the Niagara Region for 35 King Street (known as the water tower lands) to maintain this as a public space and support ongoing waterfront redevelopment.

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**Background:**

The vacant property located at 35 King Street is owned by Niagara Region and was formerly the site of a Regional water tower. City staff contacted Regional staff several months ago to express an interest in acquiring this property to support the waterfront redevelopment.

This property has been declared surplus by the Region as part of their Council approved land divestiture process. As part of this process, the local municipality is given a first right of refusal to make an offer, otherwise it is marketed for sale to the public. City staff presented confidential report 2021-191 to a closed session meeting of Council

on July 12, 2021 and received Council direction to make an offer to Niagara Region to purchase 35 King Street.

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### **Discussion:**

The Region has had an independent appraisal completed for this property and it has an appraised value of \$200,000. Given the size and location of this parcel, and its access to municipal services and the City's waterfront, staff believe that the appraised value is fair and reasonable given current market conditions.

35 King Street is adjacent to the area identified for a new waterfront centre and staff are exploring ideas for incorporating this parcel into site redevelopment plans.

There is currently an asphalt pathway through this property and staff would like to keep this property within City ownership so that it continues to be available for public use.

Staff feel that this vacant parcel is a blank canvas with lots of possibilities for new and creative public spaces and/or continuing to be a pathway connecting West Street and HH Knoll Park.

City staff are focused on the redevelopment of this area with the planned waterfront centre. The former Public Works buildings were demolished this year and the Seaway is planning to demolish the former pump house building by the end of 2021.

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### **Financial Implications:**

It is recommended that the purchase of this property be funded from the Economic Development Reserve Account and capital funding approved in 2020 for tourism and the cruise ship initiative.

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### **Strategic Plan Alignment:**

The initiative contained within this report supports the following pillar(s) of the strategic plan:

- Attracting Business Investment and Tourists to Port Colborne
  - City-Wide Investments in Infrastructure and Recreational/Cultural Spaces
-

**Conclusion:**

Staff are recommending that Council approve the agreement to purchase the vacant property located at 35 King Street and that the Mayor and Clerk be authorized to sign the agreement and by-law. This is the former water tower property owned by Niagara Region. The Region has followed their land divestiture process, declared this property surplus, and provided a first right of refusal to the City to make an offer on the property based on fair market value determined to be \$200,000 according to an independent appraisal.

Public ownership gives the City options for the future of the property and this will ensure that the property continues to be available for public use including pathways to West Street, H.H. Knoll Lakeview Park, Sugarloaf Marina, creating other public spaces, and integrating this parcel into ongoing plans for waterfront development.

---

**Appendices:**

- a. Agreement of Purchase and Sale - 35 King Street
- b. Draft By-law

Respectfully submitted,

Bram Cotton  
Economic Development Officer  
905-835-2900 x. 504  
[bram.cotton@portcolborne.ca](mailto:bram.cotton@portcolborne.ca)

Gary Long  
Manager of Strategic Initiatives  
905-835-2900 x.502  
[gary.long@portcolborne.ca](mailto:gary.long@portcolborne.ca)

**Report Approval:**

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.



## AGREEMENT OF PURCHASE AND SALE

**BETWEEN:**

**THE REGIONAL MUNICIPALITY OF NIAGARA**  
(“Niagara Region”)

- and -

**THE CORPORATION OF THE CITY OF PORT COLBORNE**  
(the “Purchaser”)

**WHEREAS** Niagara Region is the registered owner of the lands legally described as Part of Light House Keeper Lot and adjacent lands, S/S of Sugar Loaf Street, Plan 987, 988 and 989; Part Lot 28, Concession I Humberstone, being Part I on Reference Plan 59R-5669, being all of PIN 64457-0100 (LT), City of Port Colborne, Regional Municipality of Niagara and municipally known as 35 King Street (the “Lands”);

**AND WHEREAS** Niagara Region’s By-law No. 26-2011, as amended or replaced from time to time, (the “Disposal of Land By-law”) defines the policies and procedures governing disposition of lands;

**AND WHEREAS** the Purchaser wishes to acquire the Lands, as more particularly detailed herein;

**AND WHEREAS** the Council of The Regional Municipality of Niagara has declared the Lands as surplus and has authorized the purchase herein;

**NOW THEREFORE** in consideration of payment of the sum of ONE (\$1.00) DOLLAR paid by each of the parties hereto to the other, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

1. The recitals herein are true and accurate.
2. Niagara Region hereby agrees to sell and the Purchaser agrees to purchase the Lands shown on Schedule “A”, for a purchase price of **TWO HUNDRED THOUSAND DOLLARS (\$200,000.00)** (the “Purchase Price”).
3. The parties hereto agree that any and all improvements, trees or shrubs within the Lands are included in the Purchase Price.
4. This offer shall be irrevocable by Purchaser until 4:30 p.m. on November 19, 2021, after which time, if not accepted by Niagara Region, this Agreement shall be null and void.
5. Deposit clause intentionally deleted.
6. Non-refundable deposit clause intentionally deleted.
7. The balance of the Purchase Price shall be paid by certified cheque, bank draft or wire transfer on the Closing Date, subject to adjustments, if any.
8. The Purchase Price does not include any taxes payable under the *Excise Tax Act*, R.S.C. 1985, c. E.15, as amended (the “HST”). The Purchaser shall provide to Niagara Region,

on or before the Closing Date: (a) a statutory declaration that the Purchaser is an HST registrant, along with a copy of the Purchaser's HST registration certificate, including the HST registration number; (b) a covenant to self-assess in accordance with the provisions of the *Excise Tax Act* and to report the transaction and remit directly to the Receiver General of Canada any HST payable in connection with the purchase of the Lands; and (c) an indemnity to save Niagara Region harmless from any HST, penalty, interest or other amounts which may be payable by or be assessed against Niagara Region under the *Excise Tax Act* as a result of or in connection with Niagara Region's failure to collect and remit the HST applicable on the sale of the Lands. In the event the Purchaser is unable to or refuses to provide satisfactory evidence of its registration for HST purposes as of the Closing Date, the Purchaser shall pay Niagara Region the HST applicable on the sale on closing. Niagara Region shall remit to the Receiver General of Canada the HST payable in connection with the transaction following closing.

9. The closing date of this transaction shall be **December 8, 2021** or prior thereto if mutually agreed in writing (the "Closing Date"). Vacant possession of the Lands shall be provided to the Purchaser on the Closing Date, unless otherwise provided in this Agreement.
10. The Purchaser shall be allowed until 15 days prior to the Closing Date to investigate the title to the Lands at its own expense. Provided that the title to the property is good and free from all registered restrictions, charges, liens, and encumbrances except as otherwise specifically provided in this Agreement and save and except the following:
  - (a) Any registered restrictions or covenants that run with the land providing that such are complied with;
  - (b) Any registered municipal agreements and registered agreements with publicly regulated utilities providing such have been complied with, or security has been posted to ensure compliance and completion, as evidenced by a letter from the relevant municipality or regulated utility;
  - (c) Any easement for the supply of domestic utility or telephone services to the property or adjacent properties;
  - (d) Any easements for drainage, storm or sanitary sewers, public utility lines, telephone lines, cable television lines or other services which do not materially affect the use of the property;
  - (e) By-law registered as ROI 14453.

On Closing, Purchaser accepts the Lands subject to the excepted registered restrictions, charges, liens, and encumbrances referenced in this section 10. If within the specified times referred to in paragraph 10 any valid objection to title is made in writing to Niagara Region, and which Niagara Region is unable or unwilling to remove, remedy or satisfy and which Purchaser will not waive, this Agreement notwithstanding any intermediate acts or negotiations in respect of such objections, shall be at an end and all monies paid shall be returned without interest or deduction and Niagara Region shall not be liable for any costs or damages. Save as to any valid objection so made by such day and except for an objection going to the root of the title, the Purchaser shall be conclusively deemed to have accepted Niagara Regions' title to the property.

11. The Purchaser shall not call for the production of any title deed, abstract, survey or other evidence of title to the Lands, except as are in the possession or control of Niagara Region.

12. This transaction will be completed by electronic registration pursuant to Part III of the *Land Registration Reform Act*, R.S.O. 1990, c. L.4, as amended. The Purchaser and Niagara Region agree to be bound by the Document Registration Agreement which is recommended from time to time by the Law Society of Upper Canada. The Purchaser and Niagara Region acknowledge and agree that the delivery of documents and the release thereof will: (a) not occur at the same time as the registration of the transfer/deed (and other documents intended to be registered in connection with the completion of this transaction); and (b) be subject to conditions whereby the solicitor(s) receiving documents and/or money will be required to hold them in escrow and not release them except in accordance with the terms of the Document Registration Agreement.
13. Niagara Region covenants and agrees to deliver to the Purchaser a Transfer for the Lands suitable for registration and drawn in the name of the Purchaser and to provide it with good title.
14. Niagara Region covenants that it will deliver to the Purchaser on or before the Closing Date, unless otherwise provided in this Agreement, each of the following:
  - (a) vacant possession of the Lands;
  - (b) an executed Transfer of Land in registerable form duly executed by Niagara Region in favour of the Purchaser (save for any Land Transfer Tax Affidavit);
  - (c) a Seller's Closing Certificate in the form approved by the members of the Lincoln and Welland County Law Association on September 21, 2004, including an undertaking to re-adjust the statement of adjustments, if necessary, upon written demand;
  - (d) a direction regarding the payment of funds, if necessary; and
  - (e) a statement of adjustments, which shall be delivered at least two (2) business days prior to the Closing Date.
15. The Purchaser covenants that it will deliver to Niagara Region on or before the Closing Date:
  - (a) a certified cheque, bank draft or wire transfer for the balance of the purchase price due on the Closing Date;
  - (b) a direction as to title, if necessary;
  - (c) an undertaking to re-adjust the statement of adjustments, if necessary, upon written demand;
  - (d) H.S.T. Declaration, if applicable; and
  - (e) all such other deeds, conveyances, certificates or other documents as Niagara Region or its solicitor may reasonably require to implement the intent of this Agreement and comply with the Disposal of Land By-law.
16. Any tender of documents or money hereunder may be made upon either party or their respective solicitors on the Closing Date. Money may be tendered by wire transfer, certified cheque or bank draft.
17. The Purchaser acknowledges and agrees that:
  - (a) In entering into this Agreement, the Purchaser has relied and will continue to rely entirely and solely upon its own inspections and investigations with respect to the Lands, including without limitation, the physical and environmental condition of the Lands and a review of any documentation respecting the Lands, and the Purchaser acknowledges it is not relying on any information furnished by Niagara Region or

any other person on behalf of, or at the direction of, Niagara Region in connection therewith;

- (b) The Purchaser is purchasing and shall accept, assume and take title to the Lands and any improvements thereon in an “As Is, Where Is” condition. The term “As Is, Where Is” means in its condition or state on the Closing Date without any agreement, representation or warranty of any kind whatsoever, either express or implied on the part of Niagara Region, as to the state of title, the condition of the soil, the subsoil, the ground and surface water or any other environmental matters, the condition of the Lands, the condition of the buildings, if any, or any other matter respect the Lands whatsoever, including without limitation, compliance with all laws, the existence of any hazardous substances, or the use to which the Lands may be put and its zoning; and
  - (c) Niagara Region shall have no obligations or responsibility to the Purchaser after the Closing Date with respect to any matter relating to the Lands or the condition thereof.
  - (d) From and including the Closing Date, the Lands shall be entirely at the risk of the Purchaser and the Purchaser shall accept and assume any and all responsibilities and liabilities arising out of or in any way connected with the Lands whether they arose before, on or after the Closing Date and, without being limited by the foregoing, any state, nature, quality or condition in, on, under or near the Lands existing as of the Closing Date, whenever and however arising, whether known or unknown and whether environmental or otherwise, and whether such responsibilities and liabilities are imposed by law, equity or any governing authority.
  - (e) The provisions of this section 17 shall survive and not merge on Closing.
18. The Purchaser hereby confirms that neither the Purchaser nor any person having a controlling interest in the Purchaser is an employee or elected official of Niagara Region, and hereby declares that there is no conflict of interest arising from this transaction.
19. All notices or other communications hereunder shall be in writing and shall be delivered by personal delivery, overnight mail or delivery service, facsimile, or registered mail, return receipt requested, postage prepaid, addressed as follows:
- On the Purchaser to:                   The Corporation of the City of Port Colborne  
66 Charlotte Street  
Port Colborne, Ontario L3K 3C8  
Attention:     City Clerk
- On Niagara Region to:                   The Regional Municipality of Niagara  
1815 Sir Isaac Brock Way, P.O. Box 1042  
Thorold, Ontario L2V 4T7  
Attention:     Director of Legal and Court Services  
Facsimile:     (905) 685-7931
20. Niagara Region and the Purchaser acknowledge that this Agreement constitutes the entire Agreement between them and there are no representations, warranties, collateral agreements or conditions affecting this Agreement or the Lands other than as expressed herein in writing.
21. Time shall be in all respects of the essence hereof provided that the time for doing or completing any matter herein may be extended or abridged by an agreement in writing signed by Niagara Region and the Purchaser or by their respective solicitors who are hereby expressly appointed in this regard.

22. This Agreement shall be binding upon and shall enure to the benefit of the parties hereto, and each of their respective representatives, successors, heirs and assigns.
23. This Agreement may be executed and delivered in any number of separate counter-parts, each of which when executed and delivered is an original but all of which taken together constitutes one and the same instrument. Any party may deliver an executed copy of this Agreement by facsimile transmission.
24. All covenants, representations and warranties contained in this Agreement on the part of both Niagara Region and the Purchaser shall not merge upon the closing of this transaction.
25. Nothing in this Agreement shall be construed in a manner inconsistent with the requirements of the Disposal of Land By-law.
26. This Agreement is governed by and construed in accordance with the laws of the Province of Ontario and the laws of Canada applicable therein and shall be treated in all respects as an Ontario contract. The parties hereby irrevocably and unconditionally attorn to the jurisdiction of the courts of the Province of Ontario and all courts competent to hear appeals therefrom.
27. Schedule "A" – "The Lands" and Schedule "B" – "Additional Clauses" attached hereto form an integral part of this Agreement.
28. This Agreement, when executed by the Purchaser's and Niagara Region's authorized signing officer(s), shall constitute a binding agreement.

**IN WITNESS WHEREOF** The Regional Municipality of Niagara has on the \_\_\_\_\_ day of \_\_\_\_\_, 2021 affixed its name under the hand of its duly authorized signing officer.

**THE REGIONAL MUNICIPALITY OF NIAGARA**

Per: \_\_\_\_\_  
 Name: Todd Harrison, CPA, CMA  
 Title: Commissioner of Corporate Services/Treasurer

I have the authority to bind the Corporation.

**IN WITNESS WHEREOF** the Purchaser has on the \_\_\_\_\_ day of \_\_\_\_\_, 2021 affixed its corporate seal attested by the hands of the duly authorized officer(s).

**THE CORPORATION OF THE CITY OF PORT COLBORNE**

Per: \_\_\_\_\_  
 Name: \_\_\_\_\_  
 Title: \_\_\_\_\_

Per: \_\_\_\_\_  
 Name: \_\_\_\_\_  
 Title: \_\_\_\_\_

I/We have the authority to bind the Corporation.



## **SCHEDULE "B" – ADDITIONAL CLAUSES**

- I. The Purchaser also agrees to reimburse any fees, costs, and expenses incurred by Niagara Region for the sale of the Lands or chargeable by Niagara Region pursuant to its Fees and Charges By-law (inclusive of legal costs), which shall be reflected as an adjustment on the Statement of Adjustments.



The Corporation of the City of Port Colborne

By-law No. \_\_\_\_\_

Being a By-law to Authorize Entering into an Agreement of Purchase of Sale with  
Niagara Region Respecting 35 King Street PLAN 59R5669 PART 1

Whereas at its meeting of November 8, 2021, the Council of The Corporation of the City of Port Colborne (Council) approved the recommendations of Chief Administrative Office Report No. 2021-287, Subject: City purchase of 35 King Street from the Niagara Region; and

Whereas Council is desirous of entering into an Agreement of Purchase of Sale with the Niagara Region for the sale of 35 King Street, for the purchase price of \$200,000 (plus HST);

Now therefore the Council of The Corporation of the City of Port Colborne enacts as follows:

1. That The Corporation of the City of Port Colborne enter into an Agreement of Purchase and Sale with the Niagara Region respecting 35 King Street PLAN 59R5669 Part 1 for the purchase price of \$200,000 (plus HST), said agreement being attached hereto as Schedule "A".
2. That the Mayor and the Clerk be and each of them is hereby authorized and directed to sign said agreement, together with any documents necessary to complete the conditions of said agreement, and the Clerk is hereby authorized to affix the Corporate Seal thereto.
3. That the City Solicitor be and is hereby directed to prepare and register all such documents in the proper Land Registry Office as may be required to give full force and effect to this By-law.

Enacted and passed this 8th day of November, 2021.

\_\_\_\_\_  
William C. Steele  
Mayor

\_\_\_\_\_  
Amber LaPointe  
City Clerk



**Subject: Sale of City Property – Nickel Street**

**To: Council**

**From: Chief Administrative Office**

Report Number: 2021-283

Meeting Date: November 8, 2021

---

**Recommendation:**

That Council approve entering into an Agreement of Purchase and Sale including Schedule B with Ajay Kahlon regarding a City owned property on Nickel Street, legally described as North South Plan 19, Lot 26, NP 857;

That a by-law to authorize entering into an Agreement of Purchase and Sale with Ajay Kahlon regarding the sale of a City owned property on Nickel Street, legally described as North South Plan 19, Lot 26, NP 857, be brought forward; and

That the Mayor and Clerk be authorized to sign and execute any and all documents respecting the sale of these lands.

---

**Purpose:**

The purpose of the report is to obtain Council’s approval to enter into an Agreement of Purchase and Sale with Ajay Kahlon for the City-owned lot located on Nickel Street, North South Plan 19, Lot 26, NP 857 (North East Corner of Nickel and Mitchell).

---

**Background:**

Staff initiated a City Real Estate project in the fall of 2020 focused on identifying municipally owned property that could be declared surplus and marketed for residential, commercial, or industrial development.

The goal of the project is to attract investment and new residents to Port Colborne; have vacant properties redeveloped and revitalized; facilitate public-private partnerships to create more affordable housing units; expand the municipal tax base to maintain core

programs and services; and maximize the value of City properties while achieving social, economic, and environmental benefits.

The City was approached by the agent for Ajay Kahlon requesting the availability of the property to meet the parking requirements for a multi-unit residential development at 174 Mitchell Street in Port Colborne. CHS Realty Advisors completed an appraisal of the property in July 2021, and it was valued at \$50,000 if used as a parking lot.

The property was reviewed by City departments and the sale process complies with Council's Sale and Disposition of Land By-law.

---

### **Discussion:**

A final selling price of \$45,000 has been accepted along with conditions in Schedule B that must be met for the sale to be completed and for the property to be legally transferred. Schedule B is included in the attached Agreement of Purchase and Sale.

---

### **Financial Implications:**

The final selling price of the property is \$45,000. There is no real estate commission. As per the Council approved policy, these proceeds will be transferred to the Economic Development Land Reserve.

---

### **Strategic Plan Alignment:**

The initiative contained within this report supports the following pillar of the strategic plan:

- Attracting Business Investment and Tourists to Port Colborne
- 

### **Conclusion:**

The City owned property at the corner of Nickel and Mitchell Street has been declared surplus and was identified in the City Real Estate project. Staff are recommending that the City enter into an Agreement of Purchase and Sale with Ajay Kahlon and that this agreement be adopted by by-law.

---

**Appendices:**

- a. Agreement of Purchase and Sale with Schedule B
- b. Draft Bylaw

Respectfully submitted,

Bram Cotton  
Economic Development Officer  
(905) 835-2900 x. 504  
[bram.cotton@portcolborne.ca](mailto:bram.cotton@portcolborne.ca)

Gary Long  
Manager of Strategic Initiatives  
905-835-2900 x.502  
[gary.long@portcolborne.ca](mailto:gary.long@portcolborne.ca)

**Report Approval:**

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.



# Agreement of Purchase and Sale

## Form 100

for use in the Province of Ontario

This Agreement of Purchase and Sale dated this 18 day of October, 2021

**BUYER:** AJAY KAHLON agrees to purchase from  
(Full legal names of all Buyers)

**SELLER:** THE CORPORATION OF THE CITY OF PORT COLBORNE, the following  
(Full legal names of all Sellers)

**REAL PROPERTY:**

Address N/E CRNR NICKEL ST & MITCHELL ST

fronting on the NORTH side of NICKEL ST

in the City of PORT COLBORNE

and having a frontage of 25.00 Feet more or less by a depth of 102.00 Feet more or less

and legally described as LT 26 PL 857 VILLAGE OF PORT COLBORNE

(legal description of land including easements not described elsewhere) (the "property")

**PURCHASE PRICE:** Dollars (CDN\$) 45,000.00  
Forty-Five Thousand Dollars

**DEPOSIT:** Buyer submits upon acceptance  
(Herewith/Upon Acceptance/as otherwise described in this Agreement)  
One Thousand Dollars (CDN\$) 1,000.00

by negotiable cheque payable to THE CORPORATION OF THE CITY OF PORT COLBORNE "Deposit Holder" to be held in trust pending completion or other termination of this Agreement and to be credited toward the Purchase Price on completion. For the purposes of this Agreement, "Upon Acceptance" shall mean that the Buyer is required to deliver the deposit to the Deposit Holder within 24 hours of the acceptance of this Agreement. The parties to this Agreement hereby acknowledge that, unless otherwise provided for in this Agreement, the Deposit Holder shall place the deposit in trust in the Deposit Holder's non-interest bearing Real Estate Trust Account and no interest shall be earned, received or paid on the deposit.

Buyer agrees to pay the balance as more particularly set out in Schedule A attached.

**SCHEDULE(S) A** AND SCHEDULE B attached hereto form(s) part of this Agreement.

1. **IRREVOCABILITY:** This offer shall be irrevocable by Buyer until 6:00 on the 25  
(Seller/Buyer) (a.m./p.m.)  
day of October, 2021, after which time, if not accepted, this offer shall be null and void and the deposit shall be returned to the Buyer in full without interest.

2. **COMPLETION DATE:** This Agreement shall be completed by no later than 6:00 p.m. on the see SCHEDULE B day of see SCHEDULE B 2021. Upon completion, vacant possession of the property shall be given to the Buyer unless otherwise provided for in this Agreement.

INITIALS OF BUYER(S): AK

INITIALS OF SELLER(S): (empty)

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3. **NOTICES:** The Seller hereby appoints the Listing Brokerage as agent for the Seller for the purpose of giving and receiving notices pursuant to this Agreement. Where a Brokerage (Buyer's Brokerage) has entered into a representation agreement with the Buyer, the Buyer hereby appoints the Buyer's Brokerage as agent for the purpose of giving and receiving notices pursuant to this Agreement. **Where a Brokerage represents both the Seller and the Buyer (multiple representation), the Brokerage shall not be appointed or authorized to be agent for either the Buyer or the Seller for the purpose of giving and receiving notices.** Any notice relating hereto or provided for herein shall be in writing. In addition to any provision contained herein and in any Schedule hereto, this offer, any counter-offer, notice of acceptance thereof or any notice to be given or received pursuant to this Agreement or any Schedule hereto (any of them, "Document") shall be deemed given and received when delivered personally or hand delivered to the Address for Service provided in the Acknowledgement below, or where a facsimile number or email address is provided herein, when transmitted electronically to that facsimile number or email address, respectively, in which case, the signature(s) of the party (parties) shall be deemed to be original.

FAX No: .....  
(For delivery of Documents to Seller)

FAX No: .....  
(For delivery of Documents to Buyer)

Email Address: .....  
(For delivery of Documents to Seller)

Email Address: .....  
(For delivery of Documents to Buyer)

4. **CHATELS INCLUDED:**  
NONE

Unless otherwise stated in this Agreement or any Schedule hereto, Seller agrees to convey all fixtures and chattels included in the Purchase Price free from all liens, encumbrances or claims affecting the said fixtures and chattels.

5. **FIXTURES EXCLUDED:**  
NONE


6. **RENTAL ITEMS (Including Lease, Lease to Own):** The following equipment is rented and not included in the Purchase Price. The Buyer agrees to assume the rental contract(s), if assumable:  
NONE

The Buyer agrees to co-operate and execute such documentation as may be required to facilitate such assumption.

7. **HST:** If the sale of the property (Real Property as described above) is subject to Harmonized Sales Tax (HST), then such tax shall be .....  
in addition to ..... the Purchase Price. If the sale of the property is not subject to HST, Seller agrees to certify on or before  
(included in/in addition to) ..... closing, that the sale of the property is not subject to HST. Any HST on chattels, if applicable, is not included in the Purchase Price.

INITIALS OF BUYER(S): 

INITIALS OF SELLER(S): 

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- 15. **PLANNING ACT:** This Agreement shall be effective to create an interest in the property only if Seller complies with the subdivision control provisions of the Planning Act by completion and Seller covenants to proceed diligently at Seller's expense to obtain any necessary consent by completion.
- 16. **DOCUMENT PREPARATION:** The Transfer/Deed shall, save for the Land Transfer Tax Affidavit, be prepared in registrable form at the expense of Seller, and any Charge/Mortgage to be given back by the Buyer to Seller at the expense of the Buyer. If requested by Buyer, Seller covenants that the Transfer/Deed to be delivered on completion shall contain the statements contemplated by Section 50(22) of the Planning Act, R.S.O.1990.
- 17. **RESIDENCY:** (a) Subject to (b) below, the Seller represents and warrants that the Seller is not and on completion will not be a non-resident under the non-residency provisions of the Income Tax Act which representation and warranty shall survive and not merge upon the completion of this transaction and the Seller shall deliver to the Buyer a statutory declaration that Seller is not then a non-resident of Canada; (b) provided that if the Seller is a non-resident under the non-residency provisions of the Income Tax Act, the Buyer shall be credited towards the Purchase Price with the amount, if any, necessary for Buyer to pay to the Minister of National Revenue to satisfy Buyer's liability in respect of tax payable by Seller under the non-residency provisions of the Income Tax Act by reason of this sale. Buyer shall not claim such credit if Seller delivers on completion the prescribed certificate.
- 18. **ADJUSTMENTS:** Any rents, mortgage interest, realty taxes including local improvement rates and unmetered public or private utility charges and unmetered cost of fuel, as applicable, shall be apportioned and allowed to the day of completion, the day of completion itself to be apportioned to Buyer.
- 19. **PROPERTY ASSESSMENT:** The Buyer and Seller hereby acknowledge that the Province of Ontario has implemented current value assessment and properties may be re-assessed on an annual basis. The Buyer and Seller agree that no claim will be made against the Buyer or Seller, or any Brokerage, Broker or Salesperson, for any changes in property tax as a result of a re-assessment of the property, save and except any property taxes that accrued prior to the completion of this transaction.
- 20. **TIME LIMITS:** Time shall in all respects be of the essence hereof provided that the time for doing or completing of any matter provided for herein may be extended or bridged by an agreement in writing signed by Seller and Buyer or by their respective lawyers who may be specifically authorized in that regard.
- 21. **TENDER:** Any tender of documents or money hereunder may be made upon Seller or Buyer or their respective lawyers on the day set for completion. Money shall be tendered with funds drawn on a lawyer's trust account in the form of a bank draft, certified cheque or wire transfer using the Large Value Transfer System.
- 22. **FAMILY LAW ACT:** Seller warrants that spousal consent is not necessary to this transaction under the provisions of the Family Law Act, R.S.O.1990 unless the spouse of the Seller has executed the consent hereinafter provided.
- 23. **UFFI:** Seller represents and warrants to Buyer that during the time Seller has owned the property, Seller has not caused any building on the property to be insulated with insulation containing ureaformaldehyde, and that to the best of Seller's knowledge no building on the property contains or has ever contained insulation that contains ureaformaldehyde. This warranty shall survive and not merge on the completion of this transaction, and if the building is part of a multiple unit building, this warranty shall only apply to that part of the building which is the subject of this transaction.
- 24. **LEGAL, ACCOUNTING AND ENVIRONMENTAL ADVICE:** The parties acknowledge that any information provided by the brokerage is not legal, tax or environmental advice.
- 25. **CONSUMER REPORTS:** The Buyer is hereby notified that a consumer report containing credit and/or personal information may be referred to in connection with this transaction.
- 26. **AGREEMENT IN WRITING:** If there is conflict or discrepancy between any provision added to this Agreement (including any Schedule attached hereto) and any provision in the standard pre-set portion hereof, the added provision shall supersede the standard pre-set provision to the extent of such conflict or discrepancy. This Agreement including any Schedule attached hereto, shall constitute the entire Agreement between Buyer and Seller. There is no representation, warranty, collateral agreement or condition, which affects this Agreement other than as expressed herein. For the purposes of this Agreement, Seller means vendor and Buyer means purchaser. This Agreement shall be read with all changes of gender or number required by the context.
- 27. **TIME AND DATE:** Any reference to a time and date in this Agreement shall mean the time and date where the property is located.

INITIALS OF BUYER(S): 

INITIALS OF SELLER(S): 

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28. SUCCESSORS AND ASSIGNS: The heirs, executors, administrators, successors and assigns of the undersigned are bound by the terms herein.

SIGNED, SEALED AND DELIVERED in the presence of:

IN WITNESS whereof I have hereunto set my hand and seal:

10/18/2021

[Witness]

[Buyer]

DocuSigned by:  
Ajay Kahlon  
469444E08528403

[Seal]

[Date]

[Witness]

[Buyer]

[Seal]

[Date]

I, the undersigned Seller, agree to the above offer. I hereby irrevocably instruct my lawyer to pay directly to the brokerage(s) with whom I have agreed to pay commission, the unpaid balance of the commission together with applicable Harmonized Sales Tax (and any other taxes as may hereafter be applicable), from the proceeds of the sale prior to any payment to the undersigned on completion, as advised by the brokerage(s) to my lawyer.

SIGNED, SEALED AND DELIVERED in the presence of:

IN WITNESS whereof I have hereunto set my hand and seal:

[Witness]

[Seller]

THE CORPORATION OF THE CITY OF PORT COLBORNE

[Seal]

[Date]

[Witness]

[Seller]

[Seal]

[Date]

SPOUSAL CONSENT: The undersigned spouse of the Seller hereby consents to the disposition evidenced herein pursuant to the provisions of the Family Law Act, R.S.O. 1990, and hereby agrees to execute all necessary or incidental documents to give full force and effect to the sale evidenced herein.

[Witness]

[Spouse]

[Seal]

[Date]

CONFIRMATION OF ACCEPTANCE: Notwithstanding anything contained herein to the contrary, I confirm this Agreement with all changes both typed and written was finally accepted by all parties at \_\_\_\_\_ this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_\_

(a.m./p.m.)

(Signature of Seller or Buyer)

INFORMATION ON BROKERAGE(S)

Listing Brokerage

[Tel.No.]

(Salesperson/Broker/Broker of Record Name)

Co-op./Buyer Brokerage

[Tel.No.]

(Salesperson/Broker/Broker of Record Name)

ACKNOWLEDGEMENT

I acknowledge receipt of my signed copy of this accepted Agreement of Purchase and Sale and I authorize the Brokerage to forward a copy to my lawyer.

I acknowledge receipt of my signed copy of this accepted Agreement of Purchase and Sale and I authorize the Brokerage to forward a copy to my lawyer.

[Seller]

THE CORPORATION OF THE CITY OF PORT COLBORNE

[Date]

[Buyer]

AJAY KAHLON

[Date]

[Seller]

[Date]

Address for Service

[Tel. No.]

Seller's Lawyer

Address

Email

[Tel. No.]

[Fax No.]

[Buyer]

Address for Service

Buyer's Lawyer

Address

Email

[Tel. No.]

[Tel. No.]

[Fax No.]

FOR OFFICE USE ONLY

COMMISSION TRUST AGREEMENT

To: Cooperating Brokerage shown on the foregoing Agreement of Purchase and Sale

In consideration for the Cooperating Brokerage procuring the foregoing Agreement of Purchase and Sale, I hereby declare that all moneys received or receivable by me in connection with the Transaction as contemplated in the MLS® Rules and Regulations of my Real Estate Board shall be receivable and held in trust. This agreement shall constitute a Commission Trust Agreement as defined in the MLS® Rules and shall be subject to and governed by the MLS® Rules pertaining to Commission Trust.

DATED as of the date and time of the acceptance of the foregoing Agreement of Purchase and Sale.

Acknowledged by:

[Authorized to bind the Listing Brokerage]

[Authorized to bind the Co-operating Brokerage]



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# Schedule A Agreement of Purchase and Sale

**Form 100**  
for use in the Province of Ontario

This Schedule is attached to and forms part of the Agreement of Purchase and Sale between:

**BUYER:** AJAY KAHLON and

**SELLER:** THE CORPORATION OF THE CITY OF PORT COLBORNE

for the purchase and sale of N/E CRNR NICKEL ST & MITCHELL ST

dated the 18 day of October, 2021

Buyer agrees to pay the balance as follows:

**PAY THE BALANCE OF THE PURCHASE PRICE IN CASH OR CERTIFIED CHEQUE ON CLOSING SUBJECT TO ADJUSTMENTS.**

**THE BUYER AND SELLERS AGREE THE LOT CAN BE USED ONLY IN CONJUNCTION WITH 174 MITCHELL ST , PORT COLBORNE AS A PARKING LOT FOR TENANTS LIVING AT 174 MITCHELL ST.**

**SEE SCHEDULE B ATTACHED**

This form must be initialed by all parties to the Agreement of Purchase and Sale.

**INITIALS OF BUYER(S):**

**INITIALS OF SELLER(S):**

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DS  
AK

SCHEDULE "B" Ajay Kahlon and The Corporation of the City of Port Colborne  
dated September 14, 2021

**Closing Condition re: Ownership of 174 Mitchell Street, Port Colborne**

1. The purchase and sale transaction herein is conditional until Closing upon the Seller being satisfied that the Buyer has delivered evidence to the Seller that it is the registered and beneficial owner of the lands municipally known as 174 Mitchell Street, Port Colborne (the "**174 Mitchell Street Property**"), and that it will continue to be the registered and beneficial owner of the Property on Closing..

The foregoing condition is for the sole benefit of the Seller and may be waived by the Seller in its sole, absolute and unfettered discretion in whole or in part by written notice to the Buyer or its solicitors. In the event that notice of the satisfaction or waiver of this condition has not been provided in writing by the Seller to the Buyer, or the Buyer's solicitors, prior to 5 pm on the Closing Date, then this Agreement shall come to an end upon which it is agreed that neither party shall have any further rights or obligations hereunder and the Deposit will be returned to the Buyer without deduction.

**Closing Date and Conditions for Closing**

2. The "**Closing Date**" for the purchase and sale transaction herein will be thirty (30) days after the date on which the Seller has received proof from the Buyer that: (i) a multi-unit residential building (the "**MURB**") has been renovated to allow for the occupancy of twelve (12) residential units on the 174 Mitchell Street Property in accordance with all applicable laws; and (ii) an occupancy permit has been issued by the City for the MURB (the conditions set out in paragraphs (i) and (ii) being collectively referred to as the "**Closing Conditions**").

In the event that the Closing Conditions have not been satisfied on or before the two year anniversary date of this Purchase Agreement, then the Seller shall have the option to terminate this Purchase Agreement by giving written notice to the Buyer or the Buyer's solicitors, and upon doing so, this Agreement shall come to an end, neither party shall have any further rights or obligations hereunder and the Deposit will be returned to the Buyer without deduction.

**Restriction re: Consent of Seller to Transfer or Charge Property**

3. The Buyer acknowledges that the Seller is conveying the Property to the Buyer on the understanding that the Property must only be used for parking spaces to accommodate the MURB on the 174 Mitchell Street Property. On Closing, the Buyer shall register a restriction under Section 118 of the *Land Titles Act* which will require the consent of the Seller in order to transfer or charge the Property. It is agreed that the City will only grant its consent to a transfer or charge of the Property by the Buyer following Closing if: (i) the Property is being transferred or charged simultaneously with the 174 Mitchell Street Property to the same transferee or chargee; and (ii) the transferee or chargee of the Property and the 174 Mitchell Street Property executes and delivers an acknowledgement where it agrees to be bound by this same restriction.

The Corporation of the City of Port Colborne

By-law No. \_\_\_\_\_

Being a By-law to Authorize Entering Into an Agreement of Purchase and Sale with Ajay Kahlon Respecting Nickel Street North South Plan 19 Lot 26 NP 857

Whereas at its meeting of November 8, 2021, Council approved the recommendations of Chief Administrative Office Report 2021-283, Subject: Sale of City Property – Nickel Street; and

Whereas Council is desirous of entering into an Agreement of Purchase and Sale with Ajay Kahlon for the sale of Nickel Street North South Plan 19 Lot 26 NP 857, for the purchase price of \$45,000 (plus HST);

Now therefore the Council of The Corporation of the City of Port Colborne Enacts as follows:

1. That The Corporation of the City of Port Colborne enter into an Agreement of Purchase and Sale with Ajay Kahlon Respecting Nickel Street North South Plan 19 Lot 26 NP 857 for the purchase price of \$45,000 (plus HST), which agreement is attached hereto as Schedule “A” (inclusive of Schedule “B”).
2. That the Mayor and the Clerk be and each of them is hereby authorized and directed to sign said agreement, together with any documents necessary to complete the conditions of said agreement, and the Clerk is hereby authorized to affix the Corporate Seal thereto.
3. That the City Solicitor be and is hereby directed to prepare and register all such documents in the proper Land Registry Office as may be required to give full force and effect to this By-law.

Enacted and passed this 8th day of November, 2021.

\_\_\_\_\_  
William C. Steele  
Mayor

\_\_\_\_\_  
Amber LaPointe  
City Clerk



**Subject: Disaster Mitigation and Adaptation Funding for Clarke Area Sanitary Sewer Remediation Project**

**To: Council**

**From: Public Works Department**

Report Number: 2021-278

Meeting Date: November 8, 2021

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**Recommendation:**

That Public Works Department Report 2021-278 be received; and

That the Manager of Water and Wastewater be directed to apply for Disaster Mitigation and Adaptation funding for the Clarke Area Sanitary Sewer Remediation Project.

---

**Purpose:**

This report is submitted to seek Council's approval to apply for Disaster Mitigation and Adaptation funding for the Clarke Area Sanitary Sewer Remediation Project.

---

**Background:**

In 2018, the Government of Canada launched the Disaster Mitigation and Adaptation Fund (DMAF), committing \$10 billion over 10 years to the program. In 2021, an additional \$1.375 billion in federal funding over 12 years was announced to renew the DMAF. Starting in 2021, funding was split between two streams – small-scale projects (\$1 million to \$20 million) and large-scale projects (\$20 million and above).

To be considered eligible, projects must be aimed at reducing the socio-economic, environmental and cultural impacts triggered by natural hazards and extreme weather events taking into consideration current and potential future impacts of climate change in communities and infrastructure at high risk.

Natural hazard and extreme weather events include floods and storms. Eligible infrastructure projects must involve new construction of public infrastructure and/or modification or reinforcement of existing public infrastructure to prevent, mitigate or

protect against the impacts of climate change, disasters triggered by natural hazards, and extreme weather.

The maximum funding that a municipality may receive is 40%. The application deadline is November 15, 2021.

---

## **Discussion:**

As part of the 2022 Wastewater Capital budget request, staff requested funding for the Clarke Area Sanitary Sewer Remediation Project, contingent upon receiving DMAF funding.

This project will remediate sanitary sewer assets in the Clarke Area sanitary sewershed to decrease the amount of infiltration entering the sanitary sewer system, therefore reducing the risk of sanitary sewer backups during extreme rainfall events. The Clarke Area is roughly the entire area of the sanitary collection system east of the Welland Canal, north of Killaly Street East. This project will involve repairing deficiencies in sanitary sewer pipes, either through grouting and spot repairs, or through full-length pipe lining methods (a much more cost-effective alternative to pipe replacement) and will also involve repairing deficient maintenance holes by grouting and spot repairs and/or lining or full replacement.

The City has been battling ever increasing levels of inflow and infiltration (I&I) over the past 30 years and the Clarke Area sewershed was identified in the 2007 Pollution Control and Infrastructure Study as a priority area to investigate and remediate sources of I&I. The basement flooding that occurred in this area on July 17, 2021 also indicates that this area should be a priority to address the sources of I&I that caused the Region's Pumping Station to be overwhelmed and the sanitary sewers to back up. The proposed remediation efforts will address infiltration in the Clarke Area sanitary sewershed through deficient maintenance holes and/or sanitary sewer pipes.

If the City is successful at receiving funding for the project, CCTV inspection records, maintenance hole inspection records and records of any known or discovered private side connections will be reviewed to finalize where and what remediation is required. Tender documents will be released in 2022, with remediation efforts anticipated to be completed in late 2022/early 2023.

If approved, staff will submit an application under the DMAF program for \$1 million to complete this project.

---



## Financial Implications:

Should the City's funding application be successful, the maximum amount the City will need to contribute towards the project would be \$600,000. This amount was included in the 2022 Capital and Related Project. Funding includes \$29,897 from the 2022 wastewater rate with the remaining \$570,103 coming from previously approved unspent wastewater capital.

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## Strategic Plan Alignment:

The initiative contained within this report supports the following pillar(s) of the strategic plan:

- City-Wide Investments in Infrastructure and Recreational/Cultural Spaces
  - Value: Financial Management to Achieve Financial Sustainability
- 

## Conclusion:

The Disaster Mitigation and Adaptation Fund provides an opportunity to leverage \$600,000 of municipal funds to complete \$1 million in wastewater system remediations by acquiring \$400,000 in federal funds.

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## Appendices:

- a. Government of Canada launches new program intake to help reduce the impacts of climate change and better protect Canadians against natural disasters

Respectfully submitted,

Darlene Suddard  
Manager of Water Wastewater  
905-835-2900 x256  
[Darlene.Suddard@portcolborne.ca](mailto:Darlene.Suddard@portcolborne.ca)

## Report Approval:

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.



[Canada.ca](#) > [Infrastructure Canada](#)

# Government of Canada launches new program intake to help reduce the impacts of climate change and better protect Canadians against natural disasters

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From: [Infrastructure Canada](#)

## News release

**Toronto, Ontario, July 20, 2021**—Infrastructure failures from natural hazards and extreme weather events can result in threats to health and safety, interruptions in essential services, significant disruptions in economic activity, and high costs for recovery and replacement. The Government of Canada is making important investments to construct, rehabilitate and expand critical public infrastructure susceptible to these risks.

An increasing number of Canadian communities from coast to coast to coast have experienced significant weather-related disasters triggered by climate change. These events are growing in frequency and impact, and pose a serious threat to Canadian communities.

Today, the Honourable Catherine McKenna, Minister of Infrastructure and Communities, launched a new intake for the Disaster Mitigation and Adaptation Fund (DMAF). Communities across Canada are invited to submit projects that will protect and strengthen their communities by increasing their resilience to the socio-economic, cultural and environmental impacts of natural hazards and extreme weather events when considering current and potential future climate change impacts.

The Disaster Mitigation and Adaptation Fund received an additional \$1.375 billion in Budget 2021 to support projects such as wildfire mitigation activities, rehabilitation of storm water systems, and restoration of wetlands and shorelines. Under this program, \$670 million is being dedicated to new, small-scale projects between \$1 million and \$20 million in total eligible costs. The

remaining funding envelope is allocated to large-scale projects above \$20 million in total eligible costs. In addition, a minimum of \$138 million of the total funding envelope is being dedicated to Indigenous recipients. Together, this funding will help small, rural, remote, northern, and Indigenous communities adapt to climate change impacts.

Through DMAF, the Government of Canada is making sure Canadian communities are better able to withstand damage caused by climate change and extreme weather events. These investments help keep Canadians safe, protect local businesses, and support strong local economies.

The Government of Canada is committed to getting funding to communities when they need it the most in a way that achieves triple benefits: grow our economy and create jobs; tackle climate change; and build a more resilient and inclusive country for all Canadians.

## Quotes

“With extreme weather events becoming more frequent, cities and towns need to take increasing action to mitigate and adapt to the impacts of climate change. Starting today communities across Canada can apply to the Disaster Mitigation and Adaptation Fund for projects such as wildfire mitigation, rehabilitation of storm water systems, and restoration of wetlands and shorelines. We’re investing almost \$1.4 billion in additional funding to help communities remain resilient in the face of a changing climate and other natural environmental risk events that are part of the climate emergency. Together, we can build a nation that is resilient and inclusive, while growing our economy and creating good jobs for Canadians.”

*The Honourable Catherine McKenna, Minister of Infrastructure and Communities*

"Climate change is having a dramatic impact on Canadian communities across the country, with droughts, wildfires and flooding becoming more frequent, including here in Etobicoke. With federal support for projects like the tree canopy and waterfront shoreline project here in Etobicoke through the Disaster Mitigation and Adaptation Fund, we are protecting our community from the impacts of extreme weather for generations to come."

*James Maloney, Member of Parliament for Etobicoke-Lakeshore*

## Quick facts

- The DMAF was launched in 2018 as a \$2 billion, 10-year program to help communities build the infrastructure they need to better withstand natural hazards such as floods, wildfires, earthquakes and droughts. Budget 2021 provided the DMAF with an additional \$1.375 billion over 12 years.
- For application timelines, please see [Disaster Mitigation and Adaptation Fund: Applications process](#). Eligible applicants include provinces and territories; municipal and regional governments; Indigenous groups including band councils, First Nation, Inuit or Metis; for-profits that partner with another eligible recipient, as well as Canadian public or not-for-profit post-secondary institutions who will work in collaboration with a Canadian municipality.
- The DMAF is part of the federal government's *Investing in Canada Plan*, which is providing more than \$180 billion over 12 years for public transit projects, green infrastructure, social infrastructure, trade and transportation routes, and rural and northern communities.
- To date, over \$1.9 billion has been announced through the DMAF for 69 large-scale infrastructure projects that will help protect communities across the country from the threats of climate change.

## Associated links

- [Disaster Mitigation and Adaptation Fund](#)

- [Investing in COVID-19 Community Resilience](#)
- [Investing in Canada: Canada's Long-Term Infrastructure Plan](#)
- [Investing in Canada Plan Project Map](#)

## Contacts

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Press Secretary

Office of the Minister of Infrastructure and Communities

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### Date modified:

2021-07-20

**Subject: Transfer Payment Agreement – Ministry of Municipal Affairs and Housing**

**To: Council**

**From: Corporate Services Department**

Report Number: 2021-290

Meeting Date: November 8, 2021

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**Recommendation:**

That Corporate Services Department Report 2021-290 be received;

That Council approve the Ontario Transfer Payment Agreement with the Ministry of Municipal Affairs and Housing for the Municipal Modernization Program Intake 2 and the City's Information Technology modernization project, attached as Appendix A to Corporate Services Department Report 2021-290; and

That a By-law to enter into the Ontario Transfer Payment Agreement with the Ministry of Municipal Affairs and Housing, be brought forward.

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**Purpose:**

The purpose of this report is to seek approval to sign the Transfer Payment Agreement between the City of Port Colborne and the Ministry of Municipal Affairs and Housing related to the Ministry's Municipal Modernization Program Intake 2.

The related projects were already approved in the 2022 Capital and Related Capital Project (Project C.6).

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**Background:**

During the 2021 Annual ROMA Conference, the Honourable Minister Steve Clark announced the opening of the second intake of the Municipal Modernization Program. At the announcement, the Minister noted that government is investing \$40 million to help small and rural municipalities to assist with service delivery reviews and

modernization efforts. The announcement is part of the \$125 million committed through 2022-23.

The funding is application based and targets 405 municipalities across Ontario. The first intake of the program saw 184 modernization projects funded. These included service reviews, implementing previous recommendations from service reviews, IT upgrades, or process improvements that help municipalities become more efficient with taxpayers' dollars.

To obtain funding through the program, the City must sign a Transfer Payment Agreement with the Ministry of Municipal Affairs and Housing, the agency that administers the Municipal Modernization Program. The agreement formalizes the funding arrangement between the two parties and sets out the terms and conditions under which the Ministry of Municipal Affairs and Housing will provide funding for the project.

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## **Discussion:**

The Information Technology Modernization project funding application within the Municipal Modernization Program Intake 2 was submitted in March 2021. There are two components within the project, which includes the following:

### **1. ePermitting migration and implementation**

This project component involves the acquisition, migration, and implementation of an ePermitting solution. The result of the project component will include digitized and streamlined processes for building permit and municipal consent applications. The solution integrates as an additional module to the City's existing municipal maintenance/work management system.

### **2. Domino application review**

This project component involves the thorough review and fulsome planning of all applications within the City's aging Domino application environment. The City's Domino application environment has been in place since 1996 and supports several City processes, such as DWQMS and Fire Department records. The result of the project component will include the identification of all active applications, their business requirements, synergies with existing solutions and a fulsome plan for modernizing these applications.

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### **Internal Consultations:**

City staff from various departments, including Corporate Services, Development & Legislative Services, and Public Works, are working collaboratively on this project.

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### **Financial Implications:**

Within the 2022 Capital and Related Projects budget, Council approved this project (item C.6) with a levy impact of \$52,500 and grant funding of \$97,500. By approving the recommendations of the report, the City will be able to secure the Municipal Modernization Program grant funding to ensure successful project delivery.

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### **Public Engagement:**

As the project deliverables come to fruition as they impact members of the public, City staff will bring this forward in reports to Council and media releases.

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### **Strategic Plan Alignment:**

The initiative contained within this report supports the following pillar(s) of the strategic plan:

- Service and Simplicity - Quality and Innovative Delivery of Customer Services
  - Value: Financial Management to Achieve Financial Sustainability
  - Governance: Communications, Engagement, and Decision-Making
- 

### **Conclusion:**

The City's application to the Municipal Modernization Program Intake 2 for the Information Technology Modernization for the maximum amount of \$97,500. To obtain this funding, the City must enter into a Transfer Payment Agreement with the Ministry of Municipal Affairs and Housing, the agency that administers the funding program on behalf of the provincial government. This agreement formalizes the funding arrangement between the Ministry and the City and sets out the terms and conditions of this arrangement.

City staff are nearing commencement of these projects, which were approved within the 2022 Capital and Related Projects budget and associated funding was approved by Council in the 2022 budget. Therefore, it is recommended that the City enter into agreement at this time to leverage this funding to ensure successful project delivery.

**Appendices:**

- a. Ontario Transfer Payment Agreement – Municipal Modernization Program Intake  
2 re: Information Technology Modernization
- b. Draft Agreement By-law

Respectfully submitted,

Bryan Boles, CPA, CA, MBA  
Director of Corporate Services/Treasurer  
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Wesley Adair  
IT Manager  
905-835-2900 Ext. 119  
[Wesley.Adair@portcolborne.ca](mailto:Wesley.Adair@portcolborne.ca)

**Report Approval:**

All reports reviewed and approved by the Department Director and the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.

## ONTARIO TRANSFER PAYMENT AGREEMENT

THE AGREEMENT is effective as of the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_

### B E T W E E N :

**Her Majesty the Queen in right of Ontario  
as represented by the Minister of Municipal Affairs and  
Housing**

(the “Province”)

- and -

**Corporation of the City of Port Colborne  
(the “Recipient”)**

### CONSIDERATION

In consideration of the mutual covenants and agreements contained in the Agreement and for other good and valuable consideration, the receipt and sufficiency of which are expressly acknowledged, the Province and the Recipient agree as follows:

#### 1.0 ENTIRE AGREEMENT

1.1 **Schedules to the Agreement.** The following schedules form part of the Agreement:

- Schedule “A” - General Terms and Conditions
- Schedule “B” - Project Specific Information and Additional Provisions
- Schedule “C” - Project
- Schedule “D” - Budget
- Schedule “E” - Payment Plan
- Schedule “F” - Reports.

1.2 **Entire Agreement.** The Agreement constitutes the entire agreement between the Parties with respect to the subject matter contained in the Agreement and supersedes all prior oral or written representations and agreements.

## **2.0 CONFLICT OR INCONSISTENCY**

2.1 **Conflict or Inconsistency.** In the event of a conflict or inconsistency between the Additional Provisions and the provisions in Schedule “A”, the following rules will apply:

- (a) the Parties will interpret any Additional Provisions in so far as possible, in a way that preserves the intention of the Parties as expressed in Schedule “A”; and
- (b) where it is not possible to interpret the Additional Provisions in a way that is consistent with the provisions in Schedule “A”, the Additional Provisions will prevail over the provisions in Schedule “A” to the extent of the inconsistency.

## **3.0 COUNTERPARTS**

3.1 **One and the Same Agreement.** The Agreement may be executed in any number of counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument.

## **4.0 AMENDING THE AGREEMENT**

4.1 **Amending the Agreement.** The Agreement may only be amended by a written agreement duly executed by the Parties.

## **5.0 ACKNOWLEDGEMENT**

5.1 **Acknowledgement.** The Recipient acknowledges that:

- (a) the Funds are to assist the Recipient to carry out the Project and not to provide goods or services to the Province;
- (b) the Province is not responsible for carrying out the Project; and
- (c) the Province is bound by the *Freedom of Information and Protection of Privacy Act* (Ontario) and that any information provided to the Province in connection with the Project or otherwise in connection with the Agreement may be subject to disclosure in accordance with that Act.

**- SIGNATURE PAGE FOLLOWS -**

The Parties have executed the Agreement on the dates set out below.

**HER MAJESTY THE QUEEN IN RIGHT OF  
ONTARIO as represented by the Minister of  
Municipal Affairs and Housing**

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name: Steve Clark  
Title: Minister

**Corporation of the City of Port Colborne**

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name:  
Title:

I have authority to bind the Recipient.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name:  
Title:

I have authority to bind the Recipient.

**SCHEDULE "A"**  
**GENERAL TERMS AND CONDITIONS**

---

**A1.0 INTERPRETATION AND DEFINITIONS**

A1.1 **Interpretation.** For the purposes of interpretation:

- (a) words in the singular include the plural and vice-versa;
- (b) words in one gender include all genders;
- (c) the headings do not form part of the Agreement; they are for reference only and will not affect the interpretation of the Agreement;
- (d) any reference to dollars or currency will be in Canadian dollars and currency; and
- (e) "include", "includes" and "including" denote that the subsequent list is not exhaustive.

A1.2 **Definitions.** In the Agreement, the following terms will have the following meanings:

**"Additional Provisions"** means the terms and conditions set out in Schedule "B".

**"Agreement"** means this agreement entered into between the Province and the Recipient, all of the schedules listed in section 1.1, and any amending agreement entered into pursuant to section 4.1.

**"Budget"** means the budget attached to the Agreement as Schedule "D".

**"Business Day"** means any working day, Monday to Friday inclusive, excluding statutory and other holidays, namely: New Year's Day; Family Day; Good Friday; Easter Monday; Victoria Day; Canada Day; Civic Holiday; Labour Day; Thanksgiving Day; Remembrance Day; Christmas Day; Boxing Day and any other day on which the Province has elected to be closed for business.

**"Effective Date"** means the date set out at the top of the Agreement.

**"Event of Default"** has the meaning ascribed to it in section A12.1.

**"Expiry Date"** means the expiry date set out in Schedule "B".

**"Funding Year"** means:

- (a) in the case of the first Funding Year, the period commencing on the

Effective Date and ending on the following March 31; and

- (b) in the case of Funding Years subsequent to the first Funding Year, the period commencing on April 1 following the end of the previous Funding Year and ending on the following March 31 or the Expiry Date, whichever is first.

**“Funds”** means the money the Province provides to the Recipient pursuant to the Agreement.

**“Indemnified Parties”** means Her Majesty the Queen in right of Ontario, and includes Her ministers, agents, appointees, and employees.

**“Loss”** means any cause of action, liability, loss, cost, damage, or expense (including legal, expert and consultant fees) that anyone incurs or sustains as a result of or in connection with the Project or any other part of the Agreement.

**“Maximum Funds”** means the maximum set out in Schedule “B”.

**“Notice”** means any communication given or required to be given pursuant to the Agreement.

**“Notice Period”** means the period of time within which the Recipient is required to remedy an Event of Default pursuant to section A12.3(b), and includes any such period or periods of time by which the Province extends that time in accordance with section A12.4.

**“Parties”** means the Province and the Recipient.

**“Party”** means either the Province or the Recipient.

**“Proceeding”** means any action, claim, demand, lawsuit, or other proceeding that anyone makes, brings or prosecutes as a result of or in connection with the Project or with any other part of the Agreement.

**“Project”** means the undertaking described in Schedule “C”.

**“Records Review”** means any assessment the Province conducts pursuant to section A7.4.

**“Reports”** means the reports described in Schedule “F”.

## **A2.0 REPRESENTATIONS, WARRANTIES, AND COVENANTS**

**A2.1 General.** The Recipient represents, warrants, and covenants that:

- (a) it has, and will continue to have, the experience and expertise necessary to carry out the Project;
- (b) it is in compliance with, and will continue to comply with, all federal and provincial laws and regulations, all municipal by-laws, and any other orders, rules, and by-laws related to any aspect of the Project, the Funds, or both; and
- (c) unless otherwise provided for in the Agreement, any information the Recipient provided to the Province in support of its request for funds (including information relating to any eligibility requirements) was true and complete at the time the Recipient provided it and will continue to be true and complete.

A2.2 **Execution of Agreement.** The Recipient represents and warrants that it has:

- (a) the full power and authority to enter into the Agreement; and
- (b) taken all necessary actions to authorize the execution of the Agreement, including passing a municipal by-law authorizing the Recipient to enter into the Agreement.

A2.3 **Governance.** The Recipient represents, warrants, and covenants that it has, will maintain in writing, and will follow:

- (a) procedures to enable the Recipient to manage Funds prudently and effectively;
- (b) procedures to enable the Recipient to complete the Project successfully;
- (c) procedures to enable the Recipient to identify risks to the completion of the Project and strategies to address the identified risks, all in a timely manner;
- (d) procedures to enable the preparation and submission of all Reports required pursuant to Article A7.0; and
- (e) procedures to enable the Recipient to address such other matters as the Recipient considers necessary to enable the Recipient to carry out its obligations under the Agreement.

A2.4 **Supporting Proof.** Upon the request of the Province, the Recipient will provide the Province with proof of the matters referred to in Article A2.0.



### **A3.0 TERM OF THE AGREEMENT**

A3.1 **Term.** The term of the Agreement will commence on the Effective Date and will expire on the Expiry Date unless terminated earlier pursuant to Article A11.0 or Article A12.0.

### **A4.0 FUNDS AND CARRYING OUT THE PROJECT**

A4.1 **Funds Provided.** The Province will:

- (a) provide the Recipient up to the Maximum Funds for the purpose of carrying out the Project;
- (b) provide the Funds to the Recipient in accordance with the payment plan attached to the Agreement as Schedule “E”; and
- (c) deposit the Funds into an account the Recipient designates provided that the account:
  - (i) resides at a Canadian financial institution; and
  - (ii) is in the name of the Recipient.

A4.2 **Limitation on Payment of Funds.** Despite section A4.1:

- (a) the Province is not obligated to provide any Funds to the Recipient until the Recipient provides evidence satisfactory to the Province that the Recipient’s council has authorized the execution of this Agreement by the Recipient by municipal by-law;
- (b) the Province is not obligated to provide any Funds to the Recipient until the Recipient provides the certificates of insurance or other proof as the Province may request pursuant to section A10.2;
- (c) the Province is not obligated to provide instalments of Funds until it is satisfied with the progress of the Project; and
- (d) the Province may adjust the amount of Funds it provides to the Recipient in any Funding Year based upon the Province’s assessment of the information the Recipient provides to the Province pursuant to section A7.2.

A4.3 **Use of Funds and Carry Out the Project.** The Recipient will do all of the following:

- (a) carry out the Project in accordance with the Agreement;

- (b) use the Funds only for the purpose of carrying out the Project;
- (c) spend the Funds only in accordance with the Budget; and
- (d) not use the Funds to cover any cost that has or will be funded or reimbursed by one or more of any third party, ministry, agency, or organization of the Government of Ontario.

A4.4 **Interest Bearing Account.** If the Province provides Funds before the Recipient's immediate need for the Funds, the Recipient will place the Funds in an interest bearing account in the name of the Recipient at a Canadian financial institution.

A4.5 **Interest.** If the Recipient earns any interest on the Funds, the Province may do either or both of the following:

- (a) deduct an amount equal to the interest from any further instalments of Funds;
- (b) demand from the Recipient the payment of an amount equal to the interest.

A4.6 **Rebates, Credits, and Refunds.** The Province will calculate Funds based on the actual costs to the Recipient to carry out the Project, less any costs (including taxes) for which the Recipient has received, will receive, or is eligible to receive, a rebate, credit, or refund.

#### **A5.0 RECIPIENT'S ACQUISITION OF GOODS OR SERVICES, AND DISPOSAL OF ASSETS**

A5.1 **Acquisition.** If the Recipient acquires goods, services, or both with the Funds, it will do so through a process that promotes the best value for money.

A5.2 **Disposal.** The Recipient will not, without the Province's prior consent, sell, lease, or otherwise dispose of any asset purchased or created with the Funds or for which Funds were provided, the cost of which exceeded the amount as provided for in Schedule "B" at the time of purchase.

#### **A6.0 CONFLICT OF INTEREST**

A6.1 **Conflict of Interest Includes.** For the purposes of Article A6.0, a conflict of interest includes any circumstances where:

- (a) the Recipient; or
- (b) any person who has the capacity to influence the Recipient's decisions,

has outside commitments, relationships, or financial interests that could, or could be seen by a reasonable person to, interfere with the Recipient's objective, unbiased, and impartial judgment relating to the Project, the use of the Funds, or both.

A6.2 **No Conflict of Interest.** The Recipient will carry out the Project and use the Funds without an actual, potential, or perceived conflict of interest unless:

- (a) the Recipient:
  - (i) provides Notice to the Province disclosing the details of the actual, potential, or perceived conflict of interest;
  - (ii) requests the consent of the Province to carry out the Project with an actual, potential, or perceived conflict of interest;
- (b) the Province provides its consent to the Recipient carrying out the Project with an actual, potential, or perceived conflict of interest; and
- (c) the Recipient complies with any terms and conditions the Province may prescribe in its consent.

## **A7.0 REPORTS, ACCOUNTING, AND REVIEW**

A7.1 **Province Includes.** For the purposes of sections A7.4, A7.5 and A7.6, "**Province**" includes any auditor or representative the Province may identify.

A7.2 **Preparation and Submission.** The Recipient will:

- (a) submit to the Province at the address referred to in section A17.1:
  - (i) all Reports in accordance with the timelines and content requirements as provided for in Schedule "F";
  - (ii) any other reports in accordance with any timelines and content requirements the Province may specify from time to time;
- (b) ensure that all Reports and other reports are:
  - (i) completed to the satisfaction of the Province; and
  - (ii) signed by an authorized signing officer of the Recipient.

A7.3 **Record Maintenance.** The Recipient will keep and maintain for a period of

seven years from their creation:

- (a) all financial records (including invoices and evidence of payment) relating to the Funds or otherwise to the Project in a manner consistent with either international financial reporting standards or generally accepted accounting principles or any other accounting principles that apply to the Recipient; and
- (b) all non-financial records and documents relating to the Funds or otherwise to the Project.

A7.4 **Records Review.** The Province may, at its own expense, upon twenty-four hours' Notice to the Recipient and during normal business hours enter upon the Recipient's premises to conduct an audit or investigation of the Recipient regarding the Recipient's compliance with the Agreement, including assessing any of the following:

- (a) the truth of any of the Recipient's representations and warranties;
- (b) the progress of the Project;
- (c) the Recipient's allocation and expenditure of the Funds.

A7.5 **Inspection and Removal.** For the purposes of any Records Review, the Province may take one or more of the following actions:

- (a) inspect and copy any records and documents referred to in section A7.3; and
- (b) remove any copies the Province makes pursuant to section A7.5(a).

A7.6 **Cooperation.** To assist the Province in respect of its rights provided for in section A7.5, the Recipient will cooperate with the Province by:

- (a) ensuring that the Province has access to the records and documents wherever they are located;
- (b) assisting the Province to copy records and documents;
- (c) providing to the Province, in the form the Province specifies, any information the Province identifies; and
- (d) carrying out any other activities the Province requests.

A7.7 **No Control of Records.** No provision of the Agreement will be construed so as to give the Province any control whatsoever over the Recipient's records.

A7.8 **Auditor General.** The Province's rights under Article A7.0 are in addition to

any rights provided to the Auditor General pursuant to section 9.2 of the *Auditor General Act* (Ontario).

## **A8.0 COMMUNICATIONS REQUIREMENTS**

A8.1 **Acknowledge Support.** Unless the Province directs the Recipient to do otherwise, the Recipient will in each of its Project-related publications, whether written, oral, or visual:

- (a) acknowledge the support of the Province for the Project;
- (b) ensure that any acknowledgement is in a form and manner as the Province directs; and
- (c) indicate that the views expressed in the publication are the views of the Recipient and do not necessarily reflect those of the Province.

## **A9.0 INDEMNITY**

A9.1 **Indemnification.** The Recipient will indemnify and hold harmless the Indemnified Parties from and against any Loss and any Proceeding, unless solely caused by the negligence or wilful misconduct of the Indemnified Parties.

## **A10.0 INSURANCE**

A10.1 **Recipient's Insurance.** The Recipient represents, warrants, and covenants that it has, and will maintain, at its own cost and expense, with insurers having a secure A.M. Best rating of B+ or greater, or the equivalent, all the necessary and appropriate insurance that a prudent person carrying out a project similar to the Project would maintain, including commercial general liability insurance on an occurrence basis for third party bodily injury, personal injury, and property damage, to an inclusive limit of not less than the amount provided for in Schedule "B" per occurrence, which commercial general liability insurance policy will include the following:

- (a) the Indemnified Parties as additional insureds with respect to liability arising in the course of performance of the Recipient's obligations under, or otherwise in connection with, the Agreement;
- (b) a cross-liability clause;
- (c) contractual liability coverage; and
- (d) a 30-day written notice of cancellation.

A10.2 **Proof of Insurance.** The Recipient will:

- (a) provide to the Province, either:
  - (i) certificates of insurance that confirm the insurance coverage as provided for in section A10.1; or
  - (ii) other proof that confirms the insurance coverage as provided for in section A10.1; and
- (b) in the event of a Proceeding, and upon the Province's request, the Recipient will provide to the Province a copy of any of the Recipient's insurance policies that relate to the Project or otherwise to the Agreement, or both.

## **A11.0 TERMINATION ON NOTICE**

**A11.1 Termination on Notice.** The Province may terminate the Agreement at any time without liability, penalty, or costs upon giving 30 days' Notice to the Recipient.

**A11.2 Consequences of Termination on Notice by the Province.** If the Province terminates the Agreement pursuant to section A11.1, the Province may take one or more of the following actions:

- (a) cancel further instalments of Funds;
- (b) demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient; and
- (c) determine the reasonable costs for the Recipient to wind down the Project, and do either or both of the following:
  - (i) permit the Recipient to offset such costs against the amount the Recipient owes pursuant to section A11.2(b); and
  - (ii) subject to section A4.1(a), provide Funds to the Recipient to cover such costs.

## **A12.0 EVENT OF DEFAULT, CORRECTIVE ACTION, AND TERMINATION FOR DEFAULT**

**A12.1 Events of Default.** It will constitute an Event of Default if, in the opinion of the Province, the Recipient breaches any representation, warranty, covenant, or other material term of the Agreement, including failing to do any of the following in accordance with the terms and conditions of the Agreement:

- (a) carry out the Project;

- (b) use or spend Funds; or
- (c) provide, in accordance with section A7.2, Reports or such other reports as the Province may have requested pursuant to section A7.2(a)(ii).

A12.2 **Consequences of Events of Default and Corrective Action.** If an Event of Default occurs, the Province may, at any time, take one or more of the following actions:

- (a) initiate any action the Province considers necessary in order to facilitate the successful continuation or completion of the Project;
- (b) provide the Recipient with an opportunity to remedy the Event of Default;
- (c) suspend the payment of Funds for such period as the Province determines appropriate;
- (d) reduce the amount of the Funds;
- (e) cancel further instalments of Funds;
- (f) demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient;
- (g) demand from the Recipient the payment of an amount equal to any Funds the Recipient used, but did not use in accordance with the Agreement;
- (h) demand from the Recipient the payment of an amount equal to any Funds the Province provided to the Recipient;
- (i) demand from the Recipient an amount equal to the costs the Province incurred or incurs to enforce its rights under the Agreement, including the costs of any Record Review and the costs it incurs to collect any amounts the Recipient owes to the Province; and
- (j) terminate the Agreement at any time, including immediately, without liability, penalty or costs to the Province upon giving Notice to the Recipient.

A12.3 **Opportunity to Remedy.** If, in accordance with section A12.2(b), the Province provides the Recipient with an opportunity to remedy the Event of Default, the Province will give Notice to the Recipient of:

- (a) the particulars of the Event of Default; and

(b) the Notice Period.

A12.4 **Recipient not Remediating.** If the Province provided the Recipient with an opportunity to remedy the Event of Default pursuant to section A12.2(b), and:

- (a) the Recipient does not remedy the Event of Default within the Notice Period;
- (b) it becomes apparent to the Province that the Recipient cannot completely remedy the Event of Default within the Notice Period; or
- (c) the Recipient is not proceeding to remedy the Event of Default in a way that is satisfactory to the Province,

the Province may extend the Notice Period, or initiate any one or more of the actions provided for in sections A12.2(a), (c), (d), (e), (f), (g), (h), and (i).

A12.5 **When Termination Effective.** Termination under Article A12.0 will take effect as provided for in the Notice.

### **A13.0 FUNDS AT THE END OF A FUNDING YEAR**

A13.1 **Funds at the End of a Funding Year.** Without limiting any rights of the Province under Article A12.0, if the Recipient has not spent all of the Funds allocated for the Funding Year as provided for in the Budget, the Province may take one or both of the following actions:

- (a) demand from the Recipient payment of the unspent Funds; and
- (b) adjust the amount of any further instalments of Funds accordingly.

### **A14.0 FUNDS UPON EXPIRY**

A14.1 **Funds Upon Expiry.** The Recipient will, upon expiry of the Agreement, pay to the Province any Funds remaining in its possession, under its control, or both.

### **A15.0 DEBT DUE AND PAYMENT**

A15.1 **Payment of Overpayment.** If at any time the Province provides Funds in excess of the amount to which the Recipient is entitled under the Agreement, the Province may:

- (a) deduct an amount equal to the excess Funds from any further instalments of Funds; or
- (b) demand that the Recipient pay to the Province an amount equal to the excess Funds.



A15.2 **Debt Due.** If, pursuant to the Agreement:

- (a) the Province demands from the Recipient the payment of any Funds or an amount equal to any Funds; or
- (b) the Recipient owes any Funds or an amount equal to any Funds to the Province, whether or not the Province has demanded their payment,

such amounts will be deemed to be debts due and owing to the Province by the Recipient, and the Recipient will pay the amounts to the Province immediately, unless the Province directs otherwise.

A15.3 **Interest Rate.** The Province may charge the Recipient interest on any money owing to the Province by the Recipient under the Agreement at the then current interest rate charged by the Province of Ontario on accounts receivable.

A15.4 **Payment of Money to Province.** The Recipient will pay any money owing to the Province by cheque payable to the "Ontario Minister of Finance" and delivered to the Province as provided for in Schedule "B".

A15.5 **Fails to Pay.** Without limiting the application of section 43 of the *Financial Administration Act* (Ontario), if the Recipient fails to pay any amount owing under the Agreement, Her Majesty the Queen in right of Ontario may deduct any unpaid amount from any money payable to the Recipient by Her Majesty the Queen in right of Ontario.

## A16.0 NOTICE

A16.1 **Notice in Writing and Addressed.** Notice will be:

- (a) in writing;
- (b) delivered by email, postage-prepaid mail, personal delivery, courier or fax; and
- (c) addressed to the Province or the Recipient as set out in Schedule "B", or as either Party later designates to the other by Notice.

A16.2 **Notice Given.** Notice will be deemed to have been given:

- (a) in the case of postage-prepaid mail, five Business Days after the Notice is mailed; or
- (b) in the case of fax, one Business Day after the Notice is delivered; and
- (c) in the case of email, personal delivery or courier on the date on which

the Notice is delivered.

A16.3 **Postal Disruption.** Despite section A16.2(a), in the event of a postal disruption:

- (a) Notice by postage-prepaid mail will not be deemed to be given; and
- (b) the Party giving Notice will give Notice by email, personal delivery, courier or fax.

#### **A17.0 CONSENT BY PROVINCE AND COMPLIANCE BY RECIPIENT**

A17.1 **Consent.** When the Province provides its consent pursuant to the Agreement:

- (a) it will do so by Notice;
- (b) it may attach any terms and conditions to the consent; and
- (c) the Recipient may rely on the consent only if the Recipient complies with any terms and conditions the Province may have attached to the consent.

#### **A18.0 SEVERABILITY OF PROVISIONS**

A18.1 **Invalidity or Unenforceability of Any Provision.** The invalidity or unenforceability of any provision of the Agreement will not affect the validity or enforceability of any other provision of the Agreement.

#### **A19.0 WAIVER**

A19.1 **Waiver Request.** Either Party may, by Notice, ask the other Party to waive an obligation under the Agreement.

A19.2 **Waiver Applies.** If in response to a request made pursuant to section A19.1 a Party consents to a waiver, the waiver will:

- (a) be valid only if the Party that consents to the waiver provides the consent by Notice; and
- (b) apply only to the specific obligation referred to in the waiver.

#### **A20.0 INDEPENDENT PARTIES**

A20.1 **Parties Independent.** The Recipient is not an agent, joint venturer, partner, or employee of the Province, and the Recipient will not represent itself in any way that might be taken by a reasonable person to suggest that it is, or take any actions that could establish or imply such a relationship.

## **A21.0 ASSIGNMENT OF AGREEMENT OR FUNDS**

A21.1 **No Assignment.** The Recipient will not, without the prior written consent of the Province, assign any of its rights or obligations under the Agreement.

A21.2 **Agreement Binding.** All rights and obligations contained in the Agreement will extend to and be binding on:

- (a) the Recipient's successors, and permitted assigns; and
- (b) the successors to Her Majesty the Queen in right of Ontario.

## **A22.0 GOVERNING LAW**

A22.1 **Governing Law.** The Agreement and the rights, obligations, and relations of the Parties will be governed by and construed in accordance with the laws of the Province of Ontario and the applicable federal laws of Canada. Any actions or proceedings arising in connection with the Agreement will be conducted in the courts of Ontario, which will have exclusive jurisdiction over such proceedings.

## **A23.0 FURTHER ASSURANCES**

A23.1 **Agreement into Effect.** The Recipient will:

- (a) provide such further assurances as the Province may request from time to time with respect to any matter to which the Agreement pertains; and
- (b) do or cause to be done all acts or things necessary to implement and carry into effect the terms and conditions of the Agreement to their full extent.

## **A24.0 JOINT AND SEVERAL LIABILITY**

A24.1 **Joint and Several Liability.** Where the Recipient comprises of more than one entity, all such entities will be jointly and severally liable to the Province for the fulfillment of the obligations of the Recipient under the Agreement.

## **A25.0 RIGHTS AND REMEDIES CUMULATIVE**

A25.1 **Rights and Remedies Cumulative.** The rights and remedies of the Province under the Agreement are cumulative and are in addition to, and not in substitution for, any of its rights and remedies provided by law or in equity.

## **A26.0 FAILURE TO COMPLY WITH OTHER AGREEMENTS**

A26.1 **Other Agreements.** If the Recipient:

- (a) has failed to comply with any term, condition, or obligation under any other agreement with Her Majesty the Queen in right of Ontario or one of Her agencies (a “**Failure**”);
- (b) has been provided with notice of such Failure in accordance with the requirements of such other agreement;
- (c) has, if applicable, failed to rectify such Failure in accordance with the requirements of such other agreement; and
- (d) such Failure is continuing,

the Province may suspend the payment of Funds for such period as the Province determines appropriate.

## **A27.0 SURVIVAL**

A27.1 **Survival.** The following Articles and sections, and all applicable cross-referenced Articles, sections and schedules, will continue in full force and effect for a period of seven years from the date of expiry or termination of the Agreement: Article 1.0, Article 2.0, Article A1.0 and any other applicable definitions, section A2.1(a), sections A4.4, A4.5, A4.6, section A5.2, section A7.1, A7.2 (to the extent that the Recipient has not provided the Reports or other reports as the Province may have requested and to the satisfaction of the Province), sections A7.3, A7.4, A7.5, A7.6, A7.7, A7.8, Article A8.0, Article A9.0, section A11.2, sections A12.1, sections A12.2(d), (e), (f), (g), (h), (i), and (j), Article A13.0, Article A14.0, Article A15.0, Article A16.0, Article A18.0, , section A21.2, Article A22.0, Article A24.0, Article A25.0 and Article A27.0.

**- END OF GENERAL TERMS AND CONDITIONS -**

**SCHEDULE “B”**  
**PROJECT SPECIFIC INFORMATION AND ADDITIONAL PROVISIONS**

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|   |  |
|---|--|
| <b>Maximum Funds</b>  | Up to \$97,500   |
| <b>Expiry Date</b>  | December 30, 2025  |
| <b>Amount for the purposes of section A5.2 (Disposal) of Schedule “A”</b>   | \$5,000.00   |
| <b>Insurance</b>  | \$ 2,000,000   |
| <b>Contact information for the purposes of Notice to the Province</b>   | <p><b>Name:</b> Brenda Vloet</p> <p><b>Position:</b> Manager, Municipal Programs and Outreach Unit</p> <p><b>Address:</b> 777 Bay Street, Toronto, Ontario M7A 2J3, 16<sup>th</sup> Floor</p> <p><b>Email:</b> Brenda.Vloet@ontario.ca</p> |
| <b>Contact information for the purposes of Notice to the Recipient</b>  | <p><b>Name:</b></p> <p><b>Position:</b></p> <p><b>Address:</b></p> <p><b>Fax:</b></p> <p><b>Email:</b></p>   |
| <b>Contact information for the senior financial person in the Recipient organization (e.g., CFO, CAO) – to respond as required to requests from the Province related to the Agreement</b> | <p><b>Name:</b></p> <p><b>Position:</b></p> <p><b>Address:</b></p> <p><b>Fax:</b></p> <p><b>Email:</b></p>   |

**Additional Provisions:**

- B1      **Section 4.2 of Schedule “A” is amended by adding the following subsection:**

- (e) the Province is not obligated to provide any Funds to the Recipient that exceed 65% of the incurred Project costs.

**B2 Section 4.3 of Schedule "A" is amended by adding the following subsection:**

- (e) not use the Funds for the purpose of paying the Recipient's regular salary costs.
- (f) not use the Funds for the purpose of purchasing land, buildings or vehicles.

**SCHEDULE "C"  
PROJECT**

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|   |
|---|
| <b>Project Title</b>  |
| City of Port Colborne Information Technology Modernization  |
| <b>Objectives</b>   |
| The objective of the Project is to replace the Recipient's server and data storage systems with a more efficient and cost-effective email and document management solution, with the goals of streamlining IT operations, increasing user productivity, improving organizational communication, and reducing the cost of delivering services. |
| <b>Description</b>  |
| The Recipient will purchase a cloud-based Building Permit Application module that can be integrated into its existing municipal management software. The Recipient will also retain a third-party consultant to assist with the software implementation.  |

**SCHEDULE "D"**  
**BUDGET**

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| Item   | Amount         |
|--|----------------|
| Reimbursement of up to 65% of Project costs incurred between January 26, 2021 to the earlier of September 30, 2022 or the submission of the Final Report Back. | Up to \$97,500 |



**SCHEDULE "E"**  
**PAYMENT PLAN**

| <b>Milestone</b>  | <b>Scheduled Payment</b>  |
|---|---|
| <ul style="list-style-type: none"> <li>• Execution of Agreement</li> </ul>                              | Initial payment of \$34,125 made to Recipient no more than thirty (30) days after the execution of the Agreement  |
| <ul style="list-style-type: none"> <li>• Submission of First and Second Interim Report Backs</li> </ul> | Interim payment made to the Recipient no more than thirty (30) days after the Province's approval of the First Interim Report Back for costs incurred and submitted as part of the First Interim Report Back that exceed the initial payment. |
| <ul style="list-style-type: none"> <li>• Submission of Final Report Back to the Province</li> </ul>     | Final payment of up to \$63,375 less any amount paid as part of the interim payment made to the Recipient no more than thirty (30) days after the Province's approval of the Final Report Back.   |

**SCHEDULE “F”  
REPORTS**

| Name of Report                | Reporting Due Date |
|-------------------------------|--------------------|
| 1. First Interim Report Back  | January 31, 2022   |
| 2. Second Interim Report Back | April 29, 2022     |
| 3. Final Report Back          | September 30, 2022 |
| 4. Annual Report Back         | September 29, 2023 |

**Report Details**

**1. Interim Report Backs (2)**

The Recipient will submit up to two (2) Interim Report Backs to the Province using the reporting template provided by the Province. If the Recipient submits the Final Report Back prior to the reporting due date for the Second Interim Report Back, the Recipient is not obligated to submit the Second Interim Report Back. The Interim Report Backs will include:

- A written description of what the Recipient has completed for the Project to date and what will be completed by the next Report Back,
- A list of actual costs to carry out the Project paid by the Recipient that have not been included as part of a previously submitted Interim Report Back, with supporting documentation, such as invoices or receipts, showing actual costs incurred.

**2. Final Report Back**

The Recipient will submit a Final Report Back to the Province once the Project is completed and by September 30, 2022 using the reporting template provided by the Province. The Final Report Back will include:

- A written description of the Project and the forecasted annual savings and other efficiency outcomes for the Recipient,
- The actual costs to carry out the Project that have not been included as part of a Quarterly Report Back paid by the Recipient with supporting documentation, such as invoices or receipts, showing actual costs incurred.
- A statement indicating an updated estimate of annual cost savings realized through the Project, which will be the performance measure.

**3. Annual Report Back**

The Recipient will submit an Annual Report Back to the Province using the reporting template provided by the Province. The Annual Report Back will include:

- A statement indicating the actual cost savings and efficiency outcomes from the Project over the course of the year.

The Corporation of the City of Port Colborne

By-law No. \_\_\_\_\_

Being a By-law to Authorize Entering into an Agreement with Her Majesty the Queen in the right of Ontario as represented by the Minister of Municipal Affairs and Housing regarding Ontario Transfer Payment Agreement

Whereas at its meeting of November 8, 2021, the Council of The Corporation of the City of Port Colborne (Council) approved the recommendations of the Corporate Services Department, Report No. 2021-290, Subject: Grant Funding Agreement – Ministry of Municipal Affairs and Housing; and

Whereas Council is desirous of entering into an agreement with Her Majesty the Queen in the right of Ontario as represented by the Minister of Municipal Affairs and Housing; and

Whereas the *Municipal Act*, 2001 S.O. 2001, c.25, as amended, confers broad authority on municipalities to enter into such agreements;

Now therefore the Council of The Corporation of the City of Port Colborne enacts as follows:

1. That The Corporation of the City of Port Colborne enters into an Ontario Transfer Payment Agreement with Her Majesty the Queen in the right of Ontario as represented by the Minister of Municipal Affairs and Housing, for the purposes of securing funding through the Municipal Modernization Program Intake 2 and the City's Information Technology modernization project.
2. That the Mayor and City Clerk be and they are hereby authorized and directed to sign the said agreement, attached hereto as Schedule "A", together with any documents necessary to complete the conditions of the said agreement, and the City Clerk is hereby authorized to affix the Corporate Seal thereto.

Enacted and passed this 8<sup>th</sup> day of November, 2021.

---

William C. Steele  
Mayor

---

Amber LaPointe  
City Clerk



**Subject: 2022 Borrowing By-law**  
**To: Council**  
**From: Corporate Services Department**

Report Number: 2021-281

Meeting Date: November 8, 2021

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**Recommendation:**

That Corporate Services Department Report 2021-281 be received; and

That the draft by-law attached as Appendix A to Corporate Services Department Report 2021-281 be adopted to authorize temporary borrowing in 2022, as required, up to \$4,000,000 for operating cash flow to meet the City's day-to-day expenditures, pending receipt of tax levies, user fees and revenues anticipated during the year.

---

**Purpose:**

The purpose of this report is to authorize temporary borrowing, as required, up to \$4,000,000 for operating cash flow to meet the City's day-to-day expenditures, pending receipt of tax levies, user fees and revenues anticipated during the year.

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**Background:**

Section 407 of the *Municipal Act, 2001*, as amended, provides authorization to borrow for expenditures. It is common practice among municipalities to establish a set borrowing amount for each year for cash flow purposes as a contingency to meet day-to-day expenditures, pending receipt of tax levies, user fees and revenues anticipated during the year. The City of Port Colborne (the "City") has historically maintained a line of credit of \$4,000,000.

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**Discussion:**

The authorization for temporary borrowing is requested as a contingent planning mechanism.

Staff are not anticipating the need to temporarily borrow in 2022. Borrowing in this capacity is aligned with the City of Port Colborne's Debt Management Policy.

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### **Internal Consultations:**

Internally, funding sources and borrowing have been discussed through the development of the 2022 Capital Budget.

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### **Financial Implications:**

As staff are not anticipating the need to use the line of credit, no amount has been budgeted.

Should Council approve the recommendation in this report, staff have pre-negotiated a line of credit at a cost of bank prime rate less 0.50%. At the time of writing this report this equates to an interest rate of 1.95%.

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### **Strategic Plan Alignment:**

The initiative contained within this report supports the following pillar(s) of the strategic plan:

- Value: Financial Management to Achieve Financial Sustainability
- 

### **Conclusion:**

Staff recommend Council approve the adoption of a by-law to authorize temporary borrowing as outlined in this report.

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### **Appendices:**

- a. Draft 2022 Borrowing By-law

Respectfully submitted,

Adam Pigeau, CPA, CA  
Manager, Financial Services/Deputy Treasurer  
905-835-2900 Ext. 101  
adam.pigeau@portcolborne.ca

**Report Approval:**

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.

The Corporation of the City of Port Colborne

By-law No. \_\_\_\_\_

Being a By-law to Authorize the Temporary Borrowing of \$4,000,000.00 for  
2022

Whereas the Council of The Corporation of the City of Port Colborne (the “City”) authorizes the Mayor and Director, Corporate Services/Treasurer to temporarily borrow, as required, up to \$4,000,000 for operating cash flow in 2022 to meet the day-to-day expenditures, pending receipt of tax levies, user fees and revenues anticipated during the year; and

Whereas Section 407 of the *Municipal Act*, 2001, as amended, provides for Council to pass such a by-law; and

Whereas at its meeting of November 8, 2021 the Council of the City of Port Colborne approved the recommendation of Corporate Services Department, Report 2021-281, Subject: 2022 Borrowing By-law;

Now therefore the Council of The Corporation of the City of Port Colborne enacts as follows:

1. The Mayor and Director, Corporate Services/Treasurer are hereby authorized, on behalf of the City, to temporarily borrow, a sum or sums not to exceed the aggregate of \$4,000,000.00, from the Canadian Imperial Bank of Commerce (the “Bank”), to meet operating cash flow requirements in 2022, pending receipt of tax levies, user fees and revenues anticipated during the year and to give, on behalf of the Corporation, to the Bank, a promissory note or notes sealed with the Corporate Seal and signed by the Mayor and Director, Corporate Services / Treasurer for the monies so borrowed with interest at such rate as may be agreed upon from time to time, with the Bank.
2. All sums borrowed pursuant to the authority of this by-law, as well as all other sums borrowed in this year and in previous years from the said Bank for any or all of the purposes mentioned, in accordance with Section 407 of the *Municipal Act*, 2001, as amended, with interest thereon, be a charge upon the whole of the revenues of the Corporation for the current year, and for all preceding years, as and when such revenues are received.
3. The Director, Corporate Services/Treasurer is hereby authorized and directed to apply, in payment of all sums borrowed as aforesaid, together with interest thereon, all of the monies hereafter collected or received either on account or realized in respect of taxes levied for the current year and preceding years or from any other source which may lawfully be applied for such purpose.
4. That this By-law shall come into force and take effect on the date of passing.

Enacted and passed this 8th day of November, 2021.

\_\_\_\_\_  
William C. Steele  
Mayor

\_\_\_\_\_  
Amber LaPointe  
City Clerk





**PORT COLBORNE**

**Subject: 2022 Interim Tax Billing**  
**To: Council**  
**From: Corporate Services Department**

Report Number: 2021-280

Meeting Date: November 8, 2021

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**Recommendation:**

That Corporate Services Department Report 2021-280 be received; and

That the draft by-law attached as Appendix A to Corporate Services Department Report 2021-280 be adopted to authorize the 2022 interim levy of taxes for all property tax classes, from the last revised assessment roll, before the adoption of the estimates for the year and final levy rates are established.

---

**Purpose:**

The purpose of this report is to recommend that Council adopt an Interim Levy By-law to issue an interim tax bill in accordance with Section 317(1) of the *Municipal Act*, S.O. 2001, as amended, for the purpose of providing cash flow to meet expenditures prior to the adoption of the budget estimates and until final tax rates are provided.

---

**Background:**

The levy of interim taxes is legislated under the *Municipal Act*, S.O., 2001. Council has passed an Interim Levy By-law every year at 50% of the prior year's taxes on each property.

---

**Discussion:**

When the 2021 Assessment Roll for the 2022 taxation year is received, Corporate Services staff will verify and balance this Roll in preparation of a Collector's Roll for this billing. Each tax account is updated using the new Assessment Roll.

The interim tax bill will be calculated for all property tax classes in accordance with Section 317(3) of the *Municipal Act*, S.O. 2001, as amended. The interim levy calculation cannot exceed 50% of the 2021 final levy, as adjusted.

The interim tax bill for all property tax classes will be mailed by February 7, 2022, with due dates of February 28 and April 29, 2022. These due dates are determined based on the last working day of the respective month. The due dates are within the twenty-one (21) days of the mailing date, in accordance with Section 343(1) of the *Municipal Act*.

In 2022, staff are suggesting Council consider July 15 and September 29, 2022 as the due dates for the final tax bill. The proposed July date will allow staff to manage workloads between the third instalment and Canal Days. The September date is proposed to move from the 30<sup>th</sup> which became Truth and Reconciliation day in 2021. The final tax due dates will be finalized when the 2022 municipal tax rates are set following the Niagara Region completing their budget process and tax policy work, including finalizing property tax ratios.

---

### **Internal Consultations:**

Internally, the timing of cash flows to meet expenditure requirements has been discussed through the development of the 2022 Capital and Levy Budgets.

---

### **Financial Implications:**

If Council adopts the proposed Interim Levy By-law (as in prior years) to issue an interim tax bill in accordance with Section 317(1) of the *Municipal Act*, S.O. 2001, as amended, for the purpose of providing cash flow to meet expenditures requirements there are no financial implications.

Alternatively, should Council not pass the proposed Interim Levy By-law, the municipality will incur increased borrowing costs and will require a larger temporary borrowing limit as property taxpayers would only be issued one final tax bill later in the year.

---

### **Strategic Plan Alignment:**

The initiative contained within this report supports the following pillar(s) of the strategic plan:

- Value: Financial Management to Achieve Financial Sustainability
-

**Conclusion:**

Staff recommend Council approve the proposed interim tax billing outlined in this report.

---

**Appendices:**

- a. Draft Interim Tax Levy By-law for the year 2022

Respectfully submitted,

Adam Pigeau, CPA, CA  
Manager, Financial Services/Deputy Treasurer  
905-835-2900 Ext. 101  
adam.pigeau@portcolborne.ca

**Report Approval:**

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.

The Corporation of the City of Port Colborne

By-Law no. \_\_\_\_\_

Being a by-law to provide for an Interim tax levy for the year 2022

Whereas Section 317 of the *Municipal Act*, S.O. 2001, c.25, as amended, provides that the Council of a local municipality, before the adoption of the estimates for the year under Section 290, may pass a by-law levying amounts on the assessment of property in the local municipality rateable for local municipal purposes; and

Whereas the Council of this municipality deems it appropriate to provide for such interim levy on the assessment of property in this municipality.

Now therefore the Council of The Corporation of the City of Port Colborne enacts as follows:

In this by-law, the following words shall be defined as:

"Minister" shall mean the Minister of Finance

"MPAC" shall mean the Municipal Property Assessment Corporation

1. The amounts levied shall be as follows:

1.1 For the Residential, Pipeline, Farm, Farmland Awaiting Development, Railway Right-of-Way, and Managed Forest property classes, there shall be imposed and collected an interim levy of:

- a) the percentage prescribed by the Minister under Section 317(10) of the *Municipal Act*; or;
- b) 50%, if no percentage is prescribed, of the total annualized taxes for municipal and school purposes levied on property in the year 2021.

1.2 For the Multi-Residential, New Multi-Residential, Commercial, Parking Lot, Shopping Centre, Industrial and Large Industrial property classes, there shall be imposed and collected an interim levy of:

- a) the percentage prescribed by the Minister under Section 317(10) of the *Municipal Act*; or,
- b) 50%, if no percentage is described, of the total annualized taxes for municipal and school purposes levied on property in the year 2021.

The amounts shall be levied on the assessment according to the Assessment Roll, as returned by MPAC.

2. For the purposes of calculating the total amount of taxes for the year 2021 under paragraph 1, if any taxes for municipal and school purposes were levied on a property for only part of 2021 because assessment was added to the Collector's Roll during 2021, an amount shall be added equal to the additional taxes that would have been levied on the property if taxes for municipal and school purposes had been levied for the entire year.

3. The provisions of this by-law apply in the event that assessment is added for the year 2022 to the Collector's Roll after the date this by-law is passed and an interim levy shall be imposed and collected.

4. All taxes levied and collected under this by-law shall be payable to the Office of the Treasurer, or any financial institution within the City of Port Colborne. Payment must be received at City Hall on or before the due dates in accordance with the provisions of this by-law.
  5. The interim tax levy imposed by this by-law shall have a date of demand being February 7<sup>th</sup>, 2022 and shall be paid in two instalments due on the following dates:
    - 5.1 One-half thereof on the **28th day of February of 2022;**
    - 5.2 One-half thereof on the **29th day of April of 2022;**
- Non-payment of the amount on the dates stated above shall constitute default and any subsequent instalments shall forthwith become payable.
- Properties registered for the preauthorized monthly payment program will have their taxes payable in automatic instalments at the first of the month beginning January 3, 2022 or the beginning of the month following enrolment.
6. The Treasurer may mail or cause to be mailed a notice specifying the amount of taxes payable and due dates for payment to the address of the residence or place of business of each person taxed under this by-law, unless the taxpayer directs the Treasurer, in writing, to send the bill to another address, in which case it shall be sent to that address. This direction will continue until revoked by the taxpayer in writing.
  7. The notice to be mailed under this by-law shall contain the particulars provided for in this by-law and the information required to be on the tax bill under Section 343 of the *Municipal Act*.
  8. The final levy for the year 2022 to be made under the *Municipal Act* shall be reduced by the amount to be raised by the levy imposed by this by-law.
  9. The provisions of s. 317 of the *Municipal Act*, as amended, apply to this by-law with necessary modifications.
  10. The Treasurer shall be authorized to accept part payment from time to time on account of any taxes due, and to give a receipt of such part payment, provided that acceptance of any such part payment shall not affect the collection of any percentage charge imposed and collectable in respect of non-payment or late payment of any taxes or any instalment of taxes.
  11. Nothing in this by-law shall prevent the Treasurer from proceeding at any time with the collection of any tax, or any part thereof, in accordance with the provisions of the statutes and by-laws governing the collection of taxes.
  12. In the event of any conflict between the provisions of this by-law and any other by-law, the provisions of this by-law shall prevail.
  13. This by-law shall come into force and take effect on the day of the final passing thereof.

Enacted and passed this 8th day of November, 2021.

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William C. Steele  
Mayor

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Amber LaPointe  
City Clerk



**Subject: Cancellation, Reduction or Refund of Realty Tax**

**To: Council**

**From: Corporate Services Department**

Report Number: 2021-282

Meeting Date: November 8, 2021

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**Recommendation:**

That Corporate Services Department Report 2021-282 be received; and

That the applications pursuant to Section 357/358 of the *Municipal Act, 2001*, as amended, numbered 2021-100, 2021-200, 2021-300 and 2021-400 be approved to cancel or reduce taxes in the total amount of \$11,110.97.

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**Purpose:**

The purpose of this report is to seek approval of Council in order to cancel, reduce or refund realty tax of the applicant in accordance with the recommendations of the Municipal Property Assessment Corporation (MPAC) Assessor.

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**Background:**

Under section 357/358 of the *Municipal Act, 2001*, as amended, an application to Council may be made by the taxpayer for the cancellation, reduction or refund of tax levied in the current and previous year for specific purposes. In some cases, a review may increase the property assessment and increase a property's tax levied.

Once an application is received from a taxpayer under Section 357/358 and processed by staff, the application is forwarded to MPAC for a revised assessment recommendation. These applications are then returned to the municipality for staff to calculate the amount of cancellation or adjustment of taxes.

Section 357 Application Numbers 2021-100, 2021-200, 2021-300 and 2021-400 were received and are in the Treasurer's possession.

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## **Discussion:**

The attached summary report encompasses the applications received to date for submission to Council for approval.

Staff recommends Council approval of the recommendation of the MPAC assessor for the Section 357 applications. It is a rarity that the taxpayer challenges any recommendation, however, if such did occur, staff would request MPAC to attend the committee meeting to defend or amend the recommendation. Staff have received no objections from the taxpayers.

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## **Financial Implications:**

Application numbers 2021-100, 2021-200, 2021-300 and 2021-400 under Section 357/358 require Council's approval. The total amount of reduction or cancellation of taxes is \$11,110.97, of which \$5,638.83 is the municipal portion

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## **Strategic Plan Alignment:**

The initiative contained within this report supports the following pillar(s) of the strategic plan:

- Value: Financial Management to Achieve Financial Sustainability
- 

## **Conclusion:**

Staff recommend Council approve the applications outlined in this report.

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## **Appendices:**

- a. Calculation of Adjustments Based on the Assessor's Reports and Comments

Respectfully submitted,

Adam Pigeau, CPA, CA  
Manager, Financial Services/Deputy Treasurer  
905-835-2900 Ext. 101  
adam.pigeau@portcolborne.ca

**Report Approval:**

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.





October 29, 2021

Honourable Stephen Lecce  
Minister of Education  
5th Floor, 438 University Avenue  
Toronto, ON M7A 2A5

**Via email: [minister.edu@ontario.ca](mailto:minister.edu@ontario.ca)**

Dear Minister Lecce,

**RE: Resolution - Regarding School Board Professional Development Day Request  
- Monday, October 24, 2022**

Please be advised the Council of The Corporation of the Town of Niagara-on-the Lake, at its regular meeting held on October 25, 2021, approved the following resolution:

*"that the Town of Niagara-on-the-Lake request that the District School Board of Niagara (English Public), Niagara Catholic School Board (English Separate), Conseil Scolaire Viamonde (French Public) and the Conseil Scolaire Catholique MonAvenir (French Separate) schedule a Professional Development Day on Municipal and School Board Election Day, Monday October 24th, 2022.*

*AND THAT a copy of this resolution be forwarded to Hon. Steve Clark, Minister of Municipal Affairs and Housing, Hon. Stephen Lecce, Minister of Education, the Association of Municipal Managers, Clerks & Treasurers of Ontario (AMCTO) and the Association of Municipalities of Ontario (AMO)."*

If you have any questions or require further information, please contact our office at 905-468-3266.

Yours sincerely,



Colleen Hutt  
Acting Town Clerk

cc. Honourable Steve Clark, Minister of Municipal Affairs and Housing, [steve.clark@pc.ola.org](mailto:steve.clark@pc.ola.org)  
Association of Municipal Managers, Clerks & Treasurers of Ontario (AMCTO), [amcto@amcto.com](mailto:amcto@amcto.com)  
Association of Municipalities of Ontario (AMO), [amo@amo.on.ca](mailto:amo@amo.on.ca)  
District School Board of Niagara (English Public), [communications@dsbn.org](mailto:communications@dsbn.org):  
Niagara Catholic School Board (English Separate), [info@ncdsb.com](mailto:info@ncdsb.com)  
Conseil Scolaire Viamonde (French Public), [pioffetm@csvgiamonde.ca](mailto:pioffetm@csvgiamonde.ca)  
Conseil Scolaire Catholique Mon Avenir (French Separate), [ablais@cscmonavenir.ca](mailto:ablais@cscmonavenir.ca)  
Ann-Marie Norio, Regional Clerk, [ann-marie.norio@niagararegion.ca](mailto:ann-marie.norio@niagararegion.ca)  
Local Niagara Municipalities

October 25, 2021

**CL 20-2021, October 21, 2021**  
**COTW 5-2021, October 7, 2021**  
**PDS 31-2021, August 5, 2021**

**LOCAL AREA MUNICIPALITIES**

**SENT ELECTRONICALLY**

Niagara Region Incentives Policy

PDS 31-2021

Regional Council, at its meeting held on October 21, 2021, passed the following recommendation from its Committee of the Whole meeting:

1. That the Niagara Region Incentives Policy (Appendix 1 of Report PDS 31-2021) which promotes Council's four priority areas for Niagara Region, namely Affordable Housing, Employment, Brownfield Remediation, and Public Realm, **BE APPROVED** with the following additions:
  - a) That the current Regional TIG and Smart Growth DC programs be maintained in municipal CIP districts until October 1, 2024, or until new programs are approved by Regional Council that further support municipal CIP Districts with criteria that supports residential intensification, employment enhancements and brownfield remediation;
  - b) That the SNIP (Smarter Niagara Incentive Program) be maintained with a maximum dollar figure available for grants that is determined during the annual budget process;
2. That staff **PROVIDE** sunset clause policies for currently approved programs that include reasonable expiration dates;
3. That staff formally **REVIEW** and **REPORT** to Regional Council prior to October 2024 on the effectiveness, challenges and any recommended changes to the Region's Incentive Programs, after consulting with the local area municipalities;

4. That staff **BE DIRECTED** to explore the inclusion of the Niagara Investment in Culture Program as part of the updated policy; and

5. That Report PDS 31-2021 **BE CIRCULATED** to the Local Area Municipalities.

A copy of Report PDS 31-2021 is enclosed for your reference.

Yours truly,



Ann-Marie Norio  
Regional Clerk

CLK-C 2021-163

cc: M. Bannerman, Incentives and Grants Program Manager  
M. Sergi, Commissioner, Planning and Development Services  
N. Oakes, Executive Assistant, Planning and Development Services

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**Subject:** Niagara Region Incentives Policy

**Report to:** Committee of the Whole

**Report date:** Thursday, August 5, 2021

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## Recommendations

1. That the Niagara Region Incentives Policy (Appendix 1 of Report PDS 31-2021) **BE APPROVED**; and
2. That Report PDS 31-2021 **BE CIRCULATED** to the Local Area Municipalities.

## Key Facts

- The purpose of this report is to present a Niagara Region Incentives Policy which outlines Regional incentive programs aligned into the four Priority Areas identified by Council.
- In 2018, Regional Council endorsed the review of Regional incentive programs with the goals of having incentives align with Regional priorities and responsibilities, address current and future needs, provide meaningful and measurable results, and be sustainable, clear and accountable.
- In 2019, Council further directed staff to align Regional incentives into four priority areas: Affordable Housing, Employment, Brownfield Remediation, and Public Realm.
- The Regional incentive review has included both process and value-for-money audits of incentive programs; public, stakeholder and local municipal partner engagement; and research into comparator programs and best practices. An interdepartmental team of Regional staff has worked to align Regional incentives into the priority areas and provide recommendations for program and administrative improvements.
- The proposed Niagara Region Incentives Policy (Appendix 1) updates, aligns and consolidates the majority of Regional incentives in a single document, providing greater clarity, consistency and flexibility.

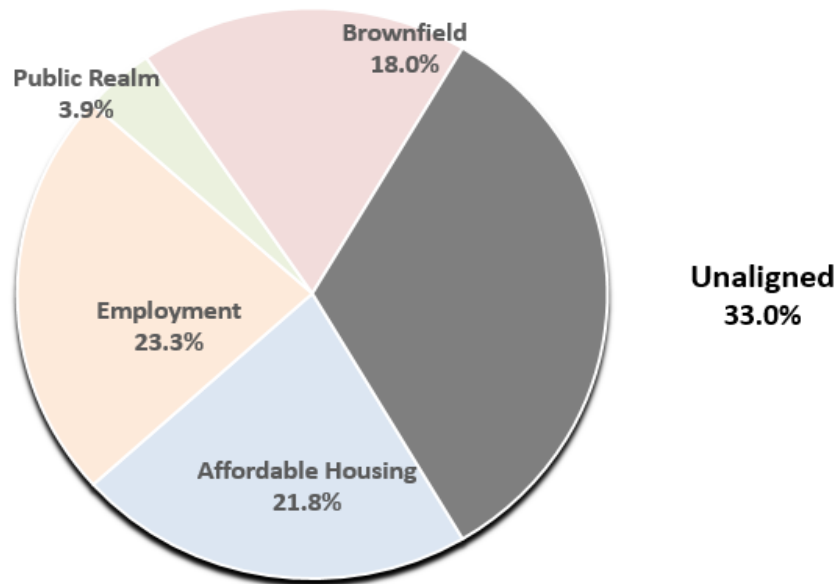
- If approved, it is recommended that the newly aligned incentive programs be implemented January 1, 2022, with the exception of incentive programs existing under the current Regional Development Charges Bylaw (98-2017), which will remain in effect until the expiration of that Bylaw on August 31, 2022.
- Additional improvements to incentive delivery include updating and expanding Regional incentive information online; instituting a one-window approach for applicants; improving collection of data and metrics; coordinating incentive reporting; and providing for regular incentive policy and procedure review.

### **Financial Considerations**

Funding for Regional incentives will be addressed through the 2022 budget process. Though funding may be targeted differently, this review is not resulting in a request for an increase in total incentive funding levels in 2022. The 2022 budget will include a request to fund existing tax increment grant commitments through growth in alignment with the budget planning bylaw, and may require consideration of additional budget to address current Regional Development Charge (RDC) Bylaw grants including grants in 2017 brownfield transition agreements. A full leadership review of the staffing requirements to support grants and incentives is pending council endorsement of this report and a detailed review of individual program administration (occurring fall 2021). It is anticipated program support will be achieved through repurposing of existing roles and funding.

Incentives represent the largest discretionary item in the Niagara Region budget. As the KPMG Service Sustainability Review report notes, the other remaining discretionary programs in the Region's budget relate to community grants such hospital funding and Canada Summer Games, as well as Community Services grants and discretionary spending for social assistance grants and child care services. In 2021, Regional incentive spending was approximately \$14 million. The chart below illustrates Regional incentive spending in the 2021 budget.

**Chart 1: Regional Incentive Spending by Priority Area in the 2021 Budget**



Approximately 33% of current Regional incentive funding is not aligned in one of the four Priority Areas identified by Council. Furthermore, approximately one-third of the Region's incentive spending currently funds legacy commitments, such as tax increment grants and RDC grants. Spending for legacy commitments under existing programs is slated to increase in the next few years as grants which have Regional funding committed, particularly tax increment grants or grants provided under the RDC Bylaw expiring September 2022, are frequently not paid out until project completion several years after approval. The current suite of incentive programs are forecasted to create financial pressures in the coming years.

- Costs for Regional tax increment grant commitments will double 2019 levels over the next 5-7 years.
- There is an estimated \$17 million shortfall in the 2022 RDC grant budget as a result of legacy commitments through expiring programs and RDC transition agreements under the 2017 RDC by-law (see Appendix 3).

The recommendations of the incentive review would align Regional incentive spending into the four Priority Areas, ensuring investments drive the policy outcomes Council is trying to achieve. No increase in incentive spending is requested as a direct result of incentive program changes recommended in the attached policy; however, ongoing budget pressures relating to the current tax increment grant and RDC Bylaw commitments noted above will be addressed in the 2022 budget. It is important to note that there may be increasing budget pressures in future to sustain funding as some incentive programs have no caps, and fluctuate significantly in uptake year to year. Funding for incentive programs from provincial and federal governments may also vary considerably from year to year, which will continue to effect program budgets. It is requested that budget made available as legacy commitments expire be considered for reinvestment in the Priority Area programs and to support the costs of any program administration enhancements.

Future investment will be guided by program performance over time; key variables such as pandemic recovery, the housing market, and employment patterns; and provincial and federal funding opportunities.

Any additional funding for incentives would come through:

- Repurposing existing grant dollars, which has no incremental tax impact, enables alignment with Regional priorities but takes time to realize;
- Provincial or federal funding, which may minimize tax impact but is often unpredictable, reactive, unaligned with Regional priorities and time sensitive; and/or
- Increasing taxes, which makes funding available immediately and supports sustainable, targeted programs but has an impact on low income households and housing affordability.

## **Analysis**

### **Catalysts, Goals and Direction of the Incentive Review**

Times have changed, and Niagara has changed, significantly since the first Regional incentive programs began in 2002. The economic, social and growth climates are very different now, with the pandemic adding yet another layer of change. Incentive programs during this period have proliferated in number, variety and cost: Niagara Region now partners on over 150 different incentives programs. Regional incentives are the largest discretionary item in the Regional budget, amounting to \$14 million (3.5% of the tax levy) in 2021. Administrative and technological advances also mean



there are new ways to facilitate more efficient service and track program performance to better measure incentives' success.

In 2018 Regional Council endorsed a review of most incentive program delivered by Planning and Development Services, Corporate Services, and Economic Development. The goals of this review were to review current programs, and create Regional incentives that align with Regional priorities and responsibilities, address current and future needs, provide meaningful and measurable results, and ensure incentives are sustainable, clear and accountable. Further direction was provided by Council in 2019 when staff were directed to align Regional incentives into four Priority Areas: Affordable Housing, Employment in Key Sectors, Brownfield Remediation and Public Realm. Following this direction the review was expanded to include Regional incentives for affordable housing and related development charge incentives.

### **Key Review Components**

#### **(1) Audits and Research**

In 2018 two audits of Regional incentives were undertaken: a process audit (Phase 1), which considered the efficiency and effectiveness of current incentive procedures, and a value-for-money audit (Phase 2), which evaluated performance, reviewed the working relationships between the Region and Local Municipalities, and benchmarked Regional incentive administration against similar municipalities. These audits produced interesting findings and identified the following opportunities for improvement:

#### **Phase 1**

- The Region has not developed an overall master agreement nor operating procedures/policies for the various grant and incentive programs
- Regional interests and priorities have not been sufficiently identified or communicated to support the evaluation and approval processes
- [There is] Inconsistent and insufficient post-award monitoring to validate application accuracy and measure overall program success

#### **Phase 2**

- The Region needs to consider program rationalization
- [There is a] Lack of master agreement or standard operating procedures

- [There are] Insufficient performance measures to report on program success and compliance
- The Region can provide greater value-added support to improve administrative efficiency and program success

The research and analysis included in the two audit reports has been supplemented by staff research and data analysis of incentive programs, and studies conducted by KPMG providing information on incentives in other municipalities and the performance and sustainability of Regional incentives. These data, coupled with input obtained through engagement, have shaped recommendations and Regional Incentive Policy.

## (2) Engagement

Internal and external engagement has been conducted throughout the incentive review. Internally, Regional staff working with incentive programs were interviewed and program documents, data, processes and procedures were reviewed. There has also been communication and coordination with other Regional initiatives related to the identified Priority Areas, e.g., the Affordable Housing Steering Committee, the Regional Development Charge Task Force. In addition, several reports and presentations on incentives have come before Regional committees and Council since 2018, including most recently a Regional Council Information Session on incentives held July 22, 2021.

External engagement has included outreach to the public and program stakeholders, with a particular focus on Local Municipalities as the Region's largest incentive partners. These engagement milestones include:

2018: Interviews with each local municipality regarding incentive programs for the audits, and a written comment period following the second audit report

2019: Meeting with local municipal staff

2020: Meeting with local municipal staff and survey – programs and priority areas

2021: Public Webinar; Public (453 responses) and Stakeholder (73 responses) surveys; Meeting with local municipal staff; local municipal staff survey – proposed programs

## Recommendations

Recommendations proposed through the Regional incentive review meet the goals of the incentive review, address the findings of the audits, and enhance incentive programs by:

- ✓ Communicating Regional priorities and aligning programs and policy with them
- ✓ Consolidating incentives into a single Niagara Region Incentives Policy to provide greater clarity around programs; flexibility to update policy and programs; consistency with other Regional policies and procedures; continuous improvement by ensuring regular program and policy review;
- ✓ Updating performance measures and maintaining databases and Council reporting tools to better measure and report program success;
- ✓ Improving customer service by instituting a one-window delivery system; and,
- ✓ Modernizing program information and processes by moving more incentive information and interaction online.

Information on the specific incentive programs recommended for each Priority Area is included in Appendix 2. Recommended programs meet Council's direction through:

- (1) Improving existing programs in the Priority Areas, e.g. the Affordable and Supportive Housing RDC Deferral (Affordable Housing), the Gateway Economic Zone and Centre Community Improvement Plan incentives (Employment), the Brownfield Tax Increment Grant program (Brownfield Remediation), and the Public Realm Improvement Program (Public Realm);
- (2) Targeting or repurposing existing programs to align with Council Priority Areas, e.g., the Non-profit RDC Grant, Residential Rental Grant and Small Building Rental Grant;
- (3) Updating programs to ensure their sustainability, e.g., the Employment RDC Grant and the Brownfield RDC Deferral; and,
- (4) Creating a program to ensure access by all Local Municipalities to Priority Area incentives, i.e. the Niagara Business Attraction Tax Increment Grant.

## Implementation

If the Niagara Region Incentive Policy is approved, work will begin to implement aligned programs as of January 1, 2022. Exceptions to this implementation date are any RDC incentive programs currently included in the Regional Development Charge Bylaw (Bylaw 2017-98), which will expire on August 31, 2022. From January 1 – August 31,

2022, applicants will be able to apply under either the new Niagara Region Incentive Policy program or the existing RDC Bylaw program incentive program.

To support incentive partners and stakeholders, Regional staff will hold information sessions on the newly aligned Regional incentives (e.g., how they may coordinate with local programs, new processes and procedures) and consult with local municipalities on key program components to be updated for some incentive programs (e.g., employment incentives). Engagement for other initiatives such as the Regional Development Charge Bylaw will also continue in 2021-22 through the RDC Task Force.

### **Alternatives Reviewed**

As this report provides recommendations requested by Council through the Regional incentive review no alternatives have been provided.

### **Relationship to Council Strategic Priorities**

The recommendations in this report support the following 10 objectives in all four Council strategic priorities:

#### **Priority 1: Supporting Businesses and Economic Growth**

- Objective 1.1: Economic Growth and Development
- Objective 1.2: Support retention and development of skilled labour force
- Objective 1.3: Collaborative Approach to Business Growth and Retention
- Objective 1.4: Strategically Target Industry Sectors

#### **Priority 2: Healthy and Vibrant Community**

- Objective 2.1: Enhance Community Wellbeing
- Objective 2.3: Addressing Affordable Housing Needs

#### **Priority 3: Responsible Growth and Infrastructure Planning**

- Objective 3.2: Environmental sustainability and stewardship (14)

#### **Priority 4: Sustainable and Engaging Government**

- Objective 4.1: High quality, efficient and coordinated core services
- Objective 4.2: Enhanced Communication
- Objective 4.3: Fiscally Sustainable

## **Other Pertinent Reports**

- PDS 42-2017 Overview of 2018 Incentive Review
- PDS-C 19-2018 ICOP Phase 1 Audit Report on Regional Incentive Review
- PDS-C 31-2018 ICOP Phase 2 Audit Report on Regional Incentive Review
- PDS-C 38-2018 Local Municipal Responses to Incentive Review Audit Report
- PDS 22-2019 Regional Incentives Financial Information
- PDS 34-2019 Grants and Incentives Review
- CSD 55-2020 Sustainability Review Final Report

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### **Prepared by:**

Marian Bannerman, PhD  
Program Manager, Grants and  
Incentives  
Planning and Development Services

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### **Recommended by:**

Michelle Sergi, MCIP, RPP  
Commissioner  
Planning and Development Services

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

This report was prepared in consultation with the Regional Incentive Review team (Community Services: Donna Woiceshyn, Director, Niagara Housing Services, CEO of Niagara Regional Housing; Corporate Services: Todd Harrison, CPA, CMA, Commissioner of Corporate Services,/Treasurer; Helen Chamberlain, CPA, CA, Director, Financial Management and Planning/Deputy Treasurer; Robert Fleming, Senior Tax and Revenue Analyst; Lyndsey Ferrell, Program Financial Specialist; Economic Development: Valerie Kuhns, Associate Director; Ken Scholtens, Manager, Business Development and Expedited Services; Planning and Development Services: Doug Giles, BUS, MEP, Director, Community and Long-Term Planning; Marian Bannerman, Program Manager, Grants and Incentives), with input from Economic Development: George Spezza, Director; Planning and Development Services: Khaldoon Ahmad, Manager, Urban Design; Pat Busnello, Manager, Development Planning; Alex Tikky, Senior Planner.

**Appendices**

|            |  |
|------------|--|
| Appendix 1 | Niagara Region Incentives Policy   |
| Appendix 2 | Realigned Niagara Region Incentive Programs  |
| Appendix 3 | RDCPT-C 7-2021 Development Charges Grant Expenditures under 2017 Regional Development Charges By-law |

|  |   |
|--|---|
| <i>Policy Category</i><br>Administrative | <i>Name of Policy</i><br>Niagara Region Incentives Policy |
|--|---|

|                       |   |
|-----------------------|---|
| <b>Policy Owner</b>   | Planning and Development Services, Community and Long Range Planning, Director of Community and Long Range Planning |
| <b>Approval Body</b>  | Regional Council  |
| <b>Approval Date</b>  | August 26, 2021   |
| <b>Effective Date</b> | January 1, 2022   |
| <b>Review by Date</b> | Within five years of effective date   |

**1. Policy**

This policy identifies Regional incentive programs aligning per Council direction with the Council Priority Areas of Affordable Housing, Employment, Brownfield Remediation and Public Realm, and outlines general objectives and parameters for these programs.

1.1. This policy pertains to the programs listed in [Appendix A: Regional Incentive Programs](#).

1.2. Incentives are provided in these priority areas with the following goals:

- 1.2.1. To increase the amount of affordable housing in Niagara, particularly the supply of purpose-built rental housing, and to maintain existing affordable rental housing stock;
- 1.2.2. To attract and retain new businesses and full-time jobs to Niagara;
- 1.2.3. To encourage the remediation of contaminated sites for better environmental, economic, health and safety and urban planning outcomes; and
- 1.2.4. To improve the accessibility, sustainability and attractiveness of public spaces on Regional roads in core areas, and coordinate investment and workplans for major capital projects in the public realm.

1.3. Eligibility, application, approval, documentation, reporting, tracking, monitoring and payment requirements and practices for these Regional incentive programs will be outlined in the Procedures related to this policy.

1.4. Incentives will be provided subject to budgetary availability.

1.5. For Regional incentive programs requiring applications, only complete, correct and conforming applications will be considered.

1.6. Payment of grant incentives is contingent on compliance with all program requirements.

|                        |                                  |
|------------------------|----------------------------------|
| <i>Policy Category</i> | <i>Name of Policy</i>            |
| Administrative         | Niagara Region Incentives Policy |

1.7. Key incentive program data and performance indicators will be collected, reviewed and reported on to demonstrate program effectiveness and accountability.

1.8. Clear, consistent information on Regional incentive programs will be provided to program partners and stakeholders.

**2. Purpose**

The purpose of this policy is to align Regional incentive programs with the four priority areas of Affordable Housing, Employment, Brownfield Remediation, and Public Realm identified by Regional Council, and to consolidate them under one policy.

**3. Scope**

Where incentives in this policy relate to mandatory Development Charge incentives, the incentives will continue until changed in the Development Charge Act. Where incentives in this policy relate to discretionary Regional Development Charge incentives, the incentives of Development Charge Bylaw 2017-98 will continue until the expiry of the bylaw on August 31, 2022.

No duplication of the following incentives is permitted:

- Affordable and Supportive Housing Regional Development Charge Deferral in this policy and the discretionary Affordable Housing Regional Development Charge Deferral, Section 11(f) of Bylaw 2017-98
- Employment Regional Development Charge Grant in this policy and the discretionary Industrial Regional Development Charge Grant, Section 17(c) of Bylaw 2017-98
- Brownfield Regional Development Charge Deferral in this policy and the discretionary Brownfield Regional Development Charge Grant, Section 14 of Bylaw 2017-98
- Intensification Regional Development Charge Grant in this policy and Intensification Regional Development Charge Grant, Section 16 of Bylaw 2017-98
- 50% Industrial Expansion Regional Development Charge Grant in this policy and 50% Industrial Expansion Regional Development Charge Grant, Section 17 (a) and (b) of Bylaw 2017-98

**3.1. Roles and Responsibilities**

**3.1.1 Regional Council**

Approves, by resolution, the Regional Incentives Policy and any updates as necessary every five years.



|                        |                                  |
|------------------------|----------------------------------|
| <i>Policy Category</i> | <i>Name of Policy</i>            |
| Administrative         | Niagara Region Incentives Policy |

Approves budget allocation to fund Regional incentive programs.

Approves in-year and year-end funding requirements of budget variances related to Regional incentive programs.

**3.1.2 Corporate Leadership Team**

Approves the Procedures related to this policy and any updates as necessary.

Provides budget recommendations to Council with respect to funding Regional incentive programs.

**3.1.3 Commissioner, Planning and Development Services or Designate**

Reviews and updates the Regional Incentives Policy as necessary every five years and submits any necessary changes for Council approval.

Creates necessary guiding strategies, supporting frameworks and procedures as required to administer this policy which may be amended from time to time.

Monitors compliance and adherence to this policy.

Develops and maintains appropriate tracking of Regional incentive programs covered under this policy and in related policies, programs or legislation, and reports on them annually to Regional Council.

Carries out the above tasks in coordination with Regional Commissioners, Directors, other Regional staff involved in administering these Regional incentive programs.

Provides recommendations to the Corporate Leadership Team with respect to incentive program funding.

**3.1.4 Commissioner, Corporate Services or Designate**

Coordinates with Commissioner of Planning and Development Services or designate in administration, tracking and reporting of incentive policies and programs outlined in this policy and in related policies, programs or legislation.

Oversees Regional Development Charge Bylaw updates and recommends revisions as required to Regional Incentives Policy and relevant programs should the Development Charges Act be revised.

Provides recommendations to the Corporate Leadership Team with respect to incentive program funding.

**3.1.5 Director, Economic Development or Designate**

Coordinates with Commissioner of Planning and Development Services or designate in administration, tracking and reporting of incentive policies and programs outlined in this policy and in related policies, programs or legislation.

|                        |                                  |
|------------------------|----------------------------------|
| <i>Policy Category</i> | <i>Name of Policy</i>            |
| Administrative         | Niagara Region Incentives Policy |

Provides recommendations to the Corporate Leadership Team with respect to incentive program funding.

**3.1.6 Commissioner, Community Services or Designate**

Coordinates with Commissioner of Planning and Development Services or designate in administration, tracking and reporting of incentive policies and programs outlined in this policy and in related policies, programs or legislation.

Provides recommendations to the Corporate Leadership Team with respect to incentive program funding.

**3.1.7 Director, Housing Services/CEO, Niagara Regional Housing or Designate**

Coordinates with Commissioner of Planning and Development Services or designate in administration, tracking and reporting of incentive policies and programs outlined in this policy and in related policies, programs or legislation.

Provides recommendations to the Corporate Leadership Team with respect to incentive program funding.

**3.1.8 Director, Legal and Court Services or Designate**

Ensures that all Regional incentive program agreements satisfy all legal requirements as outlined in appropriate legislation and appropriately mitigate legal exposure for Niagara Region.

**4. References and Related Documents.**

**4.1. Legislation, By-Laws and/or Directives**

- Planning Act, R.S.O. 1990, c. P.13
- Municipal Act, 2001, S.O. 2001, c. 25
- Development Charges Act, 1997, S.O. 1997
- Canada-Ontario Community Housing Initiative
- Ontario Priorities Housing Initiative
- ICP 97-2011
- ICP 33-2013
- ICP 118-2013
- PDS-C 3-2017
- By-law 2017-89
- By-law 2017-98
- CSD 34-2019
- COM-C 32-2020

|  |   |
|--|---|
| <i>Policy Category</i><br>Administrative | <i>Name of Policy</i><br>Niagara Region Incentives Policy |
|--|---|

**4.2. Procedures**

Procedures for programs outlined in this policy organized by each of the four Priority Areas will be forthcoming.

**5. Related Policies**

- Regional Development Charges Deferral Payment Policy

**6. Appendices**

- [Appendix A: Regional Incentive Programs](#)

**7. Document Control**

The electronic version of this document is recognized as the only valid version.

**Approval History**

| Approver(s) | Approved Date | Effective Date |
|-------------|---------------|----------------|
| Council     |               |                |

**Revision History**

| Revision No. | Date | Summary of Change(s) | Changed by |
|--------------|------|----------------------|------------|
|              |      |                      |            |

|  |   |
|--|---|
| <i>Policy Category</i><br>Administrative | <i>Name of Policy</i><br>Niagara Region Incentives Policy |
|--|---|

## Appendix A: Regional Incentive Programs

| Program   | Program Description   | Grant Type   |
|---|---|--|
| <b>AFFORDABLE HOUSING</b>                             |   |  |
| <b>Partnership Housing Program</b>                    | Partnerships with for- and non-profits to generate more purpose-built rental and move clients off the housing waitlist by using a suite of Regional incentives customized by project  | Suite of Incentives (e.g., TIGs, DC grants and deferrals) for Affordable Housing Capital Development |
| <b>Affordable and Supportive Housing RDC Deferral</b> | A deferral of Regional DCs for affordable or supportive housing units in projects having an agreement with a Regional department or agency for as long as the units remain affordable | Regional Development Charge Deferral   |
| <b>Non-Profit RDC-based Grant</b>                     | A grant for up to 100% of DCs payable for eligible non-profit developments  | Regional Development Charge Grant  |
| <b>Intensification RDC Grant</b>                      | A grant providing DC relief to secondary suites created within or on the property of residential dwellings as required in the DC Act and until no longer mandatory in the Act.        | Regional Development Charge Grant  |
| <b>Residential Rental Grant</b>                       | A grant for the creation of secondary suites within or on the property of a residence which remain at affordable rental levels for at least 10 years                                  | Regional Project Grant   |
| <b>Small Building Rental Grant</b>                    | A grant for the construction of up to five units, up to \$15k/unit, provided units remain at affordable rental levels for at least 10 years   | Regional Project Grant   |

|  |   |
|--|---|
| <i>Policy Category</i><br><br>Administrative | <i>Name of Policy</i><br><br>Niagara Region Incentives Policy |
|--|---|

|  |   |  |
|--|---|--|
| <b>NRH Welcome Home Niagara Home Ownership Program</b> | A forgivable loan for downpayment assistance of 5% to a maximum of \$20,296 (purchase price not to exceed \$405,930), as amended from time to time, for renters at specific income levels purchasing a home | Forgivable Loan                                      |
| <b>NRH Niagara Renovates Homeownership</b>             | Forgivable loan over 10 years for repairs and accessibility modifications for low and moderate income households  | Forgivable Loan                                      |
| <b>NRH Niagara Renovates Multi-residential</b>         | Forgivable loan over 15 years to fund repairs or provide accessibility for affordable units in multi-unit buildings   | Forgivable Loan                                      |
| <b>NRH Non-Profit and Co-op Capital Repair Costs</b>   | Funding for capital repairs to non-profit and co-op housing providers having agreements with NRH  | Forgivable Loan                                      |
| <b>NRH Housing Provider Capital Loan Program</b>       | Emergency loan program, with 25% forgivable over time, to support repairs to non-profit and co-op affordable housing providers having agreements with NRH   | Loan and Grant                                       |
| <b>EMPLOYMENT</b>                                      |   |  |
| <b>Gateway CIP Tax Increment Grant</b>                 | A matching tax increment grant for projects in the Gateway CIP area with eligible scores on economic and environmental criteria which result in increased assessment value                                  | Tax Increment Grant (Local and Regional Gateway CIP) |
| <b>Gateway CIP Regional DC Grant</b>                   | A matching grant of Regional DCs payable for projects with exceptional scores (14+) on Gateway CIP criteria   | Regional DC Grant (Local and Regional Gateway CIP)   |

|   |  |
|---|--|
| <i>Policy Category</i><br><br><i>Administrative</i> | <i>Name of Policy</i><br><br><i>Niagara Region Incentives Policy</i> |
|---|--|

|  |  |                                      |
|--|--|--------------------------------------|
| <b>Niagara Employment Partnership TIG</b>  | A matching tax increment grant for projects approved under local CIPs with eligible scores on economic and environmental criteria resulting in increased assessment value  | Tax Increment Grant (Local CIP)      |
| <b>Employment Regional DC-based Grant</b>  | A grant equal to a percentage of Regional DCs payable based on creation of full time jobs in manufacturing and professional, scientific and technical services sectors   | Regional Development Charge Grant    |
| <b>50% Industrial Expansion RDC Grant</b>  | A grant equal to Regional DCs for enlargements to existing industrial buildings for up to 50% of original gross floor area as required in the DC Act and until no longer mandatory in the Act.   | Regional Development Charge Grant    |
| <b>BROWNFIELD REMEDIATION</b>              |  |                                      |
| <b>Brownfield TIG Tier 1: Select Sites</b> | A matching tax increment grant for remediation costs on major brownfield sites whose remediation will result in significant economic, environmental, social, and health benefits; increased benefit for projects with affordable housing | Tax Increment Grant (Local CIP)      |
| <b>Brownfield TIG Tier 2</b>               | A matching tax increment grant (for remediation costs of brownfield sites eligible through local CIPs; increased benefit for projects with affordable housing  | Tax Increment Grant (Local CIP)      |
| <b>Brownfield Regional DC Deferral</b>     | A deferral of Regional DCs for eligible brownfield sites until an occupancy permit is issued or up to five years from signing of agreement   | Regional Development Charge Deferral |

|  |   |
|--|---|
| <i>Policy Category</i><br>Administrative | <i>Name of Policy</i><br>Niagara Region Incentives Policy |
|--|---|

| PUBLIC REALM                           |  |  |
|--|--|--|
| <b>Public Realm Investment Program</b> | Matching grant for capital projects that provide public realm enhancements on Regional roads in core areas | Regional Matching Grant to Local Area Municipality |

**Appendix 2: Aligned Regional Incentive Programs**

| <b>Program</b>   | <b>Regional Program minimums/maximums</b>  | <b>Key Parameters</b>   | <b>Key Performance Indicators</b>  |
|--|--|---|--|
| <b>AFFORDABLE HOUSING</b>  |  |   |  |
| <u><b>Partnership Housing Program</b></u><br>Suite of Incentives (e.g., grants, deferrals) | Determined on a case by case basis depending on funding/contributions available          | Scoring criteria weighted to projects increasing purpose-built rental and creating affordable units for waitlist tenants at lower cost than Regional construction | Number of affordable units created<br>Number of households removed from NRH waitlist<br>Amount of incentive per unit   |
| <u><b>Affordable and Supportive Housing</b></u><br>Regional Development Charge Deferral    | Up to 100% of Regional DCs deferred for eligible units as long as they remain affordable | Some units which move households off wait list may have DCs granted after specified time period   | Number of affordable units created<br>Number of households removed from NRH waitlist<br>Amount of incentive per unit   |
| <u><b>Non-Profit Grant</b></u><br>Regional Development Charge Grant                        | Up to 100% of Regional DCs<br>Annual budget (current \$150k)                             | Scoring criteria for projects based on alignment with Regional priorities   | Number of affordable units created<br>Number of households removed from NRH waitlist<br>Amount of incentive per unit   |
| <u><b>Intensification Grant</b></u><br>Regional Development Charge Grant                   | 100% of Regional DCs granted for eligible projects                                       | Includes interior and exterior secondary suites as defined by provincial DC Act   | Number and type of units rental created (affordable, attainable)   |
| <u><b>Residential Rental Grant</b></u><br>Regional Project Grant                           | Maximum \$40k/unit for up to two units<br>Annual budget                                  | Must remain affordable rental units for a minimum of 10 years   | Number and type of units rental created (affordable, attainable)   |
| <u><b>Small Building Rental Grant</b></u><br>Regional Project Grant                        | Maximum grant of \$15k/unit for up to five units<br>Annual budget                        | Must remain affordable rental units for a minimum of 10 years   | Number and type of units rental created (affordable, attainable)   |
| <u><b>NRH Home Ownership Downpayment Assistance</b></u><br>Forgivable Loan                 | Up to 5% of down payment<br>Provincial funding   | Must meet age, renter household, income and asset requirements  | Number of affordable units purchased<br>Number of households removed from NRH waitlist<br>Amount of incentive per unit |



|  |  |   |  |
|--|--|---|--|
| <p><b><u>NRH Niagara Renovates Homeownership</u></b><br/>Forgivable Loan</p>                           | <p>Up to \$22k for eligible projects and up to \$5k in accessibility renovations<br/>Provincial funding</p>        | <p>Must meet certain income and ownership requirements</p>  | <p>Number of affordable units maintained through repair, accessible accommodation<br/>Amount of incentive per unit</p> |
| <p><b><u>NRH Niagara Renovates Multi-residential</u></b><br/>Forgivable Loan</p>                       | <p>Maximum \$10k/unit, maximum per building of \$25k-\$90k depending on number of units<br/>Provincial funding</p> | <p>Must have over two units, units must be at or below average market rent for 15 years</p>   | <p>Number of affordable units maintained through repair, accessible accommodation<br/>Amount of incentive per unit</p> |
| <p><b><u>NRH Non-Profit and Co-op Capital Repair Costs</u></b><br/>Forgivable Loan</p>                 | <p>Federal/provincial funding<br/>Grant maximums dependent on funding</p>  | <p>Must have agreements with Housing Services<br/>Ranked on criteria including urgency, ability to fund</p>                                 | <p>Number of affordable units maintained<br/>Amount of incentive per unit</p>  |
| <p><b><u>NRH Housing Provider Capital Loan Program</u></b><br/>Loan and Grant</p>                      | <p>Annual program budget<br/>Grant maximums dependent on funding</p>   | <p>Must have agreements with Housing Services<br/>Must be non-profit or co-op<br/>Ranked on criteria including urgency, ability to fund</p> | <p>Number of affordable units maintained<br/>Amount of incentive per unit</p>  |
| <p><b>EMPLOYMENT</b></p>   |  |   |  |
| <p><b><u>Gateway CIP Tax Increment Grant</u></b><br/>Local and Regional Gateway CIP matching grant</p> | <p>Maximum 100% TIG for 10 years in Strategic Locations for Investment (five years outside SLIs)</p>               | <p>With Local Municipalities, align Smart Growth criteria with industrial development<br/>Review of Strategic Locations for Investment</p>  | <p>Number of jobs created<br/>Amount of grant provided</p>   |
| <p><b><u>Gateway CIP Regional DC Grant</u></b><br/>Local and Regional Gateway CIP matching grant</p>   | <p>Maximum \$1.5M per project</p>  | <p>Local DC matching grant required</p>   | <p>Number of jobs created<br/>Amount of grant provided</p>   |

|   |  |  |  |
|---|--|--|--|
| <p><b><u>Niagara Business Attraction Tax Increment Grant</u></b><br/>Local CIP matching grant</p> | <p>Maximum of 75% of Gateway TIG calculation for five years</p>  | <p>Project must be approved by LAM under a CIP</p>   | <p>Number of jobs created<br/>Number of Local Municipal matching programs</p>  |
| <p><b><u>Regional Employment Grant</u></b><br/>Regional Development Charge Grant</p>              | <p>1-10 full time positions created = 50% of RDCs<br/>11-20 full time positions created = 75% of RDCs<br/>21+ full time positions created = 100% of RDCs</p> | <p>Eligible employment sectors are Manufacturing (NAICS 31-33) and Professional, Scientific and Technical Services (NAICS 54, with some exceptions)</p>    | <p>Number of jobs created<br/>Employment sectors of new jobs</p>   |
| <p><b><u>50% Industrial Expansion Grant</u></b><br/>Regional Development Charge Grant</p>         | <p>100% of DCs on maximum of 50% of gross floor area prior to first enlargement</p>  | <p>See maximum and minimums</p>  | <p>Number of jobs created<br/>Square feet added</p>  |
| <b>BROWNFIELD</b>   |  |  |  |
| <p><b><u>Brownfield Tax Increment Grant Tier 1: Select Sites</u></b><br/>(Local CIP)</p>          | <p>80% or 100% with affordable housing<br/>10 Years - fixed calculation<br/>Annual grant no greater than \$10M<br/>Minimum \$5M in remediation costs</p>     | <p>For remediation costs only<br/>Eligible sites identified in collaboration with local municipalities<br/>Project must be approved by LAM under a CIP</p> | <p>Acres remediated in urban area<br/>Affordable housing units created<br/>Number of jobs created<br/>Increase in assessment value</p> |
| <p><b><u>Brownfield Tax Increment Grant Tier 2</u></b><br/>(Local CIP)</p>                        | <p>60% or 80% with affordable housing<br/>10 Years - Fixed calculation<br/>Annual grant no greater than \$1M<br/>Minimum \$250k in remediation costs</p>     | <p>For remediation costs only<br/>Project must be approved by LAM under a CIP</p>  | <p>Acres remediated in urban area<br/>Affordable housing units created<br/>Number of jobs created<br/>Increase in assessment value</p> |
| <p><b><u>Brownfield RDC Deferral</u></b><br/>Regional Development Charge Deferral</p>             | <p>100% of RDCs may be deferred until occupancy permit issued or five years from signing of agreement, whichever is first</p>                                | <p>May stack with BTIG</p>   | <p>Acres remediated in urban area<br/>Affordable housing units created<br/>Number of jobs created<br/>Increase in assessment value</p> |

| <b>PUBLIC REALM</b>   |  |   |   |
|---|--|---|---|
| <p><b><u>Public Realm Investment Program</u></b><br/> Regional Matching Grant</p> | <p>\$25,000 minimum to \$150,000 maximum per grant<br/> Annual program budget (current \$350K)</p> | <p>Within or directly adjacent to a Regional Road right-of-way and areas of significant Regional investment in urban and core areas</p> | <p>Kms of roads/trails created or improved<br/> Number of trees planted<br/> Accessibility components installed<br/> Amount of place-making features and public art installed</p> |

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**MEMORANDUM**

**RDCPTF-C 7-2021**

**Subject: Development Charges Grant Expenditures under 2017 Regional Development Charges By-law**

**Date: July 29, 2021**

**To: Regional Development Charge Policy Task Force**

**From: Rob Fleming, Senior Tax & Revenue Analyst**

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The intent of this memo is to provide the task force with context regarding Regional development charge (DC) grants that are currently contained within the 2017 DC By-law. Included as Appendix 1 to this memo is a summary of DC grants provided each full year since the By-law's inception in 2017 forecasted out to year-end 2021. The 2018 to 2020 values represent actuals for that year while 2021 represents a forecast to year-end based on current trends.

As can be noted in the Appendix, DC grants represents a significant component of the annual DC collections and the Region's annual general tax levy. The DC Act specifies that DC collection deficits as a result of DC grants cannot be made up from future DC collections therefore the Region funds the DC grants from the annual tax levy in order to keep the DC reserves whole. As such, a percentage calculation has also been provided in the Appendix which compares the annual grants for the year to that year's annual general tax levy amount. Year 2018 represents the most significant grant year for the Region which resulted in \$13M in DC grant awards based on the provisions of the 2017 DC By-law. This \$13M represented nearly 30% of total DC collections and nearly 4% of the Region's general tax levy for the year.

On July 22, 2021, Region staff held a workshop with Regional Council to provide an overview of the Regional Incentive Review Team's recommendations on future incentive programs which included programs related to DCs. The Team's recommendations were based on the Council approved Incentive Pillars of: brownfield redevelopment, employment in key sectors, affordable housing and public realm. As can be noted in the Appendix, many of the Region current discretionary DC grant programs are not directly tied to the Council approved Incentive Pillars which is the primary reason for Incentive Review recommending that many of the current

discretionary grants not continue beyond the current DC By-law. In 2018, for example, 73% of the \$13M in awarded grants did not relate to an approved incentive pillar. The focus will be to create discretionary DC grant programs which are aligned with the previously established incentive pillars and that are outside of a DC By-law in separate policies in order to ensure that these future programs can be adaptable, flexible and more successful in advancing Council objectives.

Respectfully submitted and signed by

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Rob Fleming, MBA  
Senior Tax & Revenue Analyst

**Appendix 1** - Regional Development Charge Grant Awarded under 2017 RDC  
By-law

**Appendix 1 – Regional Development Charge Grant Awarded under 2017 RDC By-law (\$000)**

| <b>Grant Program*</b>                         | <b>2018</b>    | <b>2019</b>    | <b>2020</b>  | <b>2021<br/>Forecast**</b> |
|---|----------------|----------------|--------------|----------------------------|
| Phase-In Grant (D)                            | 3,704          | 2,672          | 0            | 0                          |
| Brownfield (D)                                | 324            | 1,766          | 0            | 63                         |
| Smart Growth (D)                              | 366            | 23             | 174          | 137                        |
| Long-Term Care (D)                            | 0              | 410            | 0            | 0                          |
| Affordable Housing (D)                        | 1,142          | 0              | 706          | 0                          |
| Parking Garage (D)                            | 0              | 0              | 188          | 0                          |
| Agricultural (D)                              | 5,381          | 179            | 0            | 0                          |
| Place of Worship (D)                          | 0              | 384            | 0            | 0                          |
| Non-Profit (D)                                | 144            | 150            | 150          | 150                        |
| Industrial & Gateway (D)                      | 1,054          | 782            | 317          | 1,163                      |
| Hotels/Motels (D)                             | 275            | 1,582          | 7            | 3                          |
| Other (D)                                     | 42             | 169            | 102          | 0                          |
| 50% Industrial Expansion (M)                  | 486            | 218            | 279          | 0                          |
| Residential Intensification (M)               | 93             | 39             | 0            | 0                          |
| Board of Education                            | 36             | 0              | 0            | 0                          |
| Forecast to Year-End                          |                |                |              | 4,448                      |
| <b>Total DC Grants</b>                        | <b>13,047</b>  | <b>8,372</b>   | <b>1,925</b> | <b>5,964</b>               |
| <b>Annual Budget</b>                          | <b>4,238</b>   | <b>5,289</b>   | <b>6,868</b> | <b>7,868</b>               |
| <b>Annual Variance</b>                        | <b>(8,809)</b> | <b>(3,083)</b> | <b>4,943</b> | <b>1,904</b>               |
| <b>Total DC Grants as % of DC Collections</b> | <b>27%</b>     | <b>18%</b>     | <b>5%</b>    | <b>15%</b>                 |
| <b>Total DC Grants as % of Tax Levy</b>       | <b>3.8%</b>    | <b>2.3%</b>    | <b>0.5%</b>  | <b>1.5%</b>                |
| <b>% Unaligned with Council Grant Pillars</b> | <b>73%</b>     | <b>41%</b>     | <b>24%</b>   |                            |

\* RDC grants and collections based on actual results for 2018 to 2020. Data is not included for 2017 as the RDC By-law was only in effect from September 1 to December 31, 2017.

\*\* Actual grants and collections to June 30, 2021 with forecast to December 31, 2021.

(D) – Discretionary DC Grants; (M) – Mandatory DC Grants

**Administration**

Office of the Regional Clerk

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October 25, 2021

**CL 20-2021, October 21, 2021**  
**COTW 5-2021, October 7, 2021**  
**PDS 37-2021, October 7, 2021**

**LOCAL AREA MUNICIPALITIES**

**SENT ELECTRONICALLY**

Regional Incentives Information and Alternatives

PDS 37-2021

Regional Council, at its meeting held on October 21, 2021, passed the following recommendation from its Committee of the Whole meeting:

That Report PDS 37-2021, dated October 7, 2021, respecting Regional Incentives Information and Alternatives, **BE RECEIVED** for information; and

That Report PDS 37-2021 **BE CIRCULATED** to the local municipalities.

A copy of Report PDS 37-2021 is enclosed for your reference.

Yours truly,



Ann-Marie Norio

Regional Clerk

CLK-C 2021-162

cc: M. Bannerman, Incentives and Grants Program Manager  
M. Sergi, Commissioner, Planning and Development Services  
N. Oakes, Executive Assistant, Planning and Development Services

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**Subject:** Regional Incentives Information and Alternatives

**Report to:** Committee of the Whole

**Report date:** Thursday, October 7, 2021

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## Recommendations

1. That this report **BE RECEIVED** for information; and
2. That Report PDS 37-2021 **BE CIRCULATED** to the Local Municipalities.

## Key Facts

- This report is in response to Council direction to provide additional information, proposals and clarifications regarding Niagara Region incentives: existing incentives; newly aligned incentives proposed through the Niagara Region Incentives Policy outlined in Report PDS 31-2021; and potential incentive programs as outlined in the proposed amendment to Report PDS 31-2021.
- Report PDS 31-2021 presented the Niagara Region Incentives Policy, which consolidated into a single document Regional incentive programs aligning with the four Priority Areas directed by Regional Council: Affordable Housing, Employment, Brownfield Remediation and Public Realm. The incentives included in the Niagara Region Incentives Policy comprised the majority of existing Regional incentive programs as shown in Slide 5, Appendix 3 of this report. These programs have been updated and repurposed to accomplish the incentive review goals of aligning with Regional priorities and responsibilities, addressing current and future needs, providing meaningful and measurable results, and being sustainable, clear and accountable.
- On August 5, 2021, Committee of the Whole (COTW) considered Report PDS 31-2021, Niagara Region Incentives Policy, amending the report recommendations. Minutes of this COTW meeting were considered at Regional Council on August 26, 2021 where further amendments to the report were considered (Appendix 1). A final vote was not taken on this occasion as meeting time expired.
- At a Special Council meeting held on August 31, 2021, Council approved a motion (Appendix 2) to refer the report to a COTW meeting on October 7, 2021, to be accompanied by a report from staff.



- This report provides the information requested through the August 31 referral motion that includes:
  1. What programs would be cancelled in moving to the 4 Pillar Suite of Incentives;
  2. Articulates which of those programs would attain any of the 4 Pillar objectives;
  3. Identify what programs from the Old Suite or the 4 Pillar Suite incentivize greenfield development;
  4. Provides recommendations for grandfathering and expiration timelines;
  5. Provides recommendations for annual reporting to Council on program costing;
  6. Provides an incentive option for the 4 Pillar model pertaining to “Downtown Core” improvements/developments for Council consideration;
  7. Provides a full costing to maintain both program Suites (Old & 4 Pillar) in accordance with the recommended changes;
  8. Articulates how each scenario (Old Suite, 4 Pillar or dual offering) will impact the upcoming levy budget.

## **Financial Considerations**

Two of the information requests in the referral report have financial implications associated with them and the alternatives put forward to address them. These items (7 and 8) will be included in the Analysis section below in the order of the referral motion.

## **Analysis**

### **A. Terminology**

The following clarifications are very important to ensure shared understanding of what programs are being discussed and proposed.

**Community Improvement Plan (CIP)** – this refers to plans which outline CIP project areas and incentive programs which may be operative in those areas. “CIP” refers to the plan itself, not to the programs within CIPs.

**Smarter Niagara Incentive Program (SNIP)** – an umbrella term for a Regional suite of eleven incentives, which operate differently and have different legislative and funding sources. It will be important to specify what SNIP incentives are being referenced when considering recommendations to continue or transition these programs.

**Table 1 Smarter Niagara Incentive Program (SNIP) grants**

|  |
|--|
| <b>SNIP Simple Grants</b><br>These are funded through an annual budget line (more recently, through reserves), and match eligible, locally approved CIP projects within Regional program parameters              |
| Residential Grant  |
| Planning Grant (CIP/Secondary Plan)  |
| Environmental Assessment Study Grant   |
| Building and Façade Improvement Grant  |
| Heritage Restoration and Improvement Grant   |
| <b>SNIP Tax-related Grants</b><br>These require different approval processes from simple grants, are longer in duration, and are deducted from assessment growth   |
| Property Rehabilitation and Redevelopment Tax Increment Grant  |
| Brownfield Tax Assistance Program  |
| <b>Other SNIP Grants</b><br>These have had no uptake (agriculture grants); were never developed or funded (affordable housing grant); or were replaced (public domain, by the Public Realm Improvement Program). |
| Agricultural Buildings and Facilities Revitalization Grant (TIG)   |
| Agricultural Feasibility Study Grant   |
| Affordable Housing Grant   |
| Public Domain Incentive Grant  |

**Tax Increment Grant (TIG)** – A TIG refunds back to the developer/property owner a portion of the incremental increase in taxes on a property related to assessment increase following development. TIG rates vary from 10-100% of the tax increment depending on the municipality’s program. They may be at a flat, unchanging percentage rate for the duration of the grant, or on a sliding scale. Typically, TIGs are for more money over a longer period of time (usually 10 years) than other grants. Currently RDC grants represent the largest share of the annual budget for incentives; however, as Slide 11, Appendix 3 demonstrates, the growth in incentives is primarily in TIGs, particularly for brownfields.

The Region currently offers TIGs in both the SNIP and Gateway CIP incentive programs: two SNIP TIGs – the Property Rehabilitation and Redevelopment TIG (which includes brownfield and non-brownfield TIGs) and the Agricultural Buildings and

Facilities Revitalization Grant – and a Gateway CIP TIG. Regional funding for TIGs is budgeted annually based on forecasting from the local municipalities indicating what projects will be invoiced in the coming year, usually aligned with project completion and collection of the incremental taxes from the property.

All new construction in the Region creates new assessment that must go into the calculation of the tax rates. All properties, including those eligible for a TIG, must be billed their share of taxes at the tax rate for that property class times the assessment for the property. This tax revenue is part of the overall general tax levy collected by the Region. Once taxes are paid by a property owner who has a TIG, the owner is then entitled to a refund of the approved TIG amount of those taxes, and the payment to the property owner is recorded as an operating expense in the general levy budget. Regional TIGs are funded each year in the budget from annual assessment growth revenue, as it generally incorporates the new tax revenue from the development be entitled to the grant.

It is assumed that when item 1(a) of the proposed amendment to Report PDS 31-2021 (Appendix 1) refers to “the current Regional TIG,” what is meant is the SNIP Property Rehabilitation and Redevelopment Tax Increment Grant. This program matches brownfield and non-brownfield TIG projects approved by local municipalities in their CIP areas in alignment with Regional program parameters.

It is assumed that when item 1(b) in the proposed amendment to Report PDS 31-2021 (Appendix 1) refers to “SNIP,” what is meant is one or more programs in the group listed as SNIP simple grants in Table 1.

Clarity and confirmation regarding what incentives are specifically intended in items 1(a) and (b) is required.

## **B. Responses to Referral Motion Information Requests**

This section addresses information requested in items 1-6 of the referral motion.

### **(1) What programs would be cancelled in moving to the 4 Pillar Suite of Incentives**

The majority of existing incentive programs would be repurposed in the new Regional Incentives Policy, as specified in Slides 3 and 4 in Appendix 3 of this report. The majority of these programs are in the Priority Area identified as most important – Affordable Housing – with the remainder falling into the remaining Priority Areas of Employment, Brownfield Remediation, and Public Realm. Most existing programs have been updated or repurposed to realize the goals of the incentive review: aligning Regional incentives with Strategic Priorities of Council, to make sure incentives are

addressing key current and future needs; stipulating meaningful metrics to measure program performance; targeting programs and budget dollars to ensure sustainability and effectiveness; and improving administration and reporting to provide timely adjustment and accountability.

The following programs would have Regional funding discontinued under the proposed Niagara Region Incentive Policy:

- Waterfront Investment Program
- Niagara Investment in Culture Program
- Heritage Tax Rebate
- SNIP
  - Brownfield Tax Assistance Program
  - Building and Façade Improvement Grant/Loan
  - Heritage Restoration and Improvement Grant/Loan
  - Agricultural Feasibility Study Grant

It is important to note that the only programs which are entirely cancelled are the two Regionally-run programs: Waterfront Investment Program and Niagara Investment in Culture program. The other programs on the list (SNIP programs and Heritage Tax Rebate program) are not cancelled: they are owned or funded by local municipalities or the province and can continue to be run. The Region just would not participate as a funding partner.

Development charge incentives are subject to the approval of the new RDC By-law in 2022 and informed by the work of the RDC Policy Task Force. However, it is recommended that the following RDC discretionary grants be removed from the RDC By-law and not continue:

- Hotel/Motel
- Long-Term Care Homes
- Phase-in Rates
- Parking Structures
- Agriculture
- Place of Worship
- Canopies [i.e., Gas Stations]

**(2) Articulates which of those programs would attain any of the 4 Pillar objectives**

The only one of the programs above which falls into one of the four Priority Areas is the Brownfield Tax Incentive Program (BTAP), which falls into the Brownfield Remediation Priority.

This program was not recommended to continue with Regional funding due to the fact that eligible costs under most BTAP incentives are also eligible costs under the proposed Brownfield Tax Increment Grants (BTIGs) and the Brownfield Regional Development Charge (RDC) Deferral, which are both included in the proposed Niagara Region Incentive Policy; the smaller grant amounts relative to the administrative and legislative requirements of the program; the fact that the BTAP incentives provided in Niagara rarely leverage eligible matching provincial incentives; and inconsistent and incomplete information on invoicing/payment of these grants from local municipal partners making them challenging to track.

**(3) Identify what programs from the Old Suite or the 4 Pillar Suite incentivize greenfield development**

The term “greenfield” refers more to geography than to characteristics of land. Designated Greenfield Areas (DGAs) were established by the Province in the 2006 Growth Plan, and designated through mapping completed in 2008. DGAs are land inside settlement areas but outside built up areas – that is, land in settlement areas that was not developed as of 2008. Appendix 4 provides a map of DGAs in Niagara Region.

DGAs that did not have development in 2008 may have developed since that time in a variety of ways. DGAs may also have properties with different characteristics and planning uses on them. For instance, it is possible to have residential or employment development in DGAs. It is also possible to have contaminated lands, or brownfields, in DGAs.

Existing incentives do not incentivize development in DGAs because they are greenfields. However, some properties within DGAs have received Regional incentives because they are permitted under current incentive and CIP program parameters. Proposed incentives similarly do not incentivize development in DGAs because they are greenfields. However, they may also provide incentives to projects in greenfield areas that achieve goals within the four Priority Areas, such as affordable housing, employment or brownfield remediation. The key difference is that proposed incentives achieve objectives in Council’s strategic Priority Areas; existing incentives may not.

**(4) Provides recommendations for grandfathering and expiration timelines**

Three options may be considered regarding start and end dates for programs and program transitions.

**Option 1 Original recommendation in Report PDS 31-2021**

|              |  |
|--------------|--|
| Dec 31, 2021 | <u>Expire:</u> all current non-RDC incentive programs  |
| Jan 1, 2022  | <u>Begin:</u> all NR Incentive Policy programs   |
| Aug 31, 2022 | <u>Expire:</u> all discretionary RDC incentives<br><u>Begin:</u> NR Incentive Policy RDC incentives (subject to new RDC bylaw) |

- Transition time to new programs: 3 months
- Transition policies: 0
- Overlapping Programs: 0

**Option 2 Proposed amendment to Report PDS 31-2021**

|              |   |
|--------------|---|
| Dec 31, 2021 | <u>Expire:</u> WIP, NIC, Heritage Tax Rebate  |
| Jan 1, 2022  | <u>Begin:</u> all NR Incentive Policy programs except RDC programs  |
| Aug 31, 2022 | <u>Expire:</u> all discretionary RDC incentives except Smart Growth RDC<br><u>Begin:</u> NR Incentive Policy RDC programs (subject to new RDC bylaw)  |
| Oct 1, 2024  | <u>Expire:</u> SNIP Rehabilitation & Redevelopment TIG, Smart Growth RDC grant -- unless replaced earlier by "residential intensification, employment enhancements and brownfield remediation" programs |

- Transition time to new programs: 3 – 35 months
- Transition policies: 0
- Overlapping Programs: 4

**Option 3 Alternative proposal for potential consideration**

|              |   |
|--------------|---|
| Dec 31, 2021 | <u>Expire:</u> WIP, NIC, Heritage Tax Rebate, Public Housing Partnership pilot (repurposed as Partnership Housing Program), SNIP -- Affordable Housing, Public Domain, Agriculture Study, Agriculture TIG |
| Jan 1, 2022  | <u>Begin:</u> Partnership Housing Program   |

|              |  |
|--------------|--|
| Aug 31, 2022 | <u>Expire</u> : all discretionary RDC incentives<br><u>Begin</u> : NR Incentive Policy RDC incentives (subject to new RDC bylaw)         |
| Mar 31, 2023 | <u>Expire</u> : SNIP -- Façade Improvement, Heritage, Planning, ESA, BTAP, Rehabilitation and Redevelopment TIG; Secondary Suite program |
| Apr 1, 2023  | <u>Begin</u> : all NR Incentive Policy programs; Downtown Intensification TIG, Façade Improvement grant                                  |

- Transition time to new programs: 3 -18 months
- Transition policies: 3
- Overlapping Programs: 0

Recommended Transitions:

**Smart Growth RDC grant** - Applicants that have received preliminary assessments that they meet eligible criteria and where building permits are pulled by Aug 31, 2022 will be eligible for the grant provided the project is completed and a formal application is submitted by Aug 31, 2023.

**SNIP Rehabilitation and Redevelopment TIG** - Applicants with projects approved by a local municipality by Mar 31, 2023 will be eligible under the existing program if the municipality submits a complete Regional matching funding application by June 1, 2023.

**Downtown Core Incentives** - Existing overlapping programs (i.e., SNIP Rehabilitation and Redevelopment TIG, SNIP Façade Improvement grant) will expire on the start date of new incentives, with the SNIP Rehabilitation and Redevelopment TIG transitioning as outlined above.

Given the strong and polarized views expressed to date by Council, option 3 was developed to reflect a compromise (middle ground) for potential consideration. It provides reasonable timelines for expiry and transition of existing incentive programs and the beginning of the proposed aligned incentives, while minimizing the potential confusion and cost of overlapping programs.

Any projects currently allocated funding by Niagara Region will continue under the program parameters and agreements in place at the time of their approval regardless of which timelines are adopted.

**(5) Provides recommendations for annual reporting to Council on program costing**

Reports to Council on incentive programs, including program costs but also other key performance indicators and the achievement of Priority Area objectives, is recommended annually. To accurately report on program costs and effectiveness, the assistance of local area municipalities in providing data for matching programs in a timely and complete manner will be key.

It is further recommended that a comprehensive report to Council be provided within one year of expiration of existing programs (date to be determined). If adopted the Niagara Region Incentive Policy also recommends a comprehensive review of its incentive programs after five years from the date of their start.

To ensure Council receives the most useful reporting on incentives, it is also recommended that existing and proposed programs which overlap not be run simultaneously. To do so may prove expensive; may confuse applicants, stakeholders and funding partners; could skew understanding and reporting on program effectiveness; and might delay accomplishing strategic objectives.

To take TIGs as one example, if the existing SNIP Rehabilitation and Redevelopment TIG were to continue to run simultaneously with the proposed Brownfield TIG program, the Niagara Business Attraction TIG and potentially a Downtown Intensification TIG all of which would overlap with it, it would be difficult to be clear on the various program criteria, to calculate which program would be most advantageous, to know how to budget for the programs, to understand how matching funding would work, which programs may be stackable, what administrative requirements (application, invoicing, forecasting) would be operative, which programs may be achieving which strategic objectives and why, what programs, grant levels or criteria may continue, how costs could be forecast over time, and how data could be accurately provided and usefully analyzed.

**(6) Provides an incentive option for the 4 Pillar model pertaining to “Downtown Core“ improvements/developments for Council consideration**

Most proposed incentives in the Niagara Region Incentive Policy are eligible in Downtown Core areas, if they align with the four Priority Areas. It would be possible to receive several different proposed incentives which would improve and intensify Downtowns that also attain strategic objectives identified by Council.



Should Council wish to consider additional incentive options for Downtown Core areas, the following two program suggestions are offered:

|                                  | <b>Downtown Intensification Tax Increment Grant</b>  | <b>Façade Improvement Grant</b>  |
|----------------------------------|--|--|
| <b>Description and Objective</b> | A matching tax increment grant program to encourage intensification, i.e., increase residential and employment options, in downtown core areas   | A matching grant program to encourage improvement of facades of commercial or mixed use buildings in downtown core areas   |
| <b>Key Parameters</b>            | <ul style="list-style-type: none"> <li>• Matching fixed TIG for 10 years at 45% (65% if affordable housing is included)</li> <li>• Available in Downtown Cores as currently identified in the Official Plans of local area municipalities, with appropriate matching programs</li> <li>• Phasing and sunset clauses as per other Regional TIG programs</li> <li>• Can only stack with eligible RDC incentives</li> </ul> | <ul style="list-style-type: none"> <li>• Matching grant for up to \$10k/property, \$15k/property for heritage building</li> <li>• One grant per property every 5 years</li> <li>• Must be eligible improvement to façade only (includes signage)</li> <li>• Biannual intake up to annual program budget determined by Council</li> <li>• Available in local municipal CIP areas</li> </ul> |
| <b>Metrics</b>                   | <ul style="list-style-type: none"> <li>• Number and types of residential units built</li> <li>• Amount of affordable housing generated</li> <li>• Number and types of businesses opening</li> <li>• Number and types (FT, PT) of jobs generated</li> <li>• Increase in assessment value generated</li> </ul>   | <ul style="list-style-type: none"> <li>• Number of grants provided</li> <li>• Location of grants provided</li> <li>• Before/after photos for qualitative assessment</li> </ul>   |

These programs would have some advantages: The Downtown Intensification TIG would promote non-brownfield intensification in downtown core areas; could increase assessment value and thus longer-term tax revenues; could make efficient use of existing infrastructure and transit options; and though not directly aligned with the four Priority Areas, has the potential to generate affordable housing and employment. The Façade Improvement Grant could enhance attractiveness and improve urban design of downtown commercial, mixed use buildings, and could be seen as a support to small businesses.

There could also be disadvantages: A TIG such as the one proposed would likely divert funding from programs targeting strategic priorities, especially affordable housing, though this may be mitigated if a more advantageous grant level were added to the program similar to that for the proposed Brownfield TIG. The similar existing SNIP Rehabilitation and Redevelopment TIG has not produced significant increases in affordable housing or employment. A more focused façade program may address some issues with the current broad patchwork of programs, but may also fund work that would have happened anyway.

**(7) Provides a full costing to maintain both programs Suites (Old Suite and 4 Pillar) in accordance with the recommended changes**

It is difficult to understand the full cost of maintaining both the existing and proposed suite of incentives as staff do not have a comprehensive listing of all proposed development in the Region. Staff have used historical experience and knowledge of several significant brownfield and other developments which are in the planning stages to make estimates of their eligibility under current and new programs. These estimates are based on the information at the time of this report, but it should be noted other funding requests and construction delays are likely to affect the amounts and timing reflected here.

The bars on the graph in Slide 11, Appendix 3 illustrate the estimated cost of existing and proposed incentives. The solid bars represent the forecast of new incentives broken down by policy priority. The hashed area of the bars represents the incremental cost of supporting existing incentives in addition to the proposed programs. The new incentive programs are projected to increase the current cost from \$12M to \$27M mainly due to brownfield tax increment grants. Existing incentives are estimated to add anywhere from \$3.8M to \$9.8M to the cost depending on the timing of development, but in total an amount in excess of \$47M over the 10 year period. Unaligned incentives have also been included as the cost of these has been committed through existing agreements and funding must be maintained until their expiry.

Staff have included in this estimate the cost of brownfield transition agreements from the 2012 to the 2017 RDC bylaw which preserve developers' right to use the 2012 incentives which were not capped at remediation costs. These agreements are set to expire August 31, 2022; however Council has already been requested to extend one of those agreements, and further requests are likely forthcoming. Therefore, the full estimated amount of these agreements has been included in 2022 and 2023 to ensure a comprehensive assessment of the cost of all incentives in flight.

**(8) Articulates how each scenario (Old Suite, 4 Pillar or dual offering) will impact the upcoming levy budget.**

The incentives are funded either from base budget levy increases or assessment growth revenue each year. Both have an impact on budgets as they limit the available levy dollars or growth dollars (new levy) to fund base programs and services and growth-related costs in accordance with the Budget Planning By-law as follows:

- Infrastructure gap funding
- Incremental operating costs of growth -- for example, more new roads result in increased cost to maintain them which should be funded from growth dollars
- New capital assets or services -- for example, Canada Summer Games Park, transit consolidation
- Council strategic priorities – for example, GO, hospitals, hospice

The background shading in Slide 11, Appendix 3 identifies the dollars funded from base levy versus assessment growth. Funding required for RDC programs begins to decline in 2022 due to the revised new suite of incentives. However, it is not recommended that the budget be decreased at that time as it would be required to address funding of brownfield transition agreements if extended, and could be repurposed to other priorities such as affordable housing incentives. In the absence of available funding for the brownfield agreements, deficits would result, which have to be funded either from:

- Tax levy increases
- Regional Taxpayer Relief Reserve reserves which limits available funding for other unknowns and tax mitigation
- DC reserve payback to the levy, but this may impact RDCs available for crucial growth capital projects

The growth in the new incentives is primarily in the area of brownfield TIGs, which are funded from assessment growth. Slide 12, Appendix 3 provides a look at the historical assessment growth dollars used to fund TIGs, as well as a projection based on a 2% budget increase applied to growth to demonstrate the proportion of assessment growth that would be incrementally dedicated to incentives based on best estimates. Similar to the information on Slide 11, Appendix 3, these forecasts are subject to change.

## **Alternatives Reviewed**

This report provides information and recommendations in response to a Council request. Alternatives as outlined in the report, and the recommended option, are:

- (1) Adopt the recommendations in Report PDS 31-2021;
- (2) Adopt the proposed amendment to Report PDS 31-2021 which would institute the proposed incentives in the Niagara Region Incentive Policy but also continue certain existing incentive programs;
- (3) Adopt the incentive programs and alternative reporting, timelines and transitions associated with them as outlined in Option 3 and elsewhere in this report.

The incentive review and the recommendations stemming from it in the Niagara Region Incentive Policy fulfilled Council direction to align Regional incentives into four Priority Areas and make the programs more consistent, sustainable and accountable. The three year review conducted wide-ranging research, careful data analysis, program comparisons and engagement to produce competitive, data-driven, best-practice recommendations that align with Council strategic priorities. Staff proposals in this report incorporate subsequent Council feedback and direction, and would further optimize this important opportunity to clearly, reasonably and sustainably transition from existing to newly aligned and focused incentives.

## **Relationship to Council Strategic Priorities**

The recommendations in this report support the following 10 objectives in all four Council strategic priorities:

### **Priority 1: Supporting Businesses and Economic Growth**

- Objective 1.1: Economic Growth and Development
- Objective 1.2: Support retention and development of skilled labour force
- Objective 1.3: Collaborative Approach to Business Growth and Retention
- Objective 1.4: Strategically Target Industry Sectors

### **Priority 2: Healthy and Vibrant Community**

- Objective 2.1: Enhance Community Wellbeing
- Objective 2.3: Addressing Affordable Housing Needs

### **Priority 3: Responsible Growth and Infrastructure Planning**

- Objective 3.2: Environmental sustainability and stewardship (14)

#### **Priority 4: Sustainable and Engaging Government**

- Objective 4.1: High quality, efficient and coordinated core services
- Objective 4.2: Enhanced Communication
- Objective 4.3: Fiscally Sustainable

#### **Other Pertinent Reports**

- PDS 42-2017 Overview of 2018 Incentive Review
- PDS-C 19-2018 ICOP Phase 1 Audit Report on Regional Incentive Review
- PDS-C 31-2018 ICOP Phase 2 Audit Report on Regional Incentive Review
- PDS-C 38-2018 Local Municipal Responses to Incentive Review Audit Report
- PDS 22-2019 Regional Incentives Financial Information
- PDS 34-2019 Grants and Incentives Review
- CSD 55-2020 Sustainability Review Final Report
- RDCPTF-C 7-2021 Development Charges Grant Expenditures under 2017 Regional Development Charges By-law
- PDS 31-2021 Niagara Region Incentives Policy

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## **Appendices**

|            |   |
|------------|---|
| Appendix 1 | Proposed Amendment to Report PDS 31-2021      |
| Appendix 2 | Referral Motion August 31, 2021               |
| Appendix 3 | PDS 37-2021 Presentation                      |
| Appendix 4 | Designated Greenfield Areas in Niagara Region |

**Appendix 1: Pending Motion to Amend PDS 31-2021**

The following motion to amend PDS 31-2021 was on the floor for consideration at the Special Council meeting on August 31, 2021:

1. That the Niagara Region Incentives Policy (Appendix 1 of Report PDS 31-2021) which promotes Council's four Priority Areas for Niagara Region, namely Affordable Housing, Employment, Brownfield Remediation, and Public Realm, BE APPROVED with the following additions:
  - a) That the current Regional TIG and Smart Growth DC programs be maintained in municipal CIP districts until October 1 2024 or until new programs are approved by Regional Council that further support municipal CIP Districts with criteria that supports residential intensification, employment enhancements and brownfield remediation;
  - b) that the SNIP (Smarter Niagara Incentive Program) be maintained with a maximum dollar figure available for grants that is determined during the annual budget process;
2. That staff PROVIDE sunset clause policies for currently approved programs that include reasonable expiration dates;
3. That staff formally REVIEW and REPORT to Regional Council prior to October 2024 on the effectiveness, challenges and any recommended changes to the Region's Incentive Programs, after consulting with the local area municipalities;
4. That staff BE DIRECTED to explore the inclusion of the Niagara Investment in Culture Program as part of the updated policy; and
5. That Report PDS 31-2021 BE CIRCULATED to the Local Area Municipalities.

## **Appendix 2: Referral Motion from August 31, 2021 Special Council Meeting**

The following motion was approved at the Special Council Meeting on August 31, 2021 to refer PDS 31-2021 to a Committee of the Whole meeting on October 7, 2021 and directing staff to provide a report at that time which includes:

1. What programs would be cancelled in moving to the 4 Pillar Suite of Incentives;
2. Articulates which of those programs would attain any of the 4 Pillar objectives;
3. Identify what programs from the Old Suite or the 4 Pillar Suite incentivize greenfield development;
4. Provides recommendations for grandfathering and expiration timelines;
5. Provides recommendations for annual reporting to Council on program costing;
6. Provides an incentive option for the 4 Pillar model pertaining to “Downtown Core” improvements/developments for Council consideration;
7. Provides a full costing to maintain both program Suites (Old & 4 Pillar) in accordance with the recommended changes;
8. Articulates how each scenario (Old Suite, 4 Pillar or dual offering) will impact the upcoming levy budget.



# Niagara Region Incentive Information and Alternatives

Regional Council Committee of the Whole

October 7, 2021

# Terms

## Smarter Niagara Incentive Program (SNIP)

Residential Grant

Planning Grant (CIP/Sec Plan)

Environmental Assessment Study Grant

Building and Façade Improvement Grant

Heritage Restoration and Improvement Grant

Property Rehabilitation and Redevelopment Tax Increment Grant

Brownfield Tax Assistance Program

Agricultural Buildings and Facilities Revitalization Grant

Agricultural Feasibility Study Grant

Affordable Housing Grant

Public Domain Incentives Program

## Tax Increment Grant (TIG)

Existing:

Gateway CIP TIG

SNIP Agricultural Buildings and Facilities

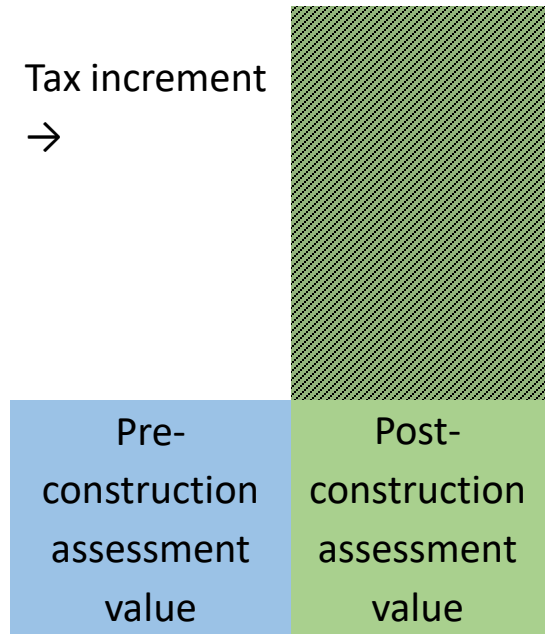
SNIP Rehabilitation and Redevelopment (incl BTIG)

Proposed:

Gateway CIP TIG

Niagara Business Attraction TIG

Brownfield TIG (two tiers)



# Repurposed and Continuing Programs

| New/ Repurposed Programs                                      | Repurposed from | Existing Program   |
|---|-----------------|--|
| <b>Affordable Housing</b>                                     |                 |  |
| Public Housing Partnership                                    | →               | Partnership Housing Program (pilot)<br>SNIP Affordable Housing Grant<br>Municipal Housing Project Facility RDC Grant |
| Non-Profit RDC Grant Program                                  | →               | Non-Profit RDC Grant Program   |
| Intensification RDC Grant                                     | →               | Intensification RDC Grant<br>Granny Flats RDC Grant  |
| Affordable and Supportive Housing RDC Grant                   | →               | Affordable Housing RDC Grant   |
| Residential Rental Grant                                      | →               | Niagara Renovates Secondary Suite  |
| Small Building Rental Grant                                   | →               | SNIP Residential Grant   |
| Welcome Home Niagara -- Home Ownership Downpayment Assistance | →               | Welcome Home Niagara -- Home Ownership Downpayment Assistance  |
| Niagara Renovates for Homeowners                              | →               | Niagara Renovates for Homeowners   |
| Niagara Renovates Multi-residential                           | →               | Niagara Renovates Multi-residential  |
| Non-Profit and Co-op Capital Repair Costs                     | →               | Non-Profit and Co-op Capital Repair Costs  |
| Housing Provider Capital Loan Program                         | →               | Housing Provider Capital Loan Program  |
| <b>Employment</b>   |                 |  |
| Gateway CIP Tax Increment Grant                               | →               | Gateway CIP Tax Increment Grant  |
| Gateway CIP Regional DC Reduction Grant                       | →               | Gateway CIP Regional DC Reduction Grant  |
| Niagara Business Attraction Tax Increment Grant               | →               | SNIP Property Rehabilitation and Redevelopment Tax Increment Grant   |
| Employment RDC Grant  | →               | Industrial RDC Grant   |
| 50% Industrial Expansion RDC Grant                            | →               | 50% Industrial Expansion RDC Grant   |

# Repurposed, Continuing and Unaligned Programs

| New/ Repurposed Programs                       | Repurposed from | Existing Program   |
|--|-----------------|--|
| <b>Brownfield Remediation</b>                  |                 |  |
| Brownfield Tax Increment Grant (Tiers 1 and 2) | →               | SNIP Property Rehabilitation and Redevelopment Tax Increment Grant |
|  |                 | SNIP Environmental Assessment Study Grant                          |
| Brownfield RDC Deferral                        | →               | Brownfield RDC Grant   |
| <b>Public Realm</b>                            |                 |  |
| Public Realm Improvement Program               | →               | SNIP Public Domain Incentives Program                              |
| <b>Other</b>                                   |                 |  |
| PDS Departmental Resourcing                    | →               | SNIP CIP/Secondary Plan Planning Grant                             |

## Unaligned Grants

| <b>Continuing (mandatory)</b>                                   |  |
|---|--|
| Local Municipality, Board, Region RDC Grant                     | Board of Education RDC Grant           |
| <b>Not continuing</b>   |  |
| SNIP Building and Façade Improvement Grant                      | Smart Growth RDC Grant                 |
| SNIP Heritage Restoration and Improvement Grant                 | Hotel/Motel RDC Grant                  |
| SNIP Agricultural Feasibility Study Grant                       | Long-Term Care Home RDC Grant          |
| SNIP Agricultural Buildings and Facilities Revitalization Grant | Phase-in Rates RDC Grant               |
| SNIP Brownfield Tax Assistance Program                          | Parking Structures RDC Grant           |
| Niagara Investment in Culture (NIC) Program                     | Agriculture RDC Grant                  |
| Waterfront Investment Program (WIP)                             | Place of Worship RDC Grant             |
| Heritage Tax Rebate Program                                     | Canopies (i.e., Gas Station) RDC Grant |

# Programs and Priority Areas

|  | Number of Programs | Repurposed/ Continuing | Not Continuing | Discontinued Program In a Priority Area |
|--|--------------------|------------------------|----------------|---|
| Smarter Niagara Incentive Program (SNIP) | 11                 | 6                      | 5              | 1<br>Brownfield Tax Assistance Program  |
| Gateway CIP                              | 2                  | 2                      | --             | --                                      |
| NRH programs                             | 6                  | 6                      | --             | --                                      |
| Regional DC Incentives                   | 18                 | 10                     | 8              | 0                                       |
| Other Incentives                         | 5                  | 2                      | 3              | 0                                       |
| New Incentive                            | 1                  | 1                      | --             | --                                      |

- Of 42 programs, 26 continuing, 16 not continuing, 1 new
- Only 1 of 16 discontinued programs is in a Priority Area
- All Incentive Policy programs are in Priority Areas

# Greenfield Incentives

Designated Greenfield Area (DGA) – land in settlement areas undeveloped as of 2008 provincial mapping

- Refers to geography not characteristics (e.g., not opposite of brownfield)
- Can have brownfield, employment or residential in DGAs
- Development has occurred in DGAs since 2008
- Existing /proposed incentives could be permitted in DGAs
- Neither existing/proposed incentives expressly target DGA development

**Key difference: Proposed incentives achieve objectives in Priority Areas; existing incentives may not**

# Potential Downtown Core Incentives

Most proposed incentives are eligible in downtown cores and align with priority areas

|                           | Downtown Intensification TIG   | Façade Improvement Grant   |
|---------------------------|--|--|
| Description and Objective | A matching tax increment grant program to encourage intensification, i.e., increase residential and employment options, in downtown core areas   | A matching grant program to encourage improvement of facades of commercial or mixed use buildings in downtown core areas   |
| Key Parameters            | <ul style="list-style-type: none"> <li>• Matching fixed TIG for 10 years at 45% (65% if affordable housing is included)</li> <li>• Available in Downtown Cores as currently identified in the Official Plans of local area municipalities, with appropriate matching programs</li> <li>• Phasing and sunset clauses as per other Regional TIG programs                             <ul style="list-style-type: none"> <li>• Can only stack with eligible RDC incentives</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Matching grant for up to \$10k/property, \$15k/property for heritage building                             <ul style="list-style-type: none"> <li>• One grant per property every 5 years</li> <li>• Must be eligible improvement to façade only (includes signage)</li> </ul> </li> <li>• Biannual intake up to annual program budget determined by Council                             <ul style="list-style-type: none"> <li>• Available in local municipal CIP areas</li> </ul> </li> </ul> |
| Metrics                   | <ul style="list-style-type: none"> <li>• Number and types of residential units built</li> <li>• Amount of affordable housing generated</li> <li>• Number and types of businesses opening</li> <li>• Number and types (FT, PT) of jobs generated</li> <li>• Increase in assessment value generated</li> </ul>   | <ul style="list-style-type: none"> <li>• Number of grants provided</li> <li>• Location of grants provided</li> <li>• Before/after photos for qualitative assessment</li> </ul>   |

# Timeline Options

## Option 1 PDS 31-2021

|              |  |  |
|--------------|--|--|
| Dec 31, 2021 | <b>Expire:</b> All current non-RDC incentive programs  | Transition time to new programs: 3 months<br>Transition policies: 0<br>Overlapping Programs: 0 |
| Jan 1, 2022  | <b>Begin:</b> All NR Incentive Policy programs   |  |
| Aug 31, 2022 | <b>Expire:</b> all discretionary RDC incentives<br><b>Begin:</b> NR Incentive Policy RDC incentives (subject to new RDC bylaw) |  |

## Option 2 Pending Motion

|                    |   |   |
|--------------------|---|---|
| Dec 31, 2021       | <b>Expire:</b> WIP, NIC, Heritage Tax Rebate  | Transition time to new programs: 3 - 35 months<br>Transition policies: 0<br>Overlapping Programs: 4 |
| Jan 1, 2022        | <b>Begin:</b> All NR Incentive Policy programs; Continue: SNIP simple grants (TBD), SNIP Rehabilitation and Redevelopment TIG   |   |
| Aug 31, 2022       | <b>Expire:</b> All discretionary RDC incentives except Smart Growth RDC<br><b>Begin:</b> NR Incentive Policy RDC incentives (subject to new RDC bylaw)  |   |
| Oct 1, 2024 latest | <b>Expire:</b> SNIP Rehabilitation and Redevelopment TIG, Smart Growth RDC grant -- unless replaced earlier by "residential intensification, employment enhancements and brownfield remediation" programs |   |



# Timeline and Transition Option

## Option 3 PDS 37-2021 Alternative

|              |   |   |
|--------------|---|---|
| Dec 31, 2021 | <b>Expire:</b> WIP, NIC, Heritage Tax Rebate, Public Housing Partnership pilot, SNIP Affordable Housing, SNIP Public Domain, SNIP Agriculture Feasibility Study, SNIP Agriculture TIG | Transition time to new programs: 3 - 18 months<br>Transition policies: 3<br>Overlapping Programs: 0 |
| Jan 1, 2022  | <b>Begin:</b> Partnership Housing Program   |   |
| Aug 31, 2022 | <b>Expire:</b> All discretionary RDC incentives<br><b>Begin:</b> NR Incentive Policy RDC incentives (grants subject to new RDC bylaw)   |   |
| Mar 31, 2023 | <b>Expire:</b> SNIP -- Façade Improvement, Heritage, Planning, ESA, BTAP, Rehabilitation and Redevelopment TIG; Secondary Suite program   |   |
| Apr 1, 2023  | <b>Begin:</b> all NR Incentive Policy programs  |   |

## Transition Policies

**Smart Growth RDC Grant** -- Applicants that have received preliminary assessments and where building permits are issued by Aug 31, 2022 will be eligible for the grant provided the project is completed and a formal application is submitted by Aug 31, 2023

**SNIP Rehabilitation and Redevelopment TIG** –Applicants with projects approved by local municipalities by Mar 31, 2023 will be eligible under current program if municipality submits complete Regional funding application by June 1, 2023

**Downtown Core Incentives** -- If adopted, existing overlapping programs (e.g., SNIP Rehabilitation and Redevelopment TIG, SNIP Façade Improvement) expire on the start date of new incentives, with SNIP Rehabilitation and Redevelopment TIG transitioning as outlined

# Incentive Reporting

## Operating Regional Incentive Programs: Annual

Including program costs but also other key performance indicators and the achievement of Priority Area objectives

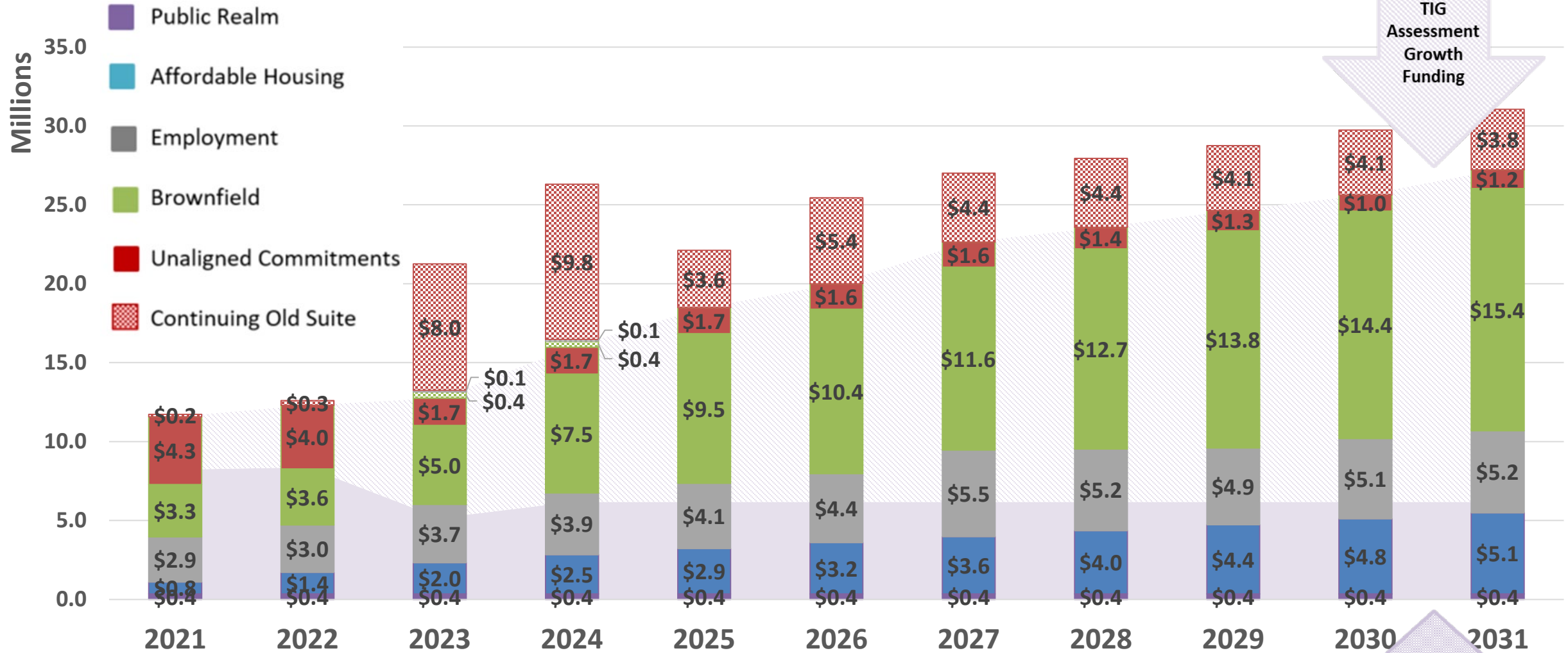
## Existing Incentive Programs: Within a year of expiry (TBD)

Comprehensive report on existing incentive programs

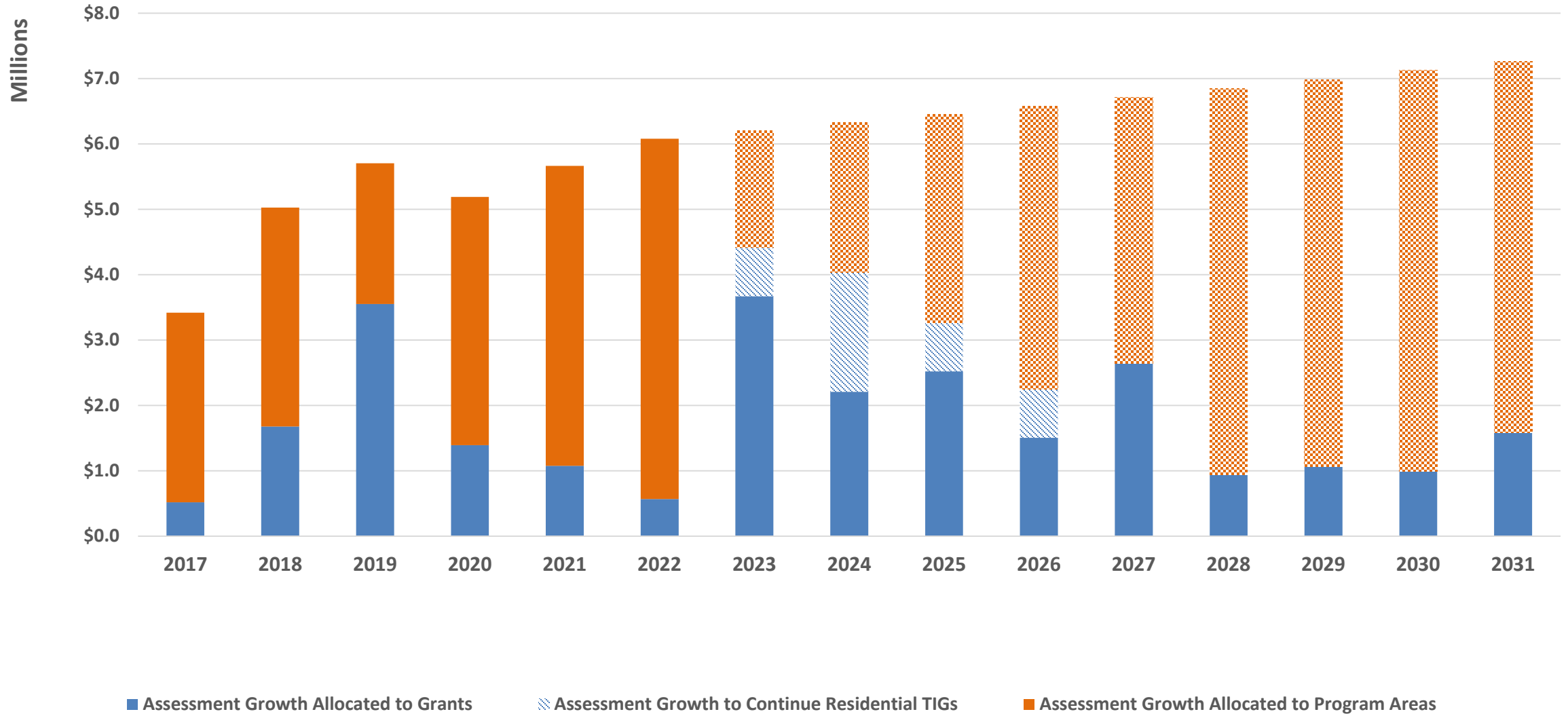
## Niagara Region Incentive Policy: Five years from start date

Comprehensive report on newly aligned incentives

# Forecast of Proposed/Existing Incentive Costs and Funding Sources



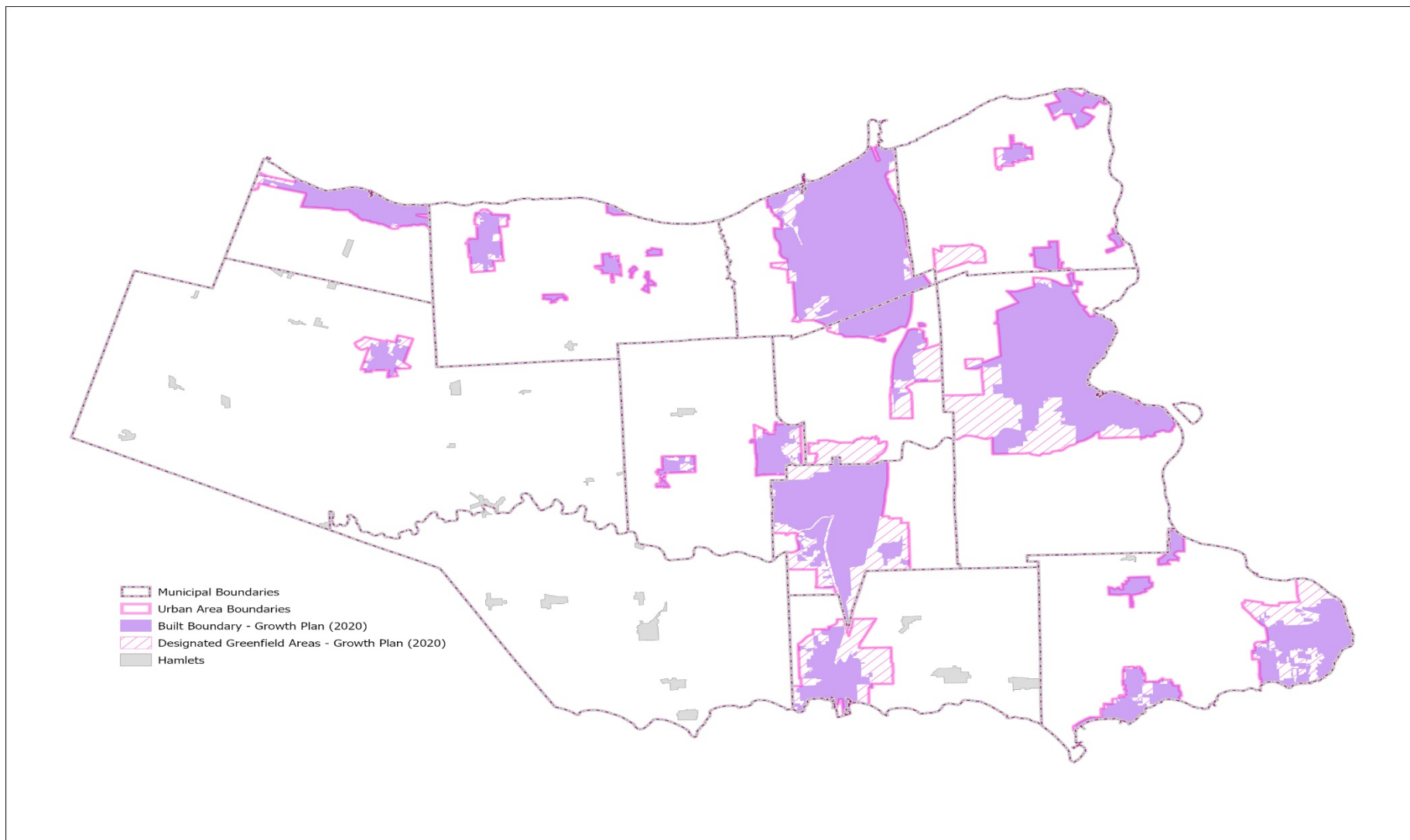
# Assessment Growth Dollars Used for Tax Incremental Grants



# Preferred Alternative

- Provides reasonable timelines for expiry and transition of existing incentive programs to the newly aligned incentives, without the potential confusion and cost of overlapping programs
- Includes input from Council to propose downtown core intensification incentives in a targeted and sustainable way
- Uses wide-ranging research, careful data analysis, program comparisons and engagement to produce data-driven, best-practice recommendations that align with Council Priorities
- Ensures annual program reporting and regular comprehensive reporting on existing and new incentive policies and programs
- Tracks meaningful and measurable results to ensure programs remain successful and accountable

## Appendix 4: Designated Greenfield Areas in Niagara Region



**From:** [Jamie Lee](#)  
**To:** [Amber LaPointe](#)  
**Cc:** [Charlotte Madden](#)  
**Subject:** FW: Item 32, Committee of the Whole Report No. 39, September 27, 2021  
**Date:** October 19, 2021 4:02:51 PM  
**Attachments:** [image001.png](#)

---

October 19, 2021

*Sent on behalf of Todd Coles, City Clerk*

Amber LaPointe  
Manager of Legislative Services/City Clerk  
City of Port Colborne  
66 Charlotte St.  
Port Colborne, ON L3K 3C8

Dear Amber LaPointe:

**RE: ENDORSING NATIONAL TEEN DRIVER SAFETY WEEK AND  
REQUESTING THE MINISTRY OF TRANSPORTATION TO REVIEW  
MEASURES IMPACTING NEWLY LICENSED DRIVERS**

-  
[Linked](#) for your information is **Item 32, Report No. 39**, of the Committee of the Whole regarding the above-noted matter, which was adopted without amendment by the Council of the City of Vaughan at its meeting of September 27, 2021.

I draw your attention to the Resolution recommendation, as follows:

3. *That the City Clerk forward a copy of this resolution to the Premier, the Minister of Transportation, the Minister of Municipal Affairs and Housing, all municipalities in Ontario, the York Regional Police, the Ontario Safety League, the Ontario Association of Chiefs of Police, and Parachute.*

If the above link does not work, please refer to the following [Post-Agenda page](#), and locate the item accordingly.

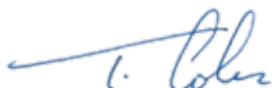
For your information, the resolution previously submitted by Councillor Sandra Yeung

Racco regarding "RAISING THE LEGAL AGE FOR A LICENSED DRIVER FROM 16 TO 18" in June 2021 was deferred to the Committee of the Whole meeting in September. At its meeting of September 27, 2021, Council resolved to receive the resolution and no further action be taken.

***To assist us in responding to inquiries, please quote the item and report number.***

***For inquiries, please reply to [clerks@vaughan.ca](mailto:clerks@vaughan.ca).***

Sincerely,

A handwritten signature in blue ink that reads "T. Coles". The signature is written in a cursive style with a long horizontal stroke extending to the left.

Todd Coles  
City Clerk

Attachment:  
[Extract](#) (linked)

TC/fl

This e-mail, including any attachment(s), may be confidential and is intended solely for the attention and information of the named addressee(s). If you are not the intended recipient or have received this message in error, please notify me immediately by return e-mail and permanently delete the original transmission from your computer, including any attachment(s). Any unauthorized distribution, disclosure or copying of this message and attachment(s) by anyone other than the recipient is strictly prohibited.



# THE JOINT ACCESSIBILITY ADVISORY COMMITTEE

---

PRESENTATION TO COUNCILS 2021

# HISTORY OF JAAC

---

- In 2003, six municipalities came together to create the Joint Accessibility Advisory Committee. The committee includes:
  - The Town of Lincoln
  - The Township of West Lincoln
  - The Town of Pelham
  - The City of Thorold
  - The Town of Niagara-on-the-Lake and
  - The Town of Grimsby

# COMMITTEE EXPANSION

---

- In 2021, the committee expanded
- We are now joined by the City of Port Colborne
- We welcome Port Colborne and will assist the City to ensure compliance with the AODA. We will work to develop positive relationships within the local community

# COMMITTEE ACTIVITIES

---

- Audits of municipal facilities
- Training modules for staff to ensure AODA compliance
- Committee branding: we have a new logo, a community flag and a Facebook page



**JOINT ACCESSIBILITY**  
**ADVISORY**  
**COMMITTEE**

**LINCOLN, WEST LINCOLN, PELHAM, THOROLD, NIAGARA-ON-THE-LAKE  
GRIMSBY & PORT COLBORNE**

# ACTIVITIES CONTINUED

---

- We continue to promote our Accessibility Award
- We use an audit checklist in each business
- If the business scores 80% or higher they receive the We Are Accessible Award
- To date, 10 businesses have received the award throughout our catchment area



# 2025

---

- Currently 22% of the Canadian population has a disability
- The deadline for full accessibility in the municipality is fast approaching. This means goods and services will need to be accessible (customer service, information and communications, new facilities and services).

## 2025 CONT'D

---

- We will continue to work with staff and council to ensure compliance with the AODA and are available to answer questions or concerns and to review site plans.



# WE ASK

---

- We ask Council to assist us in ensuring the municipality meets the 2025 deadlines
- We ask Council to promote our We Are Accessible Award to local businesses
- We ask Council to continue to communicate with us about their accessibility concerns and decisions
- We thank you for the opportunity to present to Council



Port Colborne Historical & Marine  
**MUSEUM**  
*...more than a museum!*

A meeting of the Board of Management of the Port Colborne Historical and Marine Museum was held September 21, 2021 at 7 p.m. over Microsoft Teams.

Present via Microsoft Teams: Stephanie Powell Baswick, Pam Koudjis, Bonnie Johnston, John Maloney, Claudia Brema, Cheryl MacMillan, Bina Patel, Councillor Eric Beauregard, Bert Murphy, Arlene Lessard.

Present at the L.R. Wilson Heritage Archives: Abbey Stansfield, Terry Huffman

Regrets: Brian Heaslip, Jeff Piniak, Margaret Tanaszi

Minutes:

Moved by: Cheryl MacMillan

Seconded by: Bonnie Johnston

To: Approve the minutes of the Board of Management from July 20, 2021.

Motion carried.

Business Arising: No report

Correspondence:

Abbey Stansfield read a thank you note that was sent from the Oakville Optimist Club for a virtual programming they had received on shipwrecks of the great lakes.

Council Report:

Councillor Beauregard reported that they are going through the capital budget. He noted that the Museum capital budget wasn't selected to be reviewed and he doesn't expect it will.

Auxiliary Report:

Bonnie Johnston reported that there was a health inspector visit and that everything passed that is currently applicable. Since the tearoom isn't currently open not everything was required.

Friends of Roselawn Report:

Arlene Lessard reported that the Friends of Roselawn had met in August and discussed several upcoming initiatives. The group wants to create a strategic plan in the upcoming months as one of their initiatives.

Arlene also reported that the Friends of Roselawn website has been updated to include the Digging for Roots project and past Friends of Roselawn newsletters. By providing the newsletters the history of Roselawn is becoming more accessible.



Port Colborne Historical & Marine  
**MUSEUM**  
*...more than a museum!*

**Finance Report:**

Stephanie Powell Baswick reported that council has been looking at budget which is positive as it allows for 2022 planning and efficient allocation of resources. Stephanie reported that the capital figures are directly based on the 5-year plan. Mason Thomas provided direction on what the capital building requirements should be. The operating budget was based on the 2019 instead of pandemic budgeting.

Moved by: Eric Beauregard

Seconded by: Bert Murphy

To: Approve the minutes of the proposed 2022 Museum capital and operating budgets

Motion carried.

**Curator Report:**

Stephanie Powell Baswick reported that we were successful in hiring Meghan Chamberlain for two part time positions. She has been awarded the position of Archives Assistant a position shared by Kyla and as the Weekend receptionist and gift shop purchaser.

Stephanie reported that the museum will be open on September 30 for visiting. Two staff members that had participated in truth and reconciliation training will be working and willing to converse with the public on where to find resources on the subject to enhance their knowledge on the subject.

Stephanie reported that the Education Programmer, Abbey Stansfield, is currently working on a new youth based membership programming initiative called History Chasers.

The museum is applying for funding on a new grant for reopening museums post COVID.

The corporate donor campaign is ready to be launched. More and more people are requesting research and so new this year is the ability to become an Archives Advocate. Similar to a museum life patron with the exception that the money goes to the archives.

Jeff Dwor has been kind enough to donate resources to be used for research at the Archives.

**Membership Committee Report:**

Claudia Brema reported that for 2021 the museum had 316 members and 10 new life patron memberships. The idea for sponsorship was well received in the community and was applauded.





Port Colborne Historical & Marine  
**MUSEUM**  
*...more than a museum!*

**Building and Property Committee Report:**

Jeff Piniak expressed concern that the sidewalk is cracking near the museum which he fears will lead to foundation problems. Stephanie has notified the city that the sidewalk should be assessed and repaired.

**Marketing and Site Promotion Report:**

Hanna Skala was able to prepare a mockup of the grounds map for the committee to look at and approve.

**Programme Committee Report:**

No Report.

**Fundraising Committee Report**

No Report.

**Policy Report:**

No Report.

**Accession Committee Report:**

Terry Huffman requested a discussion on whether the moratorium should be lifted and the museum begin meeting to consider donation offers.

Moved by: Terry Huffman

Seconded by: Claudia Brema

To: Lift the moratorium and begin to assess donation offerings provided the COVID policies allow.

Motion carried.

**Heritage Committee:**

The committee. Has met twice once to review a request to change the windows in a heritage building. The committee approved the recommendation because the windows weren't original to begin with.

They met a second time to review the list and began the process for removing buildings that don't belong on the list.

**New Business:**

Stephanie reported that the board renewals and appointments for 2022 were currently underway and were waiting for council approval.

Stephanie also reported that the Sea Shanties to mark canal days were well received.

**Motion to Adjourn: Cheryl MacMillan**



## PORT COLBORNE

Meeting  
Environmental Advisory Committee  
August 11, 2021 6:00 p.m.

### The following were in attendance:

Staff: Darlene Suddard  
Cassandra Banting

Council: Councillor Mark Bagu  
Councillor Harry Wells

Public Members: George McKibbon  
Jack Hellinga  
Ryan Waines  
Steven Rivers  
Clayton Nadeau  
Norbert Gieger  
Trent Doan  
Tim Hoyle

As a COVID-19 precaution, city staff and the chair met in person at the Engineering and Operations Centre. The rest of the committee joined on Microsoft Teams.

---

#### 1. Call to Order

George called the meeting to order at 6:02 p.m.

#### 2. Adoption of the Agenda

Moved by Jack Hellinga  
Seconded by Tim Hoyle

That the agenda dated August 11, 2021 be accepted as circulated.  
CARRIED.

#### 3. Disclosures of Interest

Nil.

#### 4. Approval / Review of Previous Meeting Minutes

George noted that the attachment referenced in item 5 is missing from the previous meeting minutes. With that amendment the minutes were adopted.

**5. Municipal Re-Organization**

Darlene provided an overview of the new organizational structure in the Public Works Department. Darlene is now the Manager of Water Wastewater and Cassandra is the new Environmental Compliance Supervisor. George thanked Darlene for the efforts she has made on behalf of the committee and wished her well in her new position. George welcomed Cassandra to the committee.

**6. Presentation – Land Use Compatibility – Ryan Waines**

Ryan provided a presentation on Jungbunzlauer's manufacturing operations and the measures Jungbunzlauer takes to achieve land use compatibility of the site. He discussed what JBL's current compliance requirements involve and the future expansion plans.

Source Water Protection considerations were also discussed around JBL's current permit to take water and its water intake from the Welland Canal. Committee members discussed how official plan and zoning provisions can be used to protect water quality in the vicinity of that intake.

Harry Wells, Steve Rivers and George McKibbon will discuss specific recommendations to Council on how the City's official plan and bylaw can support Jungbunzlauer efforts to achieve land use compatibility while protecting sensitive residential and trail uses and enabling industrial/economic expansion. The subcommittee will also consider measures the City can take in its planning documents to protect water quality in the vicinity of the water intake. These recommendations will be presented at the next EAC meeting.

Ryan's presentation is attached to these minutes.

**7. Presentation – MECP Land Use Compatibility Guidelines – George McKibbon**

George provided a presentation with an overview of the draft Land Use Compatibility Guidelines released by the Ministry of Environment, Conservation and Parks (MECP) and how these changes may impact municipal land use planning.

The draft guideline represents a substantial and much anticipated update of provincial land use compatibility guidelines. The guideline is needed to help support MECP's air, noise, and odour approvals under the Environmental Protection Act. Implementation of the Guideline as written will require substantial modification of the City's zoning bylaw. Harry, Steve, and

George will use this as background in drafting recommendations for Item 6 above to EAC at the next meeting.

## **8. Items Arising from Previous Minutes**

### **a) Additional Vale CBRA Recommendations Memo to City Clerk, City Council Received for Information on January 25, 2021.**

Jack, Harry, and George will consider how to put recommendations to Council more effectively when addressing item 6 above.

### **b) Update on Community Gardens**

George reported that the city staff committee responsible for implementation of the Recreational Master Plan will reconsider the action requests made to EAC earlier and advise whether further action is needed at their next committee meeting.

## **9. Electric Vehicles**

Norbert will circulate information on electric vehicles and the associated cost savings and environmental footprint. Darlene and Cassandra discussed budget items related to electric charging stations which will be proposed at City-owned facilities. They also discussed the new Fleet Supervisor position which will work with the Climate Change coordinator on reviewing green fleet initiatives.

## **10. Other Business**

George discussed the attached advisory that was circulated to Registered Professional Planners regarding quarry fly rock.

Moved by Jack Hellinga  
Seconded by Harry Wells

That the quarry fly rock advisory be sent to the JART Committee responsible for the technical review of the Rankin Quarry Expansion Aggregate and Planning Acts applications.

Jack discussed the recent PTTW renewal request from Port Colborne Quarry.

Clayton indicated he will not be applying to renew his role on the EAC. George and members of the EAC thanked Clayton for his service on the committee as Vice Chair.

Clayton provided an update from Niagara Coastal Community Collaborative and on a citizen science program for the shoreline in partnership with Niagara College. He also discussed a partnership with Swim Drink Fish and partnerships with the NPCA on a grant with the Great Lakes Action Fund.

He indicated that further information could be found on niagaracoastal.ca and the information will be undergoing an update soon.

Members discussed the current Regional Official Plan review. George will consult with regional planning staff and enquire whether a presentation can be made to the committee at the next meeting.

**11. Next Meeting /Adjournment**

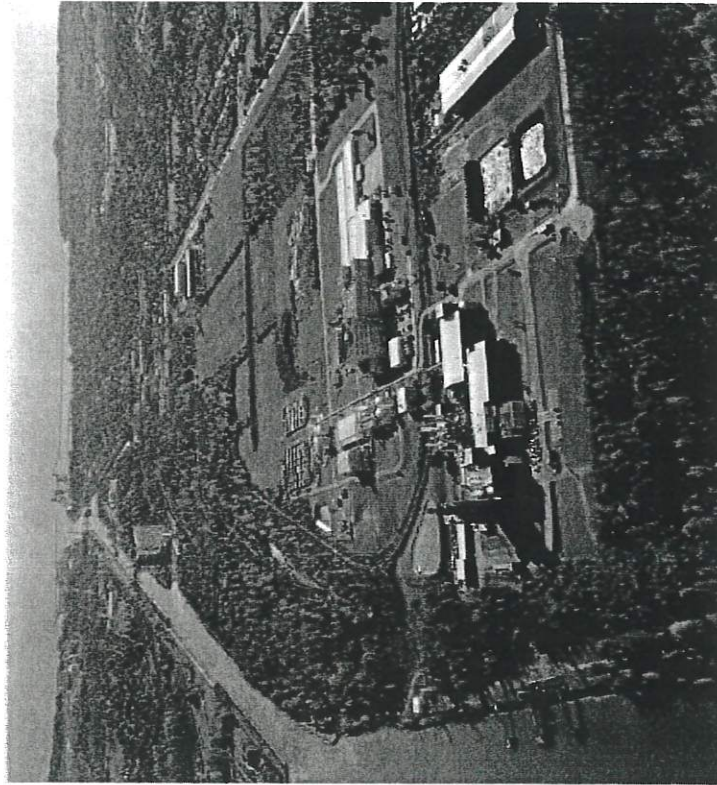
With no further business to discuss, the meeting will be adjourned at 7:42 p.m.

The next EAC meeting will be on Wednesday October 13, at 6 p.m.



# Land Use Compatibility Guidelines Discussion

1555 Elm Street, Port Colborne, ON



# Jungbunzlauer

*From nature to ingredients®*



## Land Use Compatibility Discussion

Jungbunzlauer

- Facilities are built on ~25 acres of ~250 acres of JBL owned land in the industrial zoned area of Port Colborne
- The original site was strategically positioned to create a buffer from Elm Street and the closest residential neighbourhood(s)
- **Original Corporate site selection and siting requirements...**
- Greenfield land available adjacent to main raw material supplier of Glucose (formerly Casco / Ingredient)
- Adjacent to the Welland Canal for access to fresh water primarily used for non-contact cooling water purposes (fermentation)  
(*Small portion of the water is also filtered and demineralized and utilized in the manufacture of citric acid and related products*)
- Available leased SLSMC (Seaway lands) for water intake buildings as well as the non-contact & treated wastewater discharge
- Existing rail line runs through the adjacent manufacturing facilities to satisfy bulk shipping needs
- Close proximity to the US border where ~80+% of the finished products are currently exported
- Locally sourced vendors & contractors are utilized for various facility supplies and maintenance needs on an on-going basis

# Land Use Compatibility Discussion

Jungbunzlauer

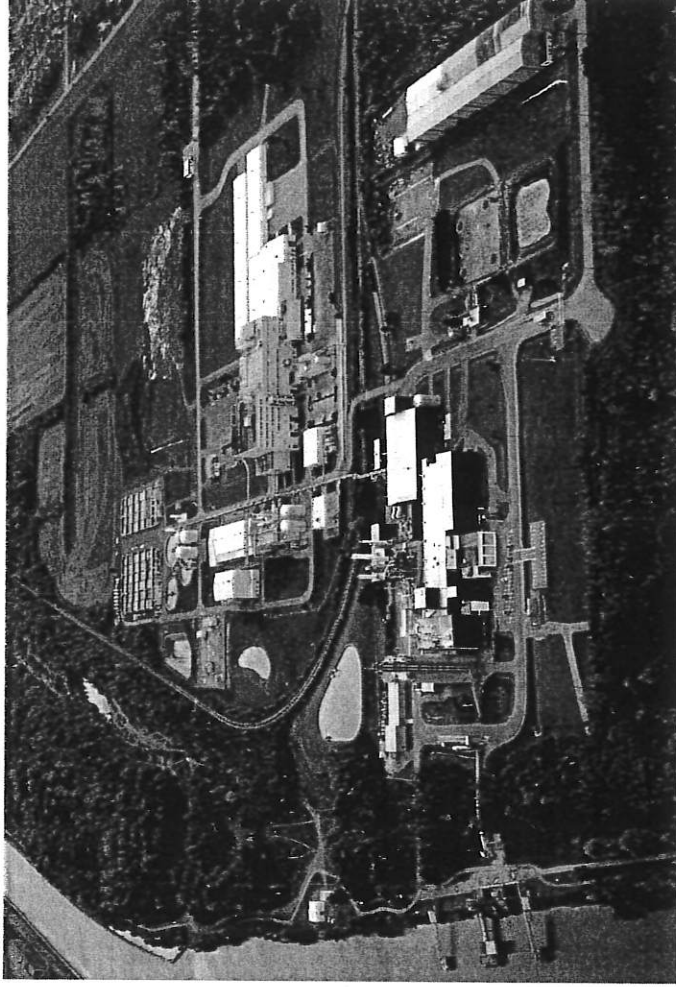
What this means to Jungbunzlauer's manufacturing operations...

- Operating within the facilities Environmental Compliance Approvals (ECA's), Permits & Regulatory Reporting Requirements
- Air & Noise ECA
- Sewage Works ECA
- Stormwater ECA
- Permit to Take Water

Page 576 of 752

AWSR (Annual Written Summary Reports)  
ESDM (Emission Summary & Dispersion Modelling)  
AAR (Acoustic Assessment Reports)

- Technical Assessments / Future Plans / Modelling
- Utilization of Environmental Consultants
- Regulatory updates to maintain facility compliance



# Land Use Compatibility Discussion

## Maintaining & Going Beyond Compliance...

- Verified member of the Chemistry Industry Association of Canada – Responsible Care® Program / Management System
- Codes of Practice (Operations / Stewardship / Accountability)
- Commitment with a sustainability focus (environmental, economic and social)

## Defined transportation routes to and from the facility

Scheduled loading / offloading of goods – typically limited to day time hours

## Assessments based on various modelling of facility emissions (Odour / Noise)

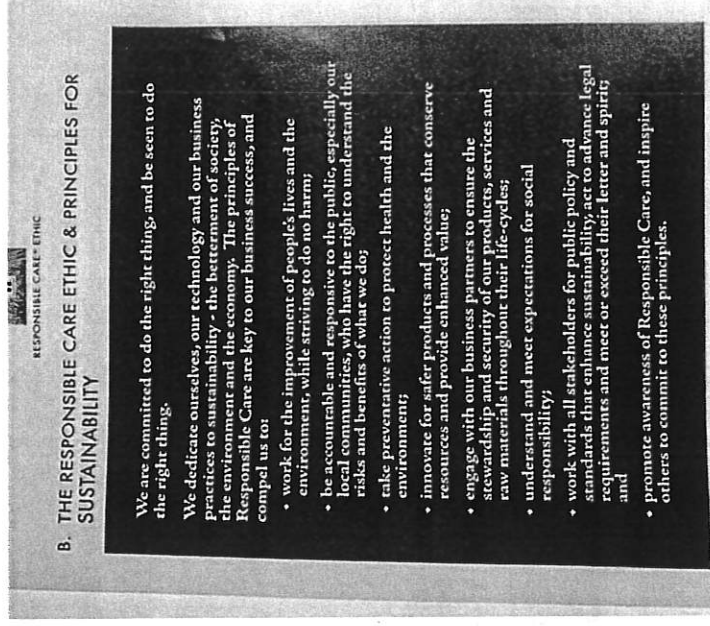
Proactive change out / upgrades of equipment (scrubbers) to help reduce emissions

Extensive heat recovery processes throughout the facilities to help reduce GHG's

Installation of silencers on higher sound emitting equipment even if compliant

Additional soundproofing / esthetics (creation of a berm / planting of trees)

Reduction of raw material / chemical concentrations to reduce the potential for any offsite impacts to the community at large



# Land Use Compatibility Discussion

Jungbunzlauer

## Future Expansion Envisioned & Existing Site Planning Evaluations...

- As sales and various customer demands of Citric and similar related products are increasing, additional expansion is being evaluated and envisioned for this facility
- Increase in building infrastructure and footprint for various facility manufacturing processes to increase production volumes
- Additional electrical generation to support the future growth of the facility operations
- Additional wastewater treatment infrastructure to handle and treat the additional loading from the manufacturing processes
- Additional co-products processing equipment and infrastructure to dewater and steam dry these valuable recovered materials
- Evaluating the addition of a Lactic Acid Manufacturing facility
- Evaluating additional stormwater collection infrastructure to ensure adequate handling and sizing of these envisioned and future expansion plans
- Conducting feasibility studies with Consultants for Wind Turbines / Solar / Battery Storage on site / North end of Elm Street to incorporate a more green and renewable energy mix to the facilities electrical demand for manufacturing

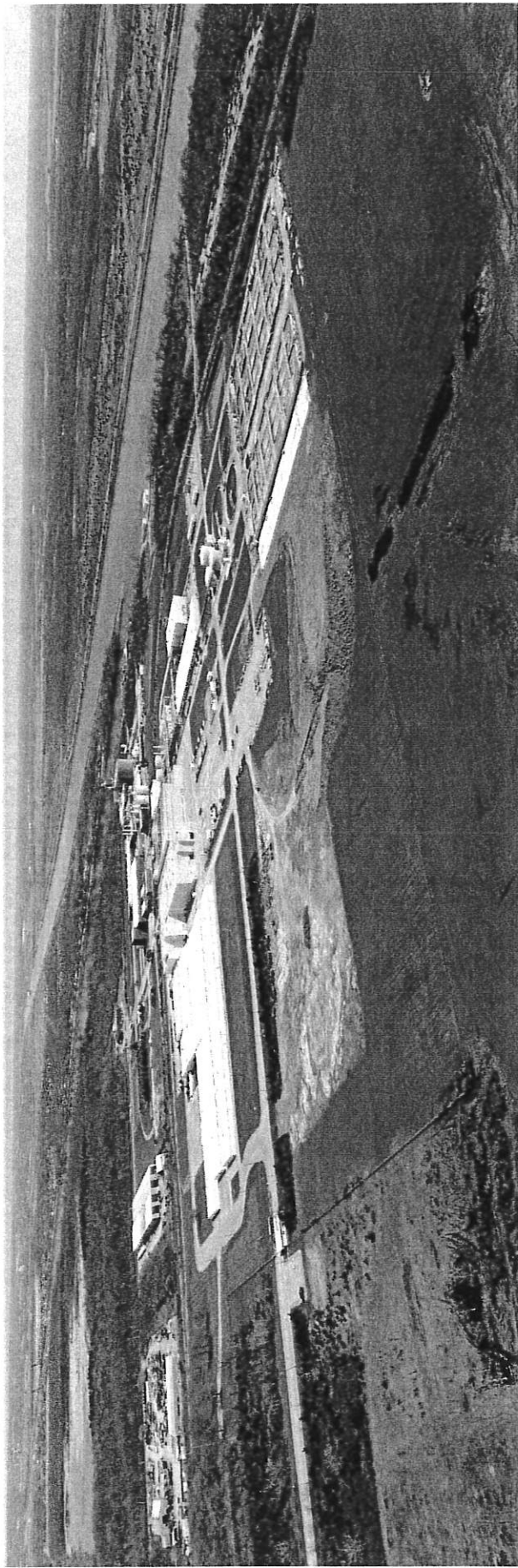


## Land Use Compatibility Discussion

Jungbunzlauer

### Final notes...

- Currently working with various consultants related to Air / Noise / Water / Wastewater for further technical analysis on what these envisioned expansion phases would look like, in order to maintain facility compliance including appropriate land compatibility use.
- Once complete, plans are to meet with the regulatory body (MECP) for pre-consultation meetings to gain their feedback and seek their approval to hopefully move forward with these various expansion projects here in Port Colborne.



# A Review of MECP's Draft Land Use Compatibility Guidelines

Presentation to Port Colborne's Environmental Advisory Committee

George McKibbin

August 11, 2021

## Background

Provincial Policy Statements 2014 and 2020

Report of the Air Quality Task Force Action Plan (Dec. 2013)

Air quality regulation and planning for compatible land uses goes hand in hand

Ontario Regulation 419 addresses the regulation of air emissions

The D 6 Guidelines are used to provide for compatible land uses

The D 6 Guidelines have been around for over 30 years

These were delegated to the Region of Niagara for implementation

The City of Port Colborne needs to be more engaged where zoning applies

MECP is updating them in conjunction with a major review of compliance policies and new odour guidelines



# Draft Land Use Compatibility Overview

## Table of Contents

### Part A: Overview and Policy Context

#### 1) Introduction

### Part B: Assessing Land Use Compatibility

#### 2) Tools to assess land use compatibility

#### 3) Mitigation

### Part C: Incorporating Land Use Compatibility into Planning Tools

#### 4) Implementation and Planning Tools

### Appendices

## Review Highlights

- 1) Well written and the review is much appreciated and needed.
- 2) MECP staff assigned to the project are excellent staff and good communicators.
- 3) The AOs and MDs are based primarily on statistical analysis of compliance complaint records over 10 years.
- 4) While the terminology and approach is similar to the D 6 Guidelines, the draft Land Use Compatibility Guideline is very different in key areas.
- 5) These differences may have profound impacts on municipal land use planning.
  - 6) It isn't an easy document in its present form to work with.
- 7) Some components (e.g., tables 1 and 2) of the document are better researched than others.

## Comparison Tables 1 and 2

From MECP's June 8 2021 Powerpoint Presentation

### AOIs and MSDs for classes of major facilities

| Class   | Description of Major Facility  | AOI     | Examples of Major Facility  | MSD   |
|---------|--|---------|---|-------|
| Class 1 | Operations with known smaller adverse effects.   | 500 m   | Food Manufacturing; Sewage Lagoons; Various EASR activities             | 200 m |
| Class 2 | Operations with moderate effects. May include some outdoor operations.   | 750 m   | Manufacturing Metal and Glass Parts                                     | 300 m |
| Class 3 | Operations with moderate to significant adverse effects that may be difficult to mitigate. May include larger outdoor operations | 1,000 m | Aggregate Operations (in relation to sensitive land use proposals only) | 500 m |
| Class 4 | Operations with significant adverse effects that may be difficult to mitigate. May include larger outdoor operations.            | 1,500 m | Meat and meat product processes (slaughterhouses and rendering)         | 500 m |
| Class 5 | Operations with the most significant adverse effects that may be difficult to mitigate. May include larger outdoor operations    | 2,000 m | Chemical product manufacturing  | 500 m |

Areas of Influence and Minimum Separation Distances

- Generally, proposed AOIs and MSDs are larger than the current AOIs and MSDs in the D-Series\*, as a result of the improved data and statistical analysis, clearer methodology, and technical expertise.
- Some proposed facility-specific AOIs are smaller than its comparative class-related AOIs, providing more flexibility.

| Facility Type                  | Facility AOI | Class AOI |
|--------------------------------|--------------|-----------|
| Food Production (General)      | 500          | 500       |
| Wastewater Facilities (small)  | 300          | 500       |
| Paint Spray / Coating          | 400          | 500       |
| Sewage Lagoons                 | 500          | 500       |
| Waste Transfer Sites           | 400          | 500       |
| Recycling Facilities (general) | 900          | 1000      |

From MECP's June 8 2021 Powerpoint Presentation

Comparison of existing Areas of Influence and Minimum Separation Distances between the D 6 Guidelines and this draft

From MECP's June 8<sup>th</sup> Powerpoint Presentation

- The following provides a comparison of existing AOIs and MSDs in D-6 vs. proposed AOIs and MSDs in the Guideline.

| Class | Existing AOIs | New AOIs | Existing MSDs | New MSDs |
|-------|---------------|----------|---------------|----------|
| 1     | 70m           | 500m     | 20m           | 200m     |
| 2     | 300m          | 750m     | 70m           | 300m     |
| 3     | 1000m         | 1000m    | 300m          | 500m     |
| 4     |               | 1500m    |               | 500m     |
| 5     |               | 2000m    |               | 500m     |

## Issue #1

Key terminology used to analyze and establish minimum separation distances within the area of influence are undefined. Among undefined terms are the terms “maximum emissions scenario” and “cumulative effects.” Further there is no explanation of how these technical terms are to be used, what they are intended to demonstrate and how the results are to be analyzed and scored.

## Issue #2

The Guidelines rely on property boundary to property boundary separation distances in PPS 2020 determinations of land use compatibility whereas OR 419 (air) and NPC 300 (noise) rely on analyses from emissions sources to sensitive receptors. Stronger emphasis on property boundary to property boundary separation distances is needed because EPA approvals are based on different metrics.

## Issues #3

Ontario Regulation 419 provides for site specific and technical standards and sector specific regulations can also apply. For example in Hamilton, where benzene and benzo a pyrene are concerned both steel companies are applying for alternative standards. In that case the Draft Guideline states the AOI becomes the minimum separation distance, in this instance 2000 metres. In addition, a cumulative effects analyses needs to be undertaken and classes 2 and 3 of the MECP cumulative effects mapping for these two substances needs to be addressed. The extent of the area affected extends from the harbor to the Niagara Escarpment. Several residential communities are in that area. The policy requires a needs analysis including the examination of alternative sites for new sensitive uses in these areas. Much more discussion is needed to address how alternative standard setting is to work.



## Issue #4

Zoning bylaw holding and temporary use provisions are proposed to be used when compatible use analyses are being undertaken. This is an inappropriate use of these Planning Act provisions because these mechanisms are intended for use when non-controversial issues are being resolved and not questions of principle like land use compatibility. Zoning establishes the principle of use in the Planning Act.

## Issue #5

MECP suggests the qualified persons needed to implement the land use compatibility analysis are engineers. Engineers do the air and noise analyses required by the Environmental Protection Act. They are not necessarily qualified to do the adverse effects analyses required to set the minimum separation distances between sensitive uses and industrial facilities. Qualified persons from several professions should work as teams and include at a minimum, engineers, planners and public health professions and other professions where specialized backgrounds are required.

## What happens now?

The EBR comment period ends on July 3.

There isn't much time to provide comments.

Approval may occur at the end of 2021 or early 2022.

## **THE ISSUE OF QUARRY FLY ROCK**

**June 2021. REVISED August 2021**

### **ADVISORY TO REGISTERED PROFESSIONAL PLANNERS**

On January 1, 2022, Rule 28 of subsection 0.13 (1) in Ontario Regulation 244/97 of the *Aggregate Resources Act*, comes into effect. It stipulates that the licensee of an aggregate quarry shall ensure that the quarry is in compliance with the Rule as follows:

a licensee or permitted shall take all reasonable measures to prevent fly rock from leaving the site during blasting if a sensitive receptor is located within 500 metres of the boundary of the site.

Fly Rock discharge from quarry blasting is a contaminant as determined by the Supreme Court of Canada. It is likely to cause an adverse effect under the *Environmental Protection Act*.

Members of OPPI are advised to also consider the directions provided under Policy 1.2.6 under Provincial Policy Statement 2020 to establish the appropriate municipal planning policies as a preventative measure to achieve land use compatibility between quarries that undertake blasting and sensitive land uses.

### **Aggregates Resources Act and O. Reg. 244/97**

The issue of blasting rock in a quarry is addressed by the Ministry of Northern Development, Mines, Natural Resources and Forestry ("NDMNR") in consideration of applications for a licence under the Act. As of **April 21, 2021**, Ontario Regulation 244/97 under the *Aggregate Resources Act*, was amended to provide the following licence conditions and standards:

#### Licence Conditions

- No blasting on a holiday, or between 6 p.m. and 8 a.m.
- The Licensee shall monitor all blasts for ground vibration and blast over pressure in accordance with provincial guidelines on limits on blast over pressure and ground vibration for blasting operations.
- The Licensee shall prepare blast monitoring reports according to provincial guidelines on limits of blast overpressure and ground vibration for blasting operations.
- The Licensee shall retain blast monitoring reports for a period of seven years after each blast.

NDMNRF Standards require the following for applications:

### **Blast Design Report**

In the application for a licence to extract or remove more than 20,000 tonnes of aggregate annually, a Blast Design Report is required to be submitted by the applicant if a sensitive receptor is located within 500 metres of the limit of extraction. The Report must demonstrate that provincial guideline, NPC-119-blasting, for blast overpressure and ground vibration can be satisfied.

### **Site Operations Plan**

The applicant's Operations Plan must:

- (a) provide details about the frequency and timing of blasts;
- (b) provide the number of sensitive receptors that are located within 500 metres of the boundary of the site and the distance from this boundary to each sensitive receptor. A sensitive receptor is defined as a school, child care centre, or any residence or facility at which at least one person sleeps.

### **Land Use Compatibility - Provincial Policy Statement 2020**

Section 1.2.6 sets out provincial policies with respect to Land Use Compatibility. In particular, Section 1.2.6.1 applies to the consideration by NDMNRF and municipalities of proposed quarries as a defined "Major Facility", as follows:

*Major facilities and sensitive land uses shall be planned and developed to avoid, or if avoidance is not possible, minimize and mitigate any potential adverse effects from odour, noise and other contaminants, minimize risk to public health and safety, and to ensure the long-term operational and economic viability of major facilities in accordance with provincial guidelines, standards and procedures.*

This policy is mandatory, and it is to be considered by the ministries and the municipalities.

Conversely, where sensitive land uses are proposed in the vicinity of an existing or planned quarry (major facility), the Province directs the municipalities to apply the following provincial policy 1.2.6.2:

Where avoidance is not possible in accordance with policy 1.2.6.1, planning authorities shall protect the long-term viability of existing or planned industrial, manufacturing or other uses that are vulnerable to encroachment by ensuring that the planning and *development* of proposed adjacent *sensitive land uses* are only permitted if the following are demonstrated in accordance with provincial guidelines, standards and procedures.

- a) there is an identified need for the proposed use;
- b) alternative locations for the proposed use have been evaluated and there are no reasonable alternative locations;
- c) *adverse effects* to the proposed *sensitive land use* are minimized and mitigated; and
- d) potential impacts to industrial, manufacturing or other uses are minimized and mitigated.

### **The Legal Obligations**

The Supreme Court of Canada considered an appeal by Castonguay Blasting Ltd. and dismissed the appeal in favour of the Province of Ontario. The Court decided (October 17, 2013) that "Castonguay was required to report the discharge of fly-rock forthwith to the Ministry of the Environment" (Paragraph 40). In its decision, the Court stated the following relevant reasons:

"Applying these elements to this case, s. 15(1) (*Environmental Protection Act*) was clearly engaged. Castonguay "discharged" fly-rock, large pieces of rock created by the force of a blast, into the "natural environment". There is also no doubt that fly-rock meets the definition of "contaminant". The discharge in this case was "out of the normal course of events" - it was an accidental consequence of Castonguay's blasting operation. Had the blast been conducted routinely, the fly-rock would not have been thrust into the air." (Paragraph 37).

"The adverse effects were not trivial. The force of the blast, and the rocks it produced, were so powerful they caused extensive and significant property damage, penetrating the roof of a residence and landing in the kitchen. A vehicle was also seriously damaged. The fly-rock could easily have seriously injured or killed someone." (Paragraph 39).

The *Environmental Protection Act* is preventive with respect to the discharge of contaminants. The Act and the Regulations apply to prevent the accidental impact of fly rock. Since the licensee is required to keep fly rock on the site during blasting, any discharge of fly rock beyond the controlled blast environment that is not a normal event, i.e. it would have been prevented, must be reported forthwith to the MECP, if the contaminant may likely cause an adverse effect. The Ministry may issue an order for remediation and preventive measures.

### **Analysis**

The new provision for regulating and managing fly rock at a quarry site is contained in Ontario Regulation 244/97 under the *Aggregate Resources Act*. All quarries, both existing and those that are licenced after January 1, 2022, are required:

"to take all reasonable measures to prevent fly rock from leaving the site during blasting if a sensitive receptor is located within 500 metres of the boundary of the site"

These following observations should be considered by Planners:

- There is no existing provincial government guideline indicating how the licensee is to keep fly rock within the quarry site when blasting. We understand from NDMNRF that this guidance is being prepared.
- The Act and/or the Regulation do not indicate how the proponent is to take all reasonable measures to demonstrate that fly rock can be contained within the quarry site during blasting. We understand from NDMNRF that this guidance is being prepared.
- At least one existing sensitive receptor must be located within 500 metres of the licenced boundary. If a new sensitive receptor is located within 500 metres of the quarry after it is operational, the fly rock rule would apply.
- If there are vacant lots that are designated and/or zoned for sensitive receptors, these are not recognized by this obligation. When these lots are developed and used as sensitive receptors, the fly rock rule will apply where they are within 500 metres of the boundary of the quarry.
- If during blasting, fly rock discharges off the site within the 500-metre area, the municipality should be aware of the obligation by the operator to report this contamination forthwith to MECP.

Blasting is referred to in section 49 of O. Reg. 419/05 "Air Pollution - Local Air Quality". There is a prohibition on the emission of any contamination beyond the limits of the property upon which blasting is being carried out.

*At the request of officials in the Ministry of Northern Development, Mines, Natural Resources and Forestry, a meeting was conducted with the advisory authors and staff at the Ontario Professional Planners Institute. At this meeting, several updates were provided, facts and observations were discussed. We made amendments to this advisory to address these matters. The assistance of Ministry officials is greatly appreciated.*

*The Ministry advised OPPI that it is currently in the process of developing a guideline to assist quarry operators in implementing the fly rock rule.*

*This Advisory, as revised, is prepared by Mark L. Dorfman, RPP, and George McKibbon, RPP. The views expressed within this Advisory are their own based on research of existing legislation, policies and court records and do not necessarily reflect the views of OPPI or its affiliates. This is not legal advice. Members should rely on relevant laws, standards, by-laws, regulations and legislation that govern this issue.*



## **Addendum**

*(provided by the Ministry of Northern Development, Mines, Natural Resources and Forestry)*

Fly rock risks are managed through a matrix of policies and legislation that deal with a wide range of related topics including operational requirements for blasting, land-use compatibility, protection of the environment as well as public health and safety. The ministry takes this issue seriously and offers the following for OPPI consideration, and further discussion:

### **Land-use Planning**

The Provincial Policy Statement (PPS) provides the policy foundation for regulating development and the use of land in Ontario. It deals with a variety of subjects including public safety, protection of the environment, and natural resources as well as provides for policies for economic growth. It is important to note the PPS exists as a comprehensive framework of policies which cannot be viewed in isolation from other policies. Part III of the preamble states the following:

*"The Provincial Policy Statement is more than a set of individual policies. It is to be read in its entirety and the relevant policies are to be applied to each situation. When more than one policy is relevant, a decision-maker should consider all relevant policies..."*

In addition to the land-use compatibility policies section 1.2.6 referenced in the OPPI paper, the PPS also contains detailed policies related to Mineral Aggregate Resources in section 2.5. Of note, the PPS requires that extraction "...be undertaken in a manner which minimizes social, economic and impacts".

These policies are reflected in specific requirements outlined in the *Aggregate Resources Act (ARA)*, associated regulations, standards, and policies (discussed further, below) for existing operations and new applications.

The PPS also requires that development, and activities being considered near existing aggregate operations and aggregate deposits, consider and address "...issues of public health, safety and environmental impact." In undertaking development, municipal planners are required to consider public health and safety for new developments in relation to existing mineral aggregate operations and resources areas. Municipal planners need to ensure that new development near existing operations, or known resources, do not create or exacerbate public health and safety issues.

### **Aggregates**

Ministry of Northern Development, Mines, Natural Resources and Forestry (NDMNRF) regulates blasting, including fly rock, in quarries (on Crown lands and designated private lands) under the following policy framework which prioritizes the safety and wellbeing of people, the environment and property, while enabling the extraction of aggregate resources:



- [Aggregate Resources Act](#) — The purpose of the ARA is, among other things, to minimize adverse impact on the environment in respect of aggregate operations (Section 2). Further, the contravention of the Act or Regulations under the Act (including the below-listed Regulation and Standards) is considered an offence<sup>[1]</sup>.
- [Ontario Regulation 244/97](#) under the ARA — lists prescribed conditions<sup>[2]</sup> pertaining to blasting, including blasting hours, requirements for blast monitoring<sup>[3]</sup> (in conjunction with blasting policies; see below), and the new flyrock rule<sup>[4]</sup>.
- The Aggregate Resources of Ontario Provincial Standards
  - [Aggregate Resources of Ontario Technical Reports and Information Standards](#) — lists requirements for the submission of blast design reports by quarry applicants proposing to extract over 20,000 tonnes/year.
  - [Aggregate Resources of Ontario Site Plan Standards](#) — require quarry applicants to include details of proposed blasting activities, and information regarding sensitive receptors within 500 m of the quarry boundary.
- The Aggregate Resources Policy and Procedures Manual
  - Policy [A.R. 5.00.10](#) — covers blasting restrictions across approval instruments
  - Policies [A.R. 2.01.09](#) (licences), [A.R. 4.01.08](#) (permits), and [A.R. 3.01.07](#) (wayside permits) — lay out the Ministry’s approach for Blast Design Report and blast monitoring requirements.

Therefore, the new fly rock rule should not be viewed in isolation but rather within the larger ARA regulatory context within which it is nested.

Further, our Ministry is currently working on developing guidance to provide greater clarity and detail on the intent and implementation of the new fly rock rule; guidance may include best management practices and policy guidance.

## Environmental Protections

The Ministry of the Environment, Conservation and Parks (MECP) administers the [Environmental Protection Act](#) (EPA) under which flyrock can be considered a contaminant (pollutant), and the off-site discharge of flyrock is considered a spill<sup>[5]</sup>. The EPA requires that every person who spills or causes or permits a spill of a pollutant is required to notify MECP’s Spills Action Centre<sup>[6]</sup> and take action to address any adverse impacts caused by the spill<sup>[7]</sup>. Both NDMNRF and MECP take fly rock incidents very seriously and when off-site discharge of fly rock is reported, or a complaint of off-site impact is received, MECP staff will work with the NDMNRF to assess the incident and determine the appropriate action, which may include additional measures which need to be taken to prevent future off-site fly rock incidents.

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<sup>[1]</sup> Subsection 57(3) of the ARA

<sup>[2]</sup> Prescribed conditions are placed on the approval instrument (licence, permit, wayside permit) at the time of approval, and cannot be changed or varied.

<sup>[3]</sup> Subsection 0.12(5) of O. Reg. 244/97

<sup>[4]</sup> Subsection 0.13(1) of O. Reg. 244/97

<sup>[5]</sup> Subsection 91(1) of the EPA

<sup>[6]</sup> Subsection 92(1) of the EPA

<sup>[7]</sup> Subsection 91(1) of the EPA

## **Worker Safety**

The Ministry of Labour, Training and Skills Development (MLTSD) administers the [Occupational Health and Safety Act](#) (OHSA) under which [Regulation 854 \(Mines and Mining Plants; R.R.O. 1990\)](#) lists requirements pertaining to blasting, including in quarries. The OHSA and Regulation 854 require that:

- quarry operators conduct a risk assessment of the workplace to identify, assess, and manage hazards, and potential hazards, that may expose a worker to injury or illness. Under such a risk assessment, fly rock would also have to be addressed.
- each blast be designed by a competent person, appointed by the quarry operator. The blast design:
  - must be documented (prior to start of blasting), as well as reviewed and followed.
  - must include guarding procedures to protect workers on site.
- prior to each blast, a siren warning of blast is to be given, and where there are public roads nearby, traffic must be warned of the impending blast, and stopped.
- where workers are required to be present near the blast, blasting shelters must be provided.

Further, in the event of an accident (unintended event), premature or unexpected explosion or defective explosives or detonators, which could result in fly rock leaving the quarry site, the operator must notify the MLTSD



**Board Meeting Minutes | Wednesday January 13<sup>th</sup>, 2021  
Via Zoom**

**Attendance:** Norbert Gieger (N.G.), Kerrie Haynes (K.H.), Jesse Boles (J.B.), Rob Carter (R.C.), Karen Donnelly (K.D.), Ed Cleveland (E.C), Amy Thibodeau (A.T.)

**Members:** Leslie Stafford, Larry, Beverly, Greg Poisson, Kyla Pennie, Bonnie Bears, Anna Maria Fazzari

**Staff:** Mary-Lou Ambrose-Little.

**Guest:** Amber LaPointe (City Clerk)

**Regrets:** Donna Kalalief (Councilor), Michelle Benest-Tanner

**Welcome**

Vice Chair Norbert Gieger welcomed everyone to the meeting and had everyone go around the table and introduce themselves.

**Call to order**

The meeting was called to order at 6:40pm by Vice Chair Norbert Gieger.

**Declaration of pecuniary interest**

None.

**Approval of agenda**

*Motion to: "Approve Agenda" Moved by: N.B; Seconded by: K.H. CARRIED*

**Approval of minutes**

*Motion to: "Approve of Minutes of the 2020 Downtown Port Colborne AGM, November 2020 Board Meeting and November 2020 Budget Meetings in Block, " Moved by: N.G; Seconded by: K.H.. CARRIED*

No Errors or Omissions

**Special Presentation:**

None

**Business arising**

Appointment of the Interim Chair

*Motion to: "to appoint Jesse Boles as Chair for the balance of the Term. " Moved by: N.G; Seconded by: K.H.. CARRIED*

At this point Jesse Boles assumed the Chair for the balance of the meeting.



## **REPORTS**

### **Treasurers Report:**

Treasurer discussed updating signing authorities with TD Canada Trust to the Chair, Vice Chair and Treasurer and remove all former signing authorities.

*Motion to: "That the chair direct TD Canada Trust to update signing authorities to J.B, N.G and K.H, "*  
*Moved by: K.H; Seconded by: N.G.. CARRIED*

Treasurer discussed that there were a number of cheques pre-signed by the former chair and that we establish a policy that no cheques are to be pre signed and that the treasurer be directed to securely destroy the pre-signed cheques.

*Motion to: "Motion to establish the above policy, " Moved by: K.H; Seconded by: N.G.. CARRIED*

### **Chair Report:**

Attached

### **Staff Report:**

Attached

*Motion to: "Motion to move all report in block" Moved by: N.G.; Seconded by: R.C.. CARRIED*

Resignation Letter of Robert Phillips.

### **New Business:**

*Motion to: "Accept the Resignation of Betty Konc." Moved by: N.G.; Seconded by: K.H... CARRIED*

*Motion to: "Accept the Resignation of Robert Phillips" Moved by: N.G.; Seconded by: K.H.. CARRIED*

Appointment of Board of Directors (4 Vacancies)

City Clerk, Amber LaPointe conducted the election by secret ballot via email to fill the 4 vacancies. Elected to the board are Karen Donnelly, Ed Cleveland, Amy Thibodeau and Alicja Kniffen.

The Chair welcomed the new board members and thanked them for their commitment to their community. Discussion was had on the establishment of committees as a key to success in carrying out the work of the BIA. The committees required would include Strategic Planning, Governance, Events and Marketing among others ad hoc committees established as necessary. Several members expressed



interest in various committees and the chair asked everyone to put some thought into this for the next meeting. The Chair also made mention that he is pleased to see so much engagement from the membership and looks forward to working with each and every one of them to advance and better the downtown.

Adjusted Meeting Dates are to be discussed and a survey circulated in advance of the next meeting to decide on future meetings times to hold our monthly board meetings.

*Adjournment: Motion to Adjourn made at 8:30pm by K.H., Seconded by K.D. CARRIED*

**NEXT MEETINGS**

**Wednesday February 10<sup>th</sup>, 2021 at 6:30pm**

**Via Zoom**

Attachments:

- Staff Report
- Budget
- Treasures Report





**Downtown Port Colborne BIA  
STAFF REPORT  
Wednesday, January 13, 2021**

- Pre-Christmas Events have gone extremely well with lots of positive comments regarding the Christmas Open House, Tugboat Santa Video, and Storefront Lighting Contest. In addition, the new lighting has been received well with 60 poles having the fixtures installed covering main street and downtown.
- Ferrero Rocher Chocolates received by businesses which was a pleasant surprise and thanks to the Ferrero Company for supporting small businesses.
- A special thank you to PC Forge for supporting local businesses with their employees receiving gift certificates to shop local rather than a big box store.
- Welcome to Port Colborne to Bram Cotton, Economic Development Officer is eager to work cooperatively with BIAs. The City will be announcing shortly the new Tourism Coordinator.
- Luke Rowe, City Events & Volunteer Coordinator will continue as the liaison for community events.
- PC Works via Andrea Boiter was able to provide two student ambassadors for downtown during the holiday season. The students assisted with events, and with one of the not for profit in downtown. Thank you to Melissa Mitchell and Avalon Sider.
- Three Board resignations have been received, (Betty Konc, Frank Beres and Rob Phillips). Six applications from interested individuals to be discussed this evening.
- Staff has been taking part in the OBIAA Best Practices Calls, where BIA's share their ideas, resources and strategies to deal with Covid-19, parking issues, festivals, events, grants, governance matters, and training opportunities for small businesses to name a few items.
- Office staff will be working, Monday, Tuesday, Thursday and Fridays due to increased hours in the new contract. Staff will be working from home during the lockdown.

**Welcome**

- Mark Guilbeault and Associates, an insurance business previously located in the Main Street BIA area has moved to 625 King Street (Next to Smoking Buddha).

**Submitted by:**

Mary-Lou Ambrose-Little, Executive Director  
Downtown Port Colborne BIA



**Board Meeting Minutes | Wednesday February 10<sup>th</sup>, 2021  
Via Zoom**

**Attendance :** Jesse Boles (JB), Norbert Gieger (N.G.), Amy Thibodeau (A.T.), Karen Donnelly (KD), Alicja Kniffen (AK), Michelle Benest-Tanner (MB), Rob Carter (RC), Karrie Haynes (KH), Ed Cleveland (E.C) and Councillor Donna Kalailieff (DK).

**Staff:** Mary-Lou Ambrose-Little (MA)

**Members:** Lesley Stratford (LS), Bonnie Beres (BB), Tracy MacLeod, (TM and Kayla Penner (KP).

**Guests:** Jordan Hart (JH), Mine Technologies; Greg Higginbotham (GH), Tourism Coordinator; and Bram Cotton (BC), Economic Development Officer.

**Regrets:** Melissa Roberts (MR)

**Welcome**

Chair Jesse Boles welcomed everyone to the meeting.

**Call to order**

The meeting was called to order at 6:42 pm by Jesse Boles.

**Declaration of pecuniary interest**

None.

**Approval of agenda**

*Motion to: Approve Agenda" Moved by: NG; Second by RC. CARRIED.*

**Approval of minutes**

*Motion to: Approve of Minutes of the January 13, 2021 Board Meeting" Moved by: EC; Seconded by: AT. CARRIED with the following amendments:*

- The spelling of Lesley's last name to be corrected to Stratford (not Stafford)
- Addition of discussion about Art Crawl to the minutes. Jesse will add: Art Crawl was discussed. BIA wants it to continue but it needs to have clear metrics and KPIs before future sponsorship will be considered.

**Special Presentations:**

Jordan Hart (MineOrder Technologies):

- Offer a technology to help small local businesses.



- A POS system/virtual shopping app to allow customers to order, pay and pick up their item curbside.
- For more info or a comprehensive demo, reach out to Jordan at 289-690-6533 or visit <https://www.mineorder.com/>. Presentation will be attached to minutes.

Greg Higginbotham (Tourism Coordinator) and Bram Cotton (Economic Development Officer) from the City of Port Colborne:

- Here to put face to names and introduce themselves.
- Bram is responsible for economic development in Port Colborne — let him know if he or his office can be of assistance. They're available and happy to help.
- Working on a tourism strategy and will be sharing it once it's done. Part of the strategy will include integrating downtown businesses into Cruise Strategies. Although there will be no cruise ships in 2021 due to COVID, they are looking forward to it coming into fruition in 2022 and PC will be ready.
- Question: Will smaller cruises will be allowed in 2021? Bram Cotton will look into whether this is a possibility.
- New Viking Ship from Norway will be coming through Port Colborne in May 2022 (will stop here 6-7 times). Will share the schedule with the BIA once logistics are worked out and then share with membership. Will host a forum with members on how to benefit from cruise ships.
- Question: Is Canal Days cancelled in 2021? No decision made. Should have a decision in March.

### **Business arising**

### **Review of meeting times**

Discussion about the best time to have BIA board meetings. Decided on the third Monday of every month at 4pm. A calendar hold will go out. No motion required.

### **Committees**

The following committees and volunteers were organized:

Governance: Michelle Benest-Tananer (Chair), Mary-Lou Ambrose-Little, Jesse Boles, Ed Cleveland, Councillor Donna Kalailieff.





Marketing & events: Alicja Kareen (Chair), Amy Thibodeau, Mary-Lou Ambrose-Little, Jesse Boles, Karen Donnelly, Melissa Roberts, Bonnie Beres, and Kayla Penner.

Strategic plan: Jesse Boles (Chair), Norbert Gieger, Amy Thibodeau, Rob Carter, Larry Beverly, and Mary-Lou Ambrose-Little.

## **REPORTS**

**Chair's Report (Jesse)** Attached.

### **Councillor's Report (Donna)**

- Report by Councillor Donna Kalailieff
- Good things and new partnerships are happening that will have an impact on all of your businesses
- Losing a few small businesses but hopeful that most will weather COVID.
- Expanded boundary of the Downtown BIA to include Talwood Manor and Roselawn, Gilly's Sport Excellence.
- JB will send in a formal request to the city to get office and meeting space in City Hall to be used once COVID restrictions are lifted.

**Staff Report (Mary-Lou)** Attached.

- Membership survey out for feedback on our future direction for downtown sent through Mailchimp, already have received 9 responses.
- Research being done on the website which looks like about a \$2,000 cost, refer to Marketing for further discussion regarding a request for proposals (RFP)
- McMaster University Study on business resilience in Port Colborne is continuing with a further ask for restaurants and retailers to participate in the study. To date, 4 businesses have agreed to participate. Dr. Brent McKnight is the key contact
- Digital Main Street 3.0 will be available shortly for businesses who wish to upgrade their business technology
- Radio Spots are ready to go for businesses at the same cost of \$210 as 2020. More information to be sent soon. Refer to Marketing
- Check your information on the web-site for accuracy <http://www.exploreportcolborne.ca/business-directory/> and let staff know if changes are required.

**Treasurer's Report (Karrie)** Attached.

- Reviewed expenses in Jan 2021. They include rent, utilities, staff, mailbox fees and cheque for sailboat lights

Motion to: Motion to move all reports in block" Moved by: EC.; Seconded by: KD. CARRIED



**New Business:**

*New Board Orientation*

Board orientation was sent out for everyone to review. No questions were asked.

*Taste of Port Colborne*

Only 1 person responded (Greg Poisson) but no one else seemed interested in going ahead. Decided not to do it in 2021 given timing constraints and lack of interest.

*Partners for Planning Network*

Group that advocates for groups with special needs in Niagara and beyond. Would like us to become a partner. Learn more on their website: <https://www.planningnetwork.ca/>

Motion to: "Motion for JB to ask them to send in a proposal via email for the board to review to consider partnership." Moved by: JB; Seconded by: AT CARRIED

*Adjournment: Motion to Adjourn made at 8:08 pm AK; Seconded by DK. CARRIED*

**NEXT MEETINGS**

**Monday, March 15, 2021 at 4pm**

**Via Google Meet**

Attachments:

- Chair's Report
- Staff Report
- Treasurer's Report
- MineOrder Presentation



**Downtown Port Colborne BIA**  
**STAFF REPORT**  
**Wednesday, February 10, 2021**

- When you receive the E-Blast, do make sure someone from your staff team reviews it as there is time sensitive information and many grant opportunities.
- Those businesses who have not sent their reimbursement requests in for the PC Forge employees gift certificates, please do this week.
- Welcome to Port Colborne to Greg Higginbotham, Tourism Coordinator with the City of Port Colborne. Greg has the task of rearranging, rebranding and establishing the tourism.
- Jesse Boles and I were interviewed by as a part of the Cruise Tourism Study that is being completed for the City. The interview was conducted by Bruce O'Hare, Lakeshore Excursions and I believe we were able to present some compelling reasons why cruise tourism would work well.
- Andrea Boiter, PC Works will be our guest speaker at the March Meeting. Andrea will be presenting opportunities for businesses to hire seasonal staff at no or low cost to the owner.
- OBBIA is working on our behalf to retain new funds for Main Street Digital 3.0, working with the Ministry of Municipal Affairs to change some of the Ontario Municipal Act to be more representative of today's downtowns, this year's conference is a virtual one in April with a smaller in person conference in Niagara Falls in September.
- Staff has been taking part in the OBIAA Best Practices Calls, where BIA's share their ideas, resources and strategies to deal with Covid-19, parking issues, festivals, events, grants, governance matters, patio licensing standards at the provincial level, business licensing and training opportunities for small businesses to name a few items.
- Working on the governance documents which need to be addressed: policies, terms of reference, looking for a strategic plan consultant.
- Office Hours are: Monday, Tuesday, Thursday and Friday., working from home during the lockdown.

**Submitted by:**

Mary-Lou Ambrose-Little, Executive Director  
Downtown Port Colborne BIA



## **Board Meeting Minutes | Monday March 15th, 2021 VIA Google Chat**

**Attendance:** Jesse Boles {JB}, Alicja Kniffen {AK}, Karen Donnelly {KD}, Norbert Gieger {NG}, Karrie Haynes {KH}, Ed Cleveland {EC}, Melissa Roberts {MR}, Andrea Boiter {AB}, Larry Beverly {LB}, Kyla Pennie {KP}, Lesley Stratford {LS}, and Councillor Donna Kalailieff {DK}.

**Regrets:** Amy Thibodeau {AT}

**Absent:** Rob Carter {RC}

**Staff:** Mary-Lou Ambrose-Little {ML}

**Guest Speakers:** Andrea Boiter; PC Works, Melissa Roberts; Nuit Blanc Event Proposal

### **Welcome**

Chair Jesse Boles welcomed everyone to the meeting.

### **Call to Order**

The meeting was called to order at 4:07 pm by Jesse Boles.

### **Declaration of pecuniary interest**

None

### **Approval of Agenda**

Motion to: Approve Agenda" Moved by: AK; Second by KD. CARRIED

### **Approval of Minutes**

Due to Amy Thibodeau absence, Jesse suggested passing on review of minutes to next meeting.

### **Special Presentations**

#### Andrea Boiter (Port Cares, PC Works Employment)

Information on programs available for businesses and opportunities to utilize i.e.; recruitment, staff training incentives, skills upgrading training programs.

Opportunities to volunteer providing resources/support for work seekers with in the community i.e.; workshop guest speaker, interview prep/mock interview, resume feedback

Work Shops "Building the Dream Team" March 23rd @ 11:30 am by Essential HR - On call services for small business; interview guidelines, how to write job descriptions, offer of employment, hiring strategies | "Navigating Sticky Situations in the Workplace" April: addressing absenteeism, how to minimize, how to handle a variety of situations to protect your business.

For more information or to speak with Andrea directly, contact Port Cares. Presentation and contact information will be provided to members digitally.

### Melissa Roberts (Nuit Blanc Event Proposal)

Provided brief history of Nuit Blanc Event and vision to bring the concept to Port Colborne. Aim to bring art, business and local culture together, attracting visitors and creating economic value, stimulating awareness of our area, impact human experience and opportunities for safe social experiences.

Encourage business involvement.

Seeking partnerships with city, existing programs, local businesses (sponsorship/funding)

ED inquired about proposed duration of the event (1-2 nights)

KH inquired about line up of artists re: sponsorship proposals

ML added an application has been initiated through "STEPS" - Art Group from Toronto - BIA development/create attractive space through art, organizational assistance, funding opportunities, additional government funding coming for events/festivals.

JB inquired about BIA funding and endorsement for the event, confirmed Melissa as the key point liaison of this event, suggesting building a team assisted/ committee effort.

LS expressed concern for planning in 2021 due to uncertain circumstances, potentially present by Christmas then plan for 2022.

KP suggested a co-sponsor with the city for a potential light fixture to attract for events.

Proposal provided via email to all members prior to the meeting. Follow up feedback, suggestions via email reply invited by Melissa.

*Motion to: Support the Nuit Blanc event" Moved by: JB; Second by: EC. CARRIED*

### **Business Arising**

#### Review of Meeting Time

Discussion to coordinate the most ideal time for BIA board meetings and set it moving forward. Agreed to 3rd Monday, April 19th @ 5pm. No motion required.

#### Committees

Openings on committees and asking commitment(s) to sit on at least one committee.

#### Correspondence

4P4 requested our ear about their program. No discussion.

*Motion to: Receive for information" Moved by: NG; Second by KD. CARRIED*

### **REPORTS**

**Staff Report (Mary-Lou)** circulated prior to meeting

Social media feedback doing well on farmers' market launch 14286 ppl reached/ 1777 engaged/ 141 likes. Like and share incentive really helping to get the word out there.

35 Vendors: 17 farmers, 5 food vendors and 3 artisans, includes new vendors, a local distillery, winery, still many unknown due to covid restrictions.

Jesse reviewed BIA farmers' market proposal recently presented at City Council. The Report can be found on City website or watch YouTube link from city hall meeting. Will be sent out to members in next email blast.

### **Chair's Report (Jesse)**

Jesse is taking the economic development seat open with the city.

Pop up patios approved for another year (May1st - Oct 31st 2021) and city waived the fees in support.

### **Treasurer's Report (Karrie)**

Reviewed expenses in Feb 2021. They include rent, utilities, staff, membership fees, bank confirmation charge, opening & closing balances, year-end paper work being finalized by Grant Thornton.

Announced a Meridian staff replacement will step in for maternity leave support.

Jesse made note of payout reimbursement of \$138. Jesse made a payment on his credit card for renewal of the Microsoft antivirus support.

### **Councillor's Report (Donna)**

Over all City is pleased to have BIA take over the Farmers' Market.

*Motion to:* Pass all reports in block " Moved by: EC; Second by: NG. CARRIED

*Motion to:* Accept Interim Treasurer Taylor" Moved by: JB; Second by: DK. CARRIED.

### **New Business**

Norbert suggested repeating the Niagara Regional message of promoting a safe community using the tag line "Get Your Shot" within the radio media ad runs for downtown Port Colborne. Member's feedback leaned in on providing vaccine information in alternate ways, showing community safety compliance.

Kyla suggested investing in a long-term downtown vision, focusing on good content creations. 5-year plan to adhere to even with evolving member involvement.

Mary-Lou recommended that the Board stay on top of developing the strategic plan.

**Adjournment:** Motion to adjourn made at 5:28 PM DK; Seconded by NG. CARRIED

**Next Meeting**  
**Monday, April 19th @ 5pm**  
**Via Google Meet**

### Attachments

- Staff Report
- Nuit Blanche Proposal





**Downtown Port Colborne BIA**  
**STAFF REPORT**  
**Monday, March 15, 2021**

- When you receive the E-Blast, do make sure someone from your staff team reviews it as there is time sensitive information and many grant opportunities.
- Andrea Boiter, PC Works will be our guest speaker at today's meeting. Andrea will be presenting opportunities for businesses to hire seasonal staff at no or low cost to the owner.
- Melissa Roberts, Marketing/Events and staff will present the Nuit Blanc Proposal, a self-directed activity that should will Covid-19 protocols.
- Staff has been taking part in the OBIAA Best Practices Calls, where BIA's share their ideas, resources and strategies to deal with Covid-19, parking issues, festivals, events, grants, governance matters, patio licensing standards at the provincial level, business licensing and training opportunities for small businesses to name a few items.
- Working on the governance documents which need to be addressed: policies, terms of reference, looking for a strategic plan consultant. Lots of assistance from members and volunteers to move the BIA forward.
- Office Hours are: Monday, Tuesday, Thursday and Friday, 9:00 AM to 12 Noon & 1:00 PM to 3:00 PM back to working at the office.
- Several grant applications have been submitted to support BIA Projects: Farm Credit Canada, Meridian Credit Union, Niagara Investment in Culture and Healthy Communities Initiatives Grant.
- Sponsorships Package to be developed next month for key events once dates are final.
- Results of the On-Line Survey attached with some interesting recommendations from businesses. i.e., implement the West Street and King George Park CIP concepts; support for more events; pop up markets, more accommodations for tourist and weekend visitors; coordinated marketing approach to downtown; beautification projects a priority; more seasonal events based on holidays; seems to be good support for cruise tourism and for more videos of local businesses, which in many cases, the businesses can produce themselves.
- New business announcements will be made later this spring. There is a great deal of interest in the Port Colborne area both for new businesses and families wanting to move to Port Colborne.



- Reaction to the Port Colborne Farmers Market has been very positive within the community, City Hall and the vendor community. There are already 15 farmers, 10 food vendors and 3 handmade/artisan vendors confirmed for this season.  
<https://www.facebook.com/portcolbornefarmersmarket>
- Do consider participating in OB BIA's spring professional development session as a way to learn more about BIA's and their roles in community development. There will be a full Hamilton Conference in September. More details to come.



**Submitted by:**

Mary-Lou Ambrose-Little, Executive Director  
Downtown Port Colborne BIA



**Board Meeting Minutes | Monday, April 19<sup>th</sup>, 2021  
Via Google Meet**

**Attendance :** Norbert Gieger (N.G.), Jesse Boles (J.B.), Rob Carter (R.C.), Amy Thibodeau (A.T.), Bonnie Beres (B.B.), Donna Kalailieff (D.K), Larry, Beverly (L.B), Melissa Roberts (M.R.)

**Staff:** Mary-Lou Ambrose-Little (M.L)

**Regrets:** Karrie Haynes, Karen Donnelly, Leslie Stafford, Ed Cleveland, Alicja Kniffen, and Michelle Benest-Tanner

**Meeting for discussion only — no quorum**

The following discussions took place. There were no motions or votes because attendance wasn't high enough to reach quorum

**Vaccine related marketing campaign (N.G.)**

- N.G suggestion for the BIA to play a role in encouraging residents to get vaccinated using information from the Ministry of Health in Niagara — the sooner more people are vaccinated, the sooner things can get back to normal.
- Lots of misinformation about COVID and vaccines ground around.
- Potentially leverage existing advertising such as the radio advertising.
- Lengthy discussion about the pros and cons of the BIA taking this on.
- The Gathering Place did a presentation on the vaccine with a pharmacist and health researcher. It's about an hour long and was recorded. Happy to share this with Mary-Lou to potentially make available on the BIA's Facebook page.
- Conclusion: Right now, there's a backlog of people who want to get the vaccine. BIA will wait and consider doing something a little bit later when vaccine supply can meet demand. Potentially a "thank you for getting vaccinated and doing your part" message that is positive.
- N.G. suggests that Mary-Lou get pertinent information from the Health Region and take their recommendation about what might be helpful. Ask what they would like BIAs to say and do.

**Nuit Blanche update (M.R)**

- Sponsorship package is nearly ready.
- Committee member is meeting with Meridian to discuss their sponsorship.
- Artist package will be ready in the next week.
- Festival is being planned for July.

**Farmer's Market update (J.B.)**

- In the process of finalizing MOU (memorandum of understanding) with the City — a few sticking points as model changes but should have finalized version soon.
- Good vibes and partnership with the team at the City.
- Aiming for 35 vendors, 6 feet apart, and plan to avoid long line ups to follow COVID protocols and keep people safe.



## Downtown Port Colborne BIA

Board of Management

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- First market is scheduled for the day after stay-at-home order lifts, however even if there's an extension, markets are considered an essential service.
- A new bank account has been set up at TD for the market so we can show separate line for the market operation incoming and outgoing costs.

### **Vandalism in downtown**

- Mary-Lou spoke to the police — recommends that everyone do an incident report whenever anything happens. Stats are used to determine resources and policing budget.
- Many disappointing things have happened lately: lettering torn off of Spirit Space, Christmas lights smashed, pansies and other flower boxes vandalized, bird houses stolen, solar lights stolen ... mostly focused on West Street. There was also a violent attack in front of Shopper's Drug Mart over the weekend.
- Most of the vandalism and property destruction seems to be happening late, between midnight and 2am.

### **Roselawn Centre (D.K.)**

- Roselawn Board will be connected to the City of Port Colborne Library Board and work with the Museum as well. This is exciting to build a partnership between these organizations that will create lots of opportunity for downtown businesses.

### **Marketing Update — Radio Ads (M.L.)**

- 75% of radio ads are already sold. Slow patch in mid-summer likely as people wait to see what will happen with the lockdown and COVID. All booked up from August to the end of December, with some in early May.

**NEXT MEETING**  
**Monday, May 17, 2021**  
**5:00 PM**  
**Via Google Meet**



**Downtown Port Colborne BIA  
STAFF REPORT  
Monday, April 19, 2021**

- When you receive the E-Blast, do make sure someone from your staff team reviews it as there is time sensitive information and many grant opportunities.
- Melissa Roberts, will provide an update on the Nuit Blanc Proposal, known as the Lift Festival. A request for use of City and St. Lawrence Seaway properties.
- No Governance Committee Meetings to report on. The committee will meet in May. Marketing & Events has met once and the summary is attached.
- Office Hours are: Monday, Tuesday, Thursday and Friday, 9:00 AM to 12 Noon & 1:00 PM to 3:00 PM back to working at the office. Fridays working from home and once the farmers' market starts will be at Market Square.
- Several grant applications have been submitted to support BIA Projects: Farm Credit Canada, Meridian Credit Union, Niagara Investment in Culture and Healthy Communities Initiatives Grant.
- Unfortunately, the BIA has lost the Salvation Army Thrift Store, The Bean Bar and Jamal Mills-Alexander has moved her fashion boutique to Ridgeway. There are at least two new businesses opening in downtown this spring. A trend is to smaller storefront and more on-line presence. Building owners are adjusting to change by renovating and creating smaller rental spaces. There also is a trend toward work spaces rentals on a short-term basis or per use. An example is a coworking space in Fort Erie <https://www.forteriebusinesscentre.com/>
- Port Colborne Farmers Market now has. There are already 15 farmers, 15 food vendors and 3 handmade/artisan vendors, one each of a distillery and a winery. Three volunteers have been recruited to assist with the day-to-day operation of the market. The City is sharing resources with the BIA to keep operating costs down.  
<https://www.facebook.com/portcolbornefarmersmarket>

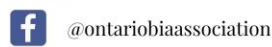
**Submitted by:**

Mary-Lou Ambrose-Little, Executive Director  
Downtown Port Colborne BIA

An update on the OBIAA's spring professional development schedule is attached and the link to register if you are interested.



VIRTUAL BIA PROFESSIONAL DEVELOPMENT SESSIONS



**Link to register:**

<https://obiaa.com/professional-development-sessions/registration-virtual-platform-info/>



**Board Meeting Minutes | Monday, May 17th, 2021  
Via Google Meet**

**Attendance:** Tracy Macleod (TM), Amy Thibodeau (AT), Karen Donnelly (KD), Ed Cleveland (EC), Alicja Kniffen (AK), Norbert Gieger (NG), Jesse Boles (JB), Taylor Mynlieff (TMy)

**Staff:** Mary-Lou Ambrose-Little (ML)

**Regrets:** Donna Kalailieff, Bonnie Beres, Larry Beverly, Rob Carter

**Welcome**

Chair Jesse Boles welcomed everyone to the meeting and called it to order at 5:05PM.

**Declarations of pecuniary interest**

None

**Approval of agenda**

*Motion to: "Approve agenda" Moved by: NG; Seconded by EC. Carried*

**Approval of minutes**

*Motion to: "Approve minutes from the April 26th board meeting" Moved by AK; Seconded by AT. Carried.*

- There was no quorum at the Board Meeting on April 26th so the minutes are really just notes from the conversation. No official decisions were made.

**Special presentations**

None

**Chair report**

- Rise in crime in downtown Port Colborne
  - Canalside Kitchen store was broken into, and a number of other vandalism issues major and minor have occurred over the last few weeks with increased frequency.
  - Article in Tribune from this week quoted the Mayor saying crime is down came out on the same day the kitchen store was broken into — adds to the feeling that there may be a disconnect.
  - JB spoke to the Mayor who referred to crime statistics and based on those, it looks like crime is down. A lot of people don't seem to be reporting crimes. More police resources will be deployed based on stats.
  - Given the anecdotal evidence and level of crime for a smaller city, why don't the crime stats reflect what's happening? Why are people filing less? Perception that people may be apathetic because of a perceived lack of consequences for criminals. Need to work on building people's confidence in the city and the police force so they report crimes.
  - Mayor is willing to have a Townhall style meeting with the BIA and a representative from the police force if this is something we're interested in.



- It would be good for the BIA to put together recommendations for when we meet with the city.
- This is a problem for businesses and locals because it costs time and money, but it's also terrible for the city's brand.
- JB will follow up with the Mayor and request the meeting. Will report back to the board when it's scheduled.

### **Executive Director report**

- Working on a survey for the residents about what they'd like to see in downtown Port Colborne. Previous survey was for the businesses.
- Summer student with the City is working on updating information on businesses. If they get in touch, please give them the info they ask for.
- ML mentions the "I believe campaign". She emailed out a toolkit to member.
- Memorandum of Understanding (MOU) — Farmers' Market
  - This has been completed and this Friday is the first market of the season.
  - There are approximately 30 vendors attending and we're expecting a big crowd.
  - 10 volunteers are helping.
  - So far \$9,825 revenue and another cheque coming from the city of around \$2,500 for startup funding. Have spent approx. \$500 on things like signs, tables, etc.
  - There is lots of excitement about the market and the Facebook page has high engagement.

### **Treasurer report**

Attached

- Special note that JB was reimbursed for the cost of a folding table, cart, and water bottles for the market. He did not sign the cheque for this reimbursement.
- Taylor Mynlieff is transitioning to take over from Carrie as treasurer. Required paperwork has been done at TD to give Taylor signing authority.
- Mary-Lou is now also able to deposit the market money directly into the TD account.

*Motion to: "Approve the reports in a block" Moved by AK; Seconded by KD. Carried*

### **New business**

#### Marketing committee update

- Logo update: BB is working with the designer of the current logo to tweak it to be more flexible and modern.
- Website update: AT will present a few directions forward to modernize the BIA website with limited time and effort at the next marketing committee meeting.

#### Lift Festival

- Melissa Roberts isn't able to attend this meeting so no update except that the City has asked not to plan for any kind of public event until it's clear what the opening plan will be. As a result, plans are on hold.

#### Audit approval





## Downtown Port Colborne BIA

Board of Management

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- Audit has been completed and the BIA received a refund from the City.
- Should anyone like to review the package it's available and has been reviewed by treasurer and chair
- This audit is done annually as a municipal requirement given the BIA receives public funds.

*Motion to: "Approve the audit results" Moved by EC; Seconded by JB. Carried*

### Beautification of the downtown

- Discussion of beautification opportunities along West Street. Ideas discussed:
  - Wrap or decorate black planter barrels on West Street
  - More benches and seating — idea to get Muskoka chairs and give to businesses to set them outside for their customers to use. Chairs would be owned by businesses and their responsibility to maintain.
  - Discussion about plans to replace the trees that were removed. Those have been replaced by the planters. It would be good to also have some greenery on the business side of the street. Mary-Lou will reach out to the gardener from the City to find out what their plan is.
  - There's a great little area just off Clarence Street right before the bridge that lots of people don't know about. It would be a great place for benches and all kinds of things. It's a great place to watch the boats go by and take photos.
  - Discussion about rainbow crosswalk to demonstrate that Port Colborne is inclusive and welcoming. This could be good to try to get done in June for pride month. Could also ask the City about the possibility of putting in a cross walk at Clarence and West — it is a dangerous corner.
    - Where to put it? The corner of Clarence and West Street is very busy and putting it there might cause problems. Flashing lights at Clarence and Catherine might be a better option.
    - BIA should give the City 3 suggestions and let them be responsible for deciding where it goes. In order of preference: 1) Clarence and West (with safety features added) 2) Existing cross walk on Clarence and Catherine, and 3) Catherine by market square

*Motion to: "Have JB work with Donna K from the City to discuss a rainbow crosswalk in honor of inclusion, including the three recommended spots" Moved by: JB; Seconded by NF. Carried*

**NEXT MEETING**  
**May 21st at 5pm**  
**Via Google Meet**





**Downtown Port Colborne BIA  
STAFF REPORT  
Monday, May 17, 2021**

- COVID-19 Vaccine Booking Expanding to Ontarians 18+ Ahead of Schedule as of today. Visit [www.ontario.ca/pharmacycovidvaccine](http://www.ontario.ca/pharmacycovidvaccine) to find a pharmacy offering a COVID-19 vaccine and to book an appointment.
- When you receive the weekly E-Blast, do make sure someone from your staff team reviews it as there is time sensitive information and many grant opportunities.
- Melissa Roberts, will provide an update on the Lift Festival of Public Art.
- The Governance Committee Meetings will meet on May 31 at 3:00 PM. The committee is finalizing the Finance and Health & Safety Policies.
- Office Hours are: Monday, Tuesday, Thursday and Friday, 9:00 AM to 12 Noon & 1:00 PM to 3:00 PM back to working at the office. Fridays working from home and once the farmers market start will be at Market Square.
- There is the possibility of new businesses opening in downtown this spring. The BIA area could benefit from having some new types businesses to attract visitors to downtown. A trend is to smaller storefront and more on-line presence continues to grow well as a variety of home-based businesses both big corporate and direct sales.
- A survey is being created to ask residents what they would like to see change and or develop in the downtown area.
- Building owners are adjusting to change by renovating and creating smaller spaces. There also is a trend toward work spaces rentals on a short-term basis or per use. There may be a shared workspace coming to downtown. Bram Cotton, the City's Economic Development Officer has a summer student updating records on property owners and business owners during the summer.
- Port Colborne Farmers Market is ready to open for the season this Friday morning. Due to the extension of the stay-at-home order, only essential services vendors will be attending. So, artisans and crafters will not attend at the present time. There will be over 30 vendors in attendance for the opening week. Covid-19 protocols are in place and masks will be required while shopping at the market. To date revenue generated is \$9,825.00

- Up to 10 volunteers will be providing support during market hours. recruited to assist with the day-to-day operation of the market. Note the new market sign on -site which definitely is great promotion. The City continues to share resources with the BIA to keep startup costs down. <https://www.facebook.com/portcolbornefarmersmarket>
- Radio advertising is 95% sold this year. If there are others who would like to advertise, we can offer more bookings.
- Both the Friendly Sign War Challenge and I Believe Campaign are going well across Ontario. It is recommended that businesses consider getting involved. Just for the fun of it.

**Submitted by:**

Mary-Lou Ambrose-Little, Executive Director  
Downtown Port Colborne BIA



**Board Meeting Minutes | Monday, June 21, 2021  
Via Google Meet**

**Attendance :** Rob Carter, Donna Kalailieff, Karen Donnelly, Norbert Gieger, Jesse Boles, Taylor Mynlieff and Karrie Haynes.

**Staff:** Mary-Lou Ambrose-Little.

**Guests:** Judith Boroniec and Candace Armstrong.

**Guest Speaker:** Jason McKnight, Niagara Region Police Services.

**Regrets:** Ed Cleveland, Alicja Kniffen, Amy Thibodeau, Bonnie Beres, Larry Beverly, and Tracy Macleod.

**Welcome**

Chair Jesse Boles welcomed everyone to the meeting and called it to order at 5:10 PM.

**Declarations of Pecuniary Interest**

None

**Approval of Agenda**

*Motion to: "Approve Agenda" Moved by: Karrie Haynes; Seconded by Norbert Gieger. Carried*

**Approval of Minutes**

*Motion to: "Approve Minutes from the May 17, 2021 Board Meeting" Moved by Karen Donnelly; Seconded by Norbert Gieger. Carried.*

**Guest Presenter – Jason McKnight (NRPS)**

- Jason has 20 years with Niagara Police Services. His current role is a community engagement role where he works with the grassroots of the community. He is basically a community outreach officer, much like the Community Policing. Much of his work is with high-risk mental health and addiction at community level. He works in partnership with municipalities, mental health and addition services.
- Current crime rate is not up from previous years and every Niagara community is experiencing the same thing. Social media is drawing attention to crime incidents. When information and names appear on platforms, it can cause the cause to be thrown out of Court as a privacy issue. Jason is recommending that the BIA and public report incidents immediately to the police. Videos can be submitted directly to police as well and names.
- Use the on-line reporting  
<https://www.niagarapolice.ca/en/community/reportacrimeonline.aspx#>
- Use 911 when it is a serious incident and let the police handle it.
- Rob asked if there are a lot of repeat offenders. Yes, there are, currently repeat offenders are not being held but are obligated to show up for court cases in future. Those who don't are in breach of the court. Those individuals then appear in the Niagara Most Wanted list published by the police. <https://www.niagarapolice.ca/en/news-and-events/Niagara-s-Wanted.aspx>



- Jason mentioned that often offenders often have multiple issues with mental health and addiction. Often it is difficult to get the services to work together.
- Karen mentioned several incidents with people screaming, harassing customers for money, spitting, and threatening people. With these incidents, call 911 immediately.
- Candace spoke about the incidents occurring at the Portal Village Plaza with theft of copper wire, and damage to along the Killaly St. West properties which is still continuing. Jason mentioned that camera footage does help so send them to police. Again, he stressed to report everything.
- Candace also mentioned a tent “city” behind the plazas on private property. The police can not go on the property without the permission of the owners who often are “out of town landlords”.
- Mary-Lou mentioned the problems with using the market washroom for an injection site, leaving needles and other biohazards for staff to deal with. No other washrooms are available and this create a problem for vendors and the public.
- Has any consider been given to creating a safe injection site for addicts? Jason indicated that Port Cares has been assisting with housing and some addiction issues. Jason knows of 23 homeless people, also dealing with mental health and addiction issues. He works with them all. They are local people not the reported out of are people that social media has been mentioning. It is a local issue and will need local solutions. It may take police, mental health and addictions to work together which will be a challenge. A community approach is the best method Jason indicated.
- How do these criminals get rid of their stolen property? Jason indicated that there are many ways – getting somethings out of the region, post on Niagara Sell sites, sell to pawn shops, junk/scrap yards. Then use the money for drugs which will only be exchanged with cash payments.
- Jason mentioned that he could assist with making properties safer in downtown using the Crime Prevention Through Environmental Design (CPTED). Crime Prevention Through Environmental Design (CPTED) is a multi-disciplinary approach of crime prevention that uses urban and architectural design and the management of built and natural environments.
- Jason will assist local businesses with making their businesses more secure.
- Mayor Steele has been working toward more cameras to be installed in downtown and other areas of the city. More details will be available soon.

“Meeting Adjourned at 7:00 PM with the balance of reports to be discussed at the next Board Meeting.”

Motion to adjourn by Norbert Gieger.

**NEXT MEETING**

**July 19, 2021 at 5:00 pm**

**In- person at 21 Charlotte Street**



**Downtown Port Colborne BIA  
STAFF REPORT  
Monday, June 21, 2021**

- Jason McKnight (Niagara Region Police Services) will be a guest speaker today regarding the increase in theft, property damage and mental health issues.
- COVID-19 Vaccine Booking Expanding to everyone as of today. Visit: [www.ontario.ca/pharmacycovidvaccine](http://www.ontario.ca/pharmacycovidvaccine) to find a pharmacy offering a COVID-19 vaccine and to book an appointment.
- When you receive the weekly E-Blast, do make sure someone from your staff team reviews it as there is time sensitive information and many grant opportunities.
- There is a good possibility that both the Harvest Festival (September 24 & 25) and the Lift Festival of Public Art will be scheduled for the Fall season.
- The Governance Committee has finalized the Finance, Health & Safety, Personnel and Volunteer Policies.
- Office Hours are: Monday (closed), Tuesday and Thursday, in the Office with regular hours. On Friday staff will be at the market from 6:00 AM to 1:00 PM.
- Bram Cotton, the City's Economic Development Officer has a summer student updating records on property owners and business owners during the summer. Rob Fucile will be around to visit you during the summer months.
- A new Niagara BIA Group will be meeting to discuss issues and form event partnership i.e., Passport to Niagara. This group is a combination of BIA, Tourism and Economic Development staff working together.
- Port Colborne Farmers Market is open and has been received by the public very well. Currently there are 40 regular vendors and 5 days vendors. Only a few artisans and crafters will be grandfathered into the market this year, as the Guild Hall will be operating their handmade and crafters market as soon as Ontario moves step #2. At the present time six volunteers are assisting with the market operation. Covid-19 protocols are in place and masks will be required while shopping at the market. To date revenue generated is \$14,000.00. <https://www.facebook.com/portcolbornefarmersmarket>
- Canada Day Market is Friday, June 25, 2021 so, share your Canada Day Pride!

- Looking for summer time radio advertising, we have a few spots open if businesses are interested. Bookings are accepted on a first come first serve basis.
- Both the City and the BIA are doing a variety of promotions to bring people back downtown, a market video has been completed and Mayor Steele has visited businesses to promote shopping local. It will be released later this week.

**Submitted by:**

Mary-Lou Ambrose-Little, Executive Director  
Downtown Port Colborne BIA



## **Special Board Meeting Minutes | Monday July 26, 2021**

### **In Person Meeting 21 Charlotte Street**

**Attendance:** Jesse Boles, Alicja Kniffen and Taylor Mynlieff.

**Regrets:** Amy Thibodeau, Ed Cleveland, Karrie Haynes and Councillor Donna Kalailieff.

**Absent:** Rob Carter, Karen Donnelly, Michelle Benest-Tananer and Norbert Gieger.

**Staff:** Mary-Lou Ambrose-Little.

#### **Welcome**

Chair Jesse Boles welcomed everyone to the meeting. No motions to be made as this meeting is to plan for 2022 budget and strategic plan.

#### **Call to Order**

The meeting was called to order at 6:05 pm by Jesse Boles.

### **Summary of Discussions Lead by Chair Jesse Boles**

#### **2022 Budget Proposals**

- Consider raising the levy by \$10,000 to provide more resources to offer better wages and services to the BIA area.
- The current levy is based on 104 businesses in downtown to support BIA programs and services.
- To expand the BIA area to include much of the east-side, which is currently not part of a BIA. Business have been approached as well as Councillors and the response has been very positive to this proposal.
- Consider a service contract with the Main Street BIA to assist with their administration of that BIA area. See Growth under strategic planning)
- WIFI for downtown would cost more than \$10,000 to install and if considered should be recommended to the City of Port Colborne as a project they should take the lead on. Blanket coverage may not be necessary as many tourists have their own data plans as do most residents. Perhaps a hot spot system which would be less expensive could be considered.  
*Action: Report to the City of Port Colborne recommendation that staff look at the feasibility of expanding their WIFI service to include downtown.*
- Security cameras for downtown did make sense to those present at the meeting. Jesse has been looking into the costs and will report back shortly. Currently the cost is thought to be around \$10,000.

*Action: Jesse to report back on security costs as soon as possible.*

### **Farmers' Market Update**

The Farmers Market account is a separate budget from the regular budget and it is recommended that it stay separate for now. There is more than \$10,000 in revenue to date. This money can be used for other events but should have start up funds for the 2022 market. A reminder that the market is a two-year pilot project.

### **Fall/Winter Events**

Proposed schedule of small events for 2021. These are all small events which can be managed with staff and a few partners and volunteers.

1. Harvest Festival - Friday, September 24 & Saturday, September 25 (BIA)
2. Christmas Open House Friday, November 12 & Saturday, November 13, 2021 (BIA)
3. FaLaLa Ladies Night Friday, November 26 (West Street Businesses)
4. Tug Boat Santa Saturday, December 4 (BIA)
5. Annual Santa Parade Saturday, December 4 (City) TBC
6. Moonlight Madness Friday, December 17 (BIA)
7. City's Residential Christmas Lighting Contest (City) TBC November 15, 2021 to Friday, December 10, 2021
8. Downtown Storefront Lighting & Décor Contest (BIA) November 15, 2021 to Friday, December 10, 2021. Winners announced on Monday, December 14, 2021

### **Brainstorming**

- Christmas Tree Lighting Ceremony
- Adding ribbons to the Sailboat Lights
- Add more seasonal lighting to downtown
- Produce a bingo card, gift certificate (PC Forge) or digital cards that can be uploaded like a credit card.
- Expand the Harvest Festival to include a harvest table dinner on West Street in 2023.

No time left to continue with the Strategic Plan. To be tabled to the next meeting. The date to be announced.

***Adjourned at 8:00 PM***



## Strategic Plan – Homework for Everyone

### ***Questions to consider?***

What is our mission and vision for the Downtown BIA?

Do you know what the current ones are?

Do you know the current Terms of Reference for the BIA? If you don't know what the BIA is about now, how can you set new direction for the BIA?

### ***Samples of BIA mission and vision statements***

#### ***Barrie***

The Business Improvement Area (BIA) consists of commercial properties and their non-residential tenants within a defined boundary. Working in partnership with the City of Barrie, the Downtown Barrie Business Association (BIA) focuses its efforts into maintaining a strong and vibrant community within downtown Barrie for property owners, business owners, residents, visitors and tourists alike. The Downtown Barrie Business Association (BIA) is organized into five components (Executives, Board Members, Partners, Staff and Organizational Framework), all of whom work and co-ordinate together to fulfill short-term goals and long-term strategies. Apart from staff, these members are volunteers.

#### ***Stratford***

To maintain Stratford City Centre as an active and viable area.

To beautify the City Centre and to encourage preservation of the City Centre's architectural heritage, including appropriate building renovation by private businesses.

To encourage more use of the City Centre businesses by both local residents and by visitors.

To encourage a forum in which the downtown business community can develop opinions and programs which will benefit the social, economic and physical quality of life in Stratford.

To work in a co-operative manner with city officials and other business groups, never neglecting to maintain the City Centre's unique position.

To promote Stratford City Centre as a special place in which to shop, work, visit, or live.

#### ***Downtown Welland***

Experience shopping at quaint and unique shops and boutiques. Experience our rich History and Heritage. Experience Welland Bridge #13 and the night lighting of this historical and magnificent structure. Take in the Welland Farmer's Market or a Concert on our beautiful floating amphitheatre. Enjoy a quick bite at a cozy bistro, a delicious meal at one of our fabulous restaurants, or a quick cuppa from our coffee lounges and cafes. There are myriad ways to explore Downtown Welland and we hope you'll visit us soon. Stay connected with what's going on downtown via social media and explore our website to learn more about our tight-knit community. Come Downtown and Experience our Heart!

#### ***Grimsby***

The Grimsby Downtown Improvement Area was created by a municipal by-law of the Town of Grimsby and encompasses the area bounded between Kerman Avenue and Robinson Street, the foot of the Mountain and the CN Rail line. Every commercial property in that area pays a special tax levy which is to be used for the promotion, beautification and revitalization of the Downtown.

The Merchants of Downtown Grimsby are your friends, neighbours and trusted retailers who work tirelessly to keep the downtown as vibrant as possible and the destination of choice for those who shop locally. We are committed to providing excellent customer service, a pleasant shopping experience, a safe environment and a vast retail choice. Come and visit us and discover how “friendly by nature” we really are!!! Do you have an event? Submit your event to mike@wn3.ca

***In order to get started on your vision for the BIA use the framework of our committees to set goals and objections:***

#### ***Governance***

- Review the governance documents for updates, revisions and additional policy development
- Look at the attendance records to decide what commitment will be necessary for future Boards?

#### ***Human Resources***

- Review resources required to operate the BIA
- Do you need a social media/marketing person?
- What about the farmers market – do you need a market staff to operate the weekly market, which would free up the Executive Director to do other work?

#### ***Financial***

- Do you need to consider an increase in revenues? Increasing the levy?
- What other ways can you recommend to generate more revenue for the BIA?
- Do you need to apply for more grants and find sponsors for events and festivals?
- Do you need to partners with others to make events fabulous i.e., Taste of Port Colborne and Lift Festival?

#### ***Marketing***

- Review the current market for the most efficient use of funds and time
- Complete the rebranding of the BIA with new approached to social media and web-site

#### ***Events & Festivals***

- Review the festival and events that we traditionally offer?
- Is the focus smaller monthly events or quarterly events to draw new visitors to downtown?
- Do you see value on offering a Christmas Market?
- What other holiday events need to happen?
- Do you see the need to do seasonal décor and more lighting i.e. Christmas ribbons, coloured lights for each season, picnic tables and Muskoka chairs in downtown and permanent self cleaning, washroom, WIFI, Information/Storage booth in downtown.

#### ***Growth Plan***

- To offer assistance to the Main Street BIA via a service contract to help them move forward with planning for their business area.  
*Action: Jesse to contact the Main Street BIA re: proposal.*
- Expand the BIA area to include much of the east-side, which is currently not part of a BIA.  
*Action: Seek Board support to move forward with this to Council.*
- Offer Associate Membership to businesses outside the Downtown Area.  
*Action: Draft application has been completed with Mary-Lou to present to the Board for approval in September 2021.*



## **Special Board Meeting Minutes | Monday August 9, 2021**

### **In Person Meeting 21 Charlotte Street**

**Attendance:** Jesse Boles, Ed Cleveland, Michelle Benest-Tananer and Norbert Gieger.

**Regrets:** Alicja Kniffen \*\*, Taylor Mynlieff, Amy Thibodeau, Rob Carter, Karen Donnelly\*\* and Councillor Donna Kalailieff. \*\* sent their input to the meeting via emails attached.

**On Maternity Leave:** Karrie Haynes

**Staff:** Mary-Lou Ambrose-Little.

#### **Welcome**

Chair Jesse Boles welcomed everyone to the meeting. No motions to be made as this meeting is to plan for 2022 budget and strategic plan.

#### **Call to Order**

The meeting was called to order at 6:05 pm by Jesse Boles.

### **Summary of Discussions Lead by Chair Jesse Boles**

#### **2022 Budget Proposals**

- Consensus to raise the 2022 levy by \$10,000 to provide more resources to offer better wages and services to the BIA area. (Based on 104 businesses)
- Rack Cards to be used to attract visitors to downtown.
- Quarterly tri-fold maps of downtown to be used to distribute on cruise ships.  
*Action: Mary-Lou to arrange for quotes.*
- To expand the BIA area to include much of the east-side, which is currently not part of a BIA. Business have been approached as well as Councillors and the response has been very positive to this proposal.  
*Action: Jesse and Mary-Lou to work on a report for Council to expand the boundaries to include the east-side*
- Consider a service contract with the Main Street BIA to assist with their administration of that BIA area. See Growth under strategic planning)  
*Action: Jesse to approach the Main Street BIA*
- WIFI for downtown would cost more than \$10,000 to install and if considered should be recommended to the City of Port Colborne as a project they should take the lead on. Blanket coverage may not be necessary as many tourists have their own data plans as do most residents. Perhaps a hot spot system which would be less expensive could be considered.

*Action: Report to the City of Port Colborne recommendation that staff look at the feasibility of expanding their WIFI service to include downtown.*

- Security cameras for downtown did make sense to those present at the meeting. Jesse has been looking into the costs and will report back shortly. Currently the cost is thought to be around \$10,000. This would allow for traffic counts, system can be linked to City, NRPS and the BIA. Partnership with NRPA, City and BIA in a shared cost arrangement. (1/3 each)

*Action: Jesse to report back on security costs as soon as possible.*

### **Administration**

- There is a need for staff support to the Executive Director. Recommended is a part time position that combines, the farmers market supervision, social media experience and event planning. To be funded in the regular budget and through the farmers market account, based on \$18 per hour x 20 hours per week.

*Action: to be included in the 2022 budget proposal.*

### **Fall/Winter Events**

Proposed schedule of small events for 2021. These are all small events which can be managed with staff and a few partners and volunteers. Awaiting City approvals for Harvest Festival and smaller events.

Some other ideas to consider include: bingo cards, gift cards/digital systems with a base terminal.

### **Beautification Projects**

Seasonal lighting has been proposed with 4 seasons of changes. As Alicia said encourage businesses to all work together on seasonal colour pallets.

The first step is to purchase Edison bulb strands 146 strands would be requires at a cost of \$5,000 to do. These would light up all of downtown.

*Action: Jesse to research and find the best price.*

### **Marketing**

Completed the RFQ (request for quotes) for the proposed square space platform proposal re website redesign

*Action: Amy to facilitate this ASAP.*

### **Beautification**

Looking for swag & bows for the Christmas season to improve the Christmas seasonal look. Would provide this décor for 60 poles.

*Action: Mary-Lou to contact vendors for pricing, Mike at the Mill Garden Centre & Greenhouses.*

No time left to continue with the Strategic Plan.

***Adjourned at 8:00 PM***

***Next Meeting: Regular Board Meeting  
Monday, August 16, 2021***

**6:00 PM**  
**Via Google**

**Attachments**

**\*\*\* Emails send re Budget & 2022 Programs**

**Sending my regrets for tonight's meeting.**

I continue to be in agreement with raising the levy to provide more resources, better wages & services such as the down town security system. As discussed in the previous meeting, expanding the BIA Area is a great start to allow for this increase. 👍

I'd like to see ALL BIA businesses collaborate for planned seasonal events, providing a greater impact/ benefit for the entire business community as opposed to only a select few. Consideration of extending operating hours for events or even during peak season to allow visitors an opportunity to take part in a thriving downtown with many open doors, outside of standard 9-5 working hours.

Provide incentives such as a 'downtown business' prize draw to promote as a full group & possibly encourage social media activity in the process. Especially considering so many businesses have already made the effort to go digital & we're looking to spend & refresh our digital presence as a BIA.

With budget in mind, how about simply incorporating similar window lighting even in the fall (red & orange colours or even simple white) I would love to see more lighting in the downtown so why not start with having each business take part in lighting up their own window/frontage with similar colours for the season.

With everything else to consider, this is just an easy way to unite our business community which I believe will create intrigue, drawing interest to a prettier down town.

I'll stay posted on the minutes & see everyone soon! Thank you for trusting your care in our hands 🙏

Alicja Clinic Director, Owner, RMT  
Shawna RMT  
Rachel RMT  
Leslie RMT  
Kaitlyn RMT  
Kennith RMT  
Emily Certified Esthetician

Hands on Health Corporation  
222 West Street Port Colborne  
Tel: 289 836 8319  
Schedule or Shop Wellness Online!  
[www.handsonhealthportcolborne.com](http://www.handsonhealthportcolborne.com)  
Stay In Touch & Follow Us on Facebook or Instagram

**Karen Glam Girl**

So, more liaison with the police and security system would be high on your priority list?

Taylor and Donna will be sending their thoughts shortly to add to the discussions.



**Board Meeting Minutes | Monday, August 30, 2021  
Via Zoom**

**Attendance :** Jesse Boles (J.B.), Amy Thibodeau (A.T.), Larry Beverly (L.B.), Tracy MacLeod (T.M.), Donna Kalailieff (D.K.), Norbert Geiger (NG), Alicija Kniffen (A.K), Ed Cleveland (EC), Michelle Tanner (M.T).

**Staff:** Mary-Lou Ambrose-Little (M.L)

**Regrets:** Rob Carter (RC)

**Welcome**

Chair Jesse Boles welcomed everyone to the meeting and called it to order at 6:06PM.

**Approval of minutes**

Motion to: "Approve minutes from June meeting". Moved by EC; Seconded by MT. Carried.

*Conversation from two previous meetings entered into record.*

**Budget**

Revenue

- BIA wants to ask to increase its funding from the City of Port Colborne. There are 114 properties in the catchment area. BIAs of our size are typically pulling 34K in levy and marginally increasing it by a few thousand per year.
- Want to increase our levy by \$10,000 to get PC BIA on par from what similar sized BIA are drawing in from levies for tax income. For comparison, the St. Catherine BIA gets a \$400K levy. Our BIA is operating on a shoestring and an increase is long overdue.
- Market revenue is doing well this year. Estimating profit line around the \$12K mark.

Marketing budget and staff capacity spend

- Marketing budget was fixed and inherited from the previous year. What do we want to change about it for next year?
  - Bring on another staff member to support "Marketing and events coordinator" part time. We have lots of ideas but none of us have the time to do the work and execute on them.
  - Tracy: Niagara College had students willing to help out with digital media for experience.
  - Increase spending on digital.
- BIA is looking to hire a second part time person to work with Mary-Lou 20 hours a week at \$16/hour. Everyone is supportive of hiring someone to add capacity.

Office space

- We've been looking for new office space because our current space isn't meeting needs for a number of reasons. Have found something and would like to move forward with it. The proposed office space is at the Port Cares building — they have private offices that would suit our needs well. Space



comes furnished, printing on site, phone system, WIFI, room for supplies, bathroom access, etc. Cost is \$500 per month. Would include use of training facilities and conference space.

- EC: “great idea”.
- NG: “will we be restricted on how much we use it or when?” No. Everyone authorized will have swipe and alarm code access. Very secure space.
- NG: “will we be covered under the Port Cares insurance umbrella?” We’re covered under the city’s master policy.

*Motion to: “Spend \$500 to rent the Port Cares office space”. Moved by NG; Seconded by MT. Carried.*

Next step: Jesse will give 60 days’ notice at the current location.

### Executive Director Salary

- Jesse speaks to Mary-Lou’s work and income, particularly around turning the market around.
- Feedback from downtown businesses is foot traffic is increasing thanks to the market on Friday mornings and going into the weekend. Cruise Lines are coming next year — lots of options for foot traffic.

### Beautification of downtown

- Jesse would like to explore Edison Lights on strings to light up our downtown: West Street, Clarence St, King Street. They do this in St. Catherine’s and people love it — Jesse to speak with them and learn where they sourced their bulbs, etc. Looking for a low energy option and explored sourcing them from a local business but it was very expensive for the 100 strands we’d need. Amazon and COSTCO are the best price.
  - AT: Reach out to the Museum — they string up lights and may have some advice or a lead on where they purchased.
  - EC: Would be nice to have the budget more beautifully lit like they do in Welland. This could be something to speak to the Seaway about. EC to speak to seaway about what’s possible and whether they might help fund.
  - T.M: If we hang lights, make sure they’re secure so they can’t be stolen or smashed.
- Christmas: Last year we tackled this last minute. Ship decor was hung a few weeks before Christmas — they were never intended to be Christmas decor and we received a lot of negative feedback because of this misunderstanding. People didn’t think they were festive enough. The ships decor is supposed to be up year-round.
- Would like to do some sort of greenery and bows on downtown lamp posts.
  - Mary-Lou to get quotes from greenhouses to make and install.
  - If we put up end of November, they’ll last into January.
  - AK: “Isn’t this quite costly? Are we looking for a donation to fund it?” ML: It will cost about \$2,500 for baskets. The City Staff take care of this and then invoice the BIA for the costs each year.





- Should we buy material we can reuse every year and spend more this year, or real greenery and spend every year. Lions to donate tree parts, craft ladies to make bows. Everyone prefers real and believes it will look nicer and potentially have less environmental impact than plastic.
- Cost will be at least \$3K if not 3.5K if we order around 30.
- Mary-Lou to count posts and then loop back with a quote.

### Fair Trade Town

- Interest in highlighting Port Colborne as a fair-trade City. PC was one of the first fair trade certified communities. Untapped angle for the marketing committee to consider.
- Potential to place banners downtown with new logo + fair trade indicator. Maybe also include a social media and website component. Can probably get Economic Development group in city hall to throw dollars at this. Untapped marketing potential. Fair Trade certified businesses might be willing to jump on board such as Villages Port Colborne and The Green Apple.
- Banners: do we want to see if the cruise ships are open to partnering on the cost? Amy and Jesse to work together to put together a marketing package to use to pitch companies to demonstrate why they should invest in marketing in Port Colborne. To be used for Seaway, Algoma, Cruise Ships and St. Lawrence Seaway H2O program.

Motion: Accept budget suggestions as discussed. Direction to submit to board digitally and then submit to city. Mover: Norbert, Second: Alicja. Carried.

*Motion to: "Accept budget suggestions as discussed. Once final costs are determined, direction to submit the finalized budget to the board digitally and then submit to the city" Moved by: NG; Seconded by AK. Carried*

### Expanding the boundaries of the Downtown BIA

- Both Jesse and Mary-Lou have been speaking to the Eastside businesses regarding joining the Downtown BIA and expanding the boundaries one more time. There is solid support for this.

*Action: to be presented to the City of Port Colborne soon.*

### Councillor's Report

Donna reported that the City of Port Colborne is ready to install the Rainbow Crosswalk with a very quick turnaround. It will be installed on Wednesday and a ceremony will take place at 9:00 AM. Donna has spoken to Council regarding the opening of City Hall for washroom use. In the meantime, washrooms at the Pilot Building and Market will have to do. Recent problems have occurred at the Pilot Building with drug overdoses. The City's Emergency Team remains against re-opening City Hall to the public.

### Volunteer T-Shirts RFQ

Jesse reported that three companies quoted with t-shirts. Calhoun's coming in with the lowest cost at \$720 + HST. Business Express and Think Ink which were higher priced. Motion to: "purchase t-shirts from Calhoun's at a cost of \$720 + HST." Moved by: NG; Seconded by AK. Carried



## Downtown Port Colborne BIA

Board of Management

MAIL: PO Box 272 | Port Colborne, Ontario L3K 4W1

OFFICE: (289) 836-9006  
[www.exploreportcolborne.ca](http://www.exploreportcolborne.ca)

In- Camera 8:15 PM

Out of In- Camera 8:40 PM

Motion to: "consider a shared service agreement with the Port Colborne Main Street BIA". Moved by: AK;  
Seconded by NG. Carried

Motion to: Adjourn 8:45 PM

**NEXT MEETING  
TBD**

The Corporation of the City of Port Colborne

By-law No. \_\_\_\_\_

Being a By-law to Establish Ward Boundaries

Whereas Subsections 222(1) of the Municipal Act, 2001, S.O. 2001, Chap. 25, as amended, provide that a municipality may divide or redivide the municipality into wards or dissolve the existing wards; and

Whereas the Council of The Corporation of the City of Port Colborne deems it expedient to re-divide the existing wards to address growth and provide for more equitable and balanced voter representation; and

Whereas at its meeting of October, 25, 2021, the Council of The Corporation of the City of Port Colborne (Council) approved a resolution to change ward boundaries to take effect for the 2022 Municipal Election;

Now therefore the Council of The Corporation of the City of Port Colborne enacts as follows:

1. The wards described in Schedule A, attached hereto are established for the City of Port Colborne and shall take effect on the day set out in subsection 222(8) of the Municipal Act, S.O. 2001, c.25 as amended.
2. The wards described in Schedule A, shall have two Members of Council elected for each ward and shall serve as the basis for administering the municipal election to be held on October 24, 2022.
3. Commencing the 2022-2026 term of office, the City of Port Colborne Council is composed of the Mayor, elected by general vote, and 8 other members, elected on the basis of two members for each ward; and
4. The City Clerk is hereby authorized and directed to do all things necessary to give effect to this by-law, including giving required notice.
5. By-law No. 118, 573, 2894/73/93, and 5355/109/09 be hereby repealed effective November 15, 2022.

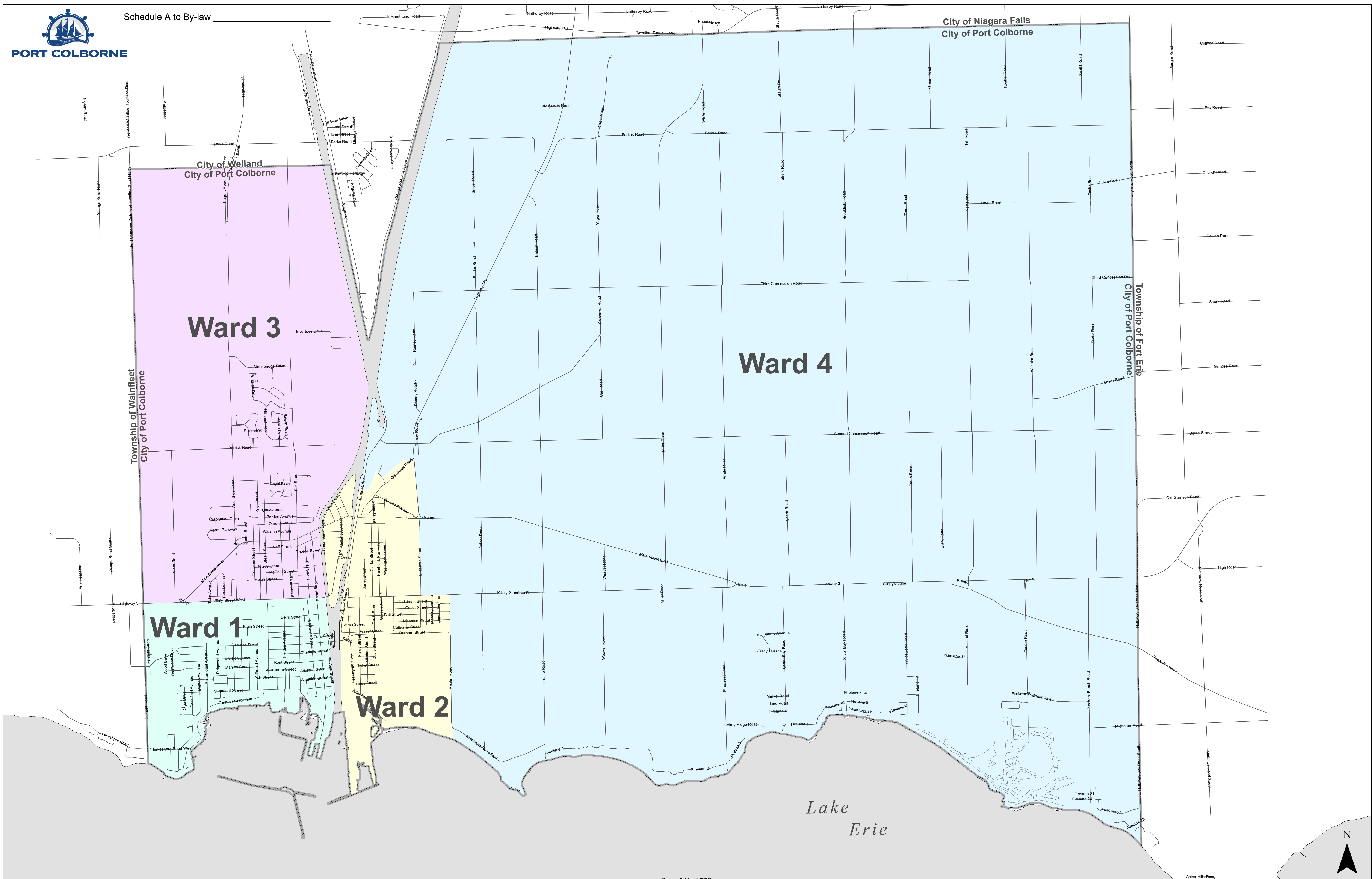
Enacted and passed this 8th day of November, 2021.

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William C. Steele  
Mayor

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Amber LaPointe  
City Clerk



**Ward 1**

**Ward 3**

**Ward 2**

**Ward 4**

Lake Erie





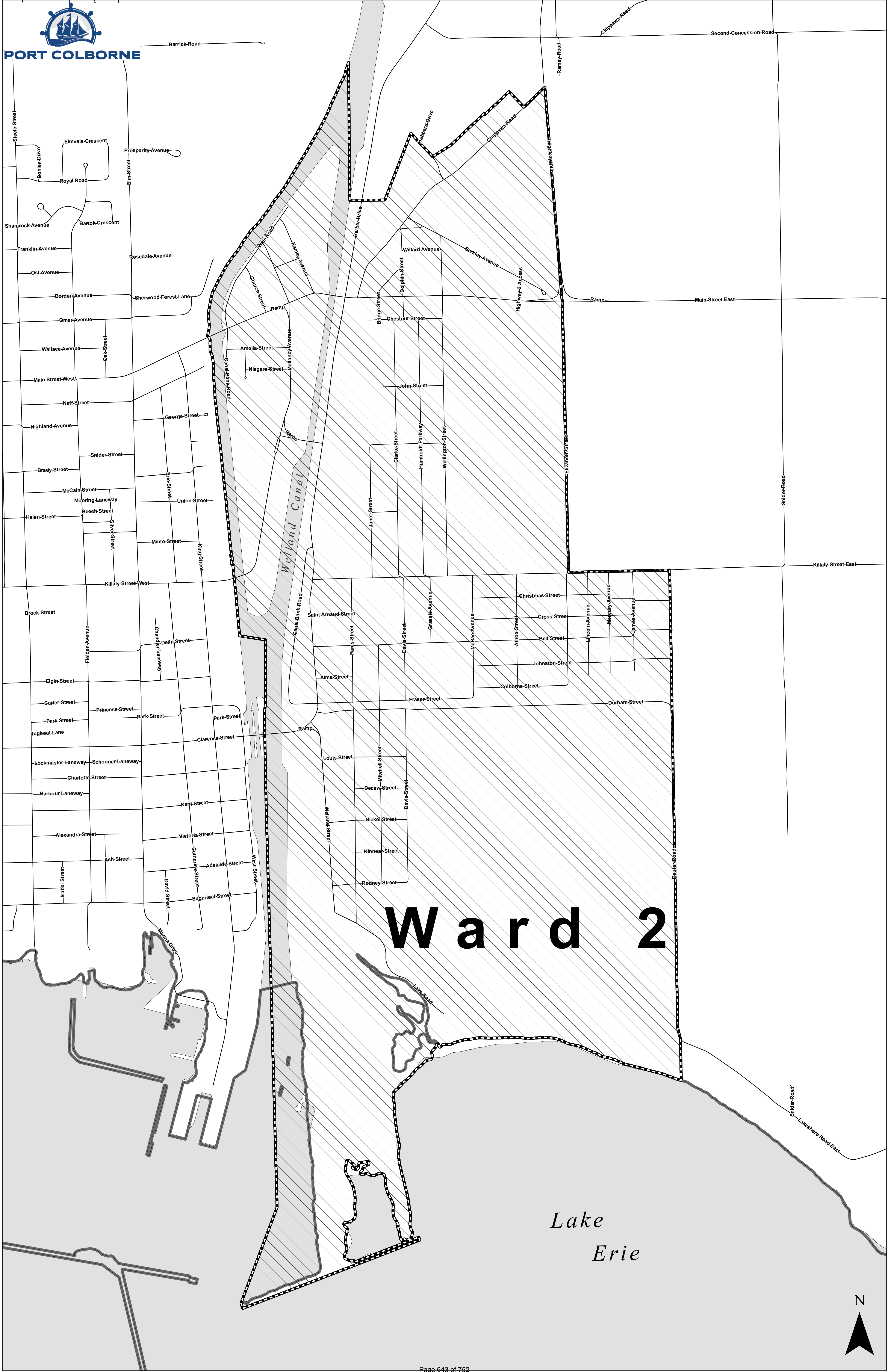


# Ward 1

Township of Wainfleet  
City of Port Colborne

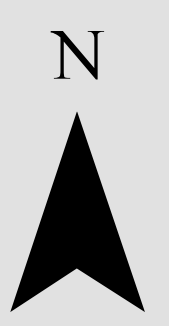






# Ward 2

Lake Erie

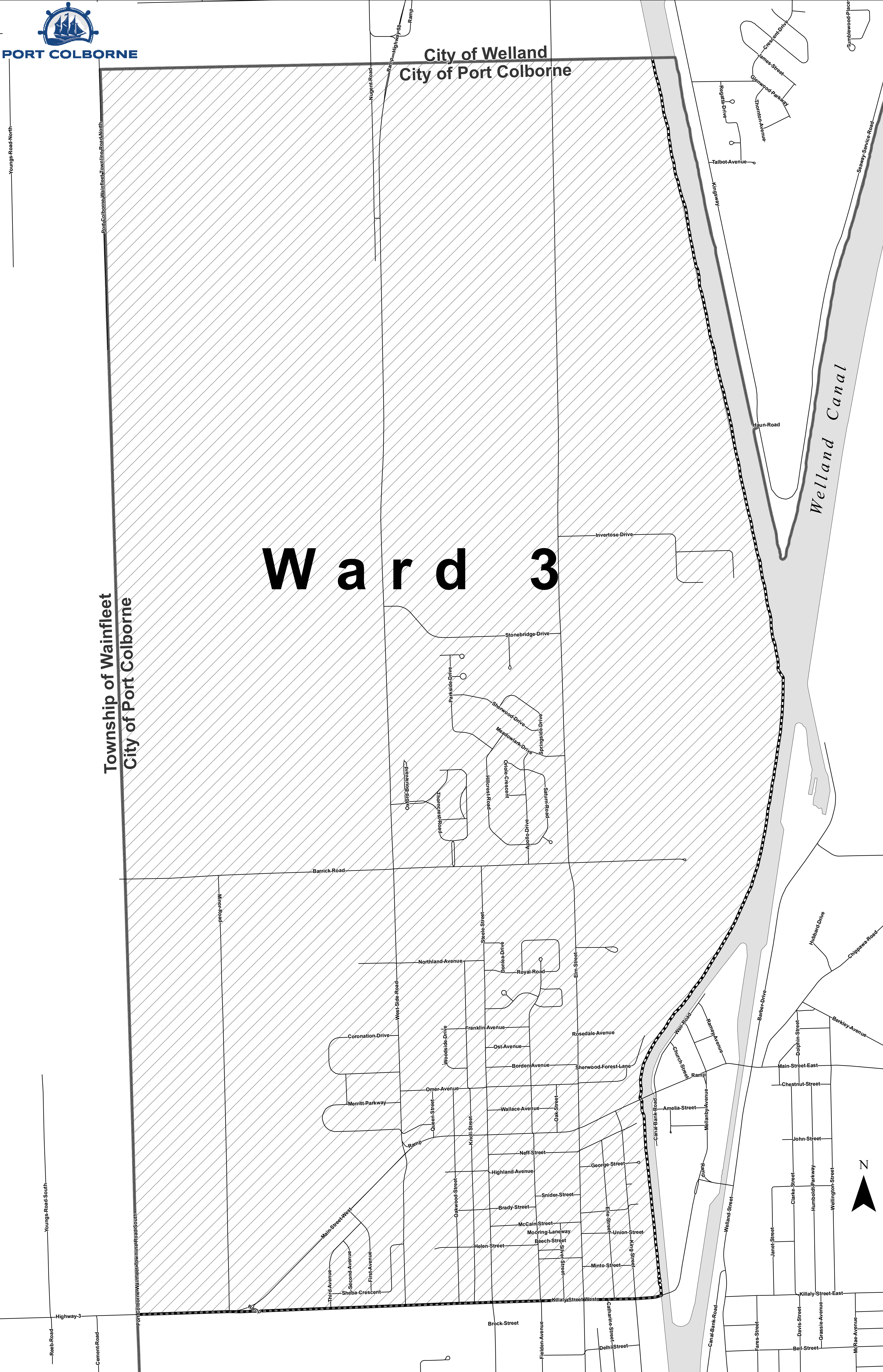




Township of Wainfleet  
City of Port Colborne

# Ward 3

Welland Canal







City of Niagara Falls  
City of Port Colborne

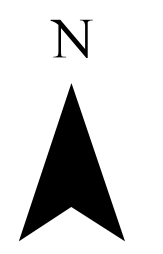
City of Welland  
City of Port Colborne

Township of Wainfleet  
City of Port Colborne

Town of Fort Erie  
City of Port Colborne

# Ward 4

Lake  
Erie





The Corporation of the City of Port Colborne

By-law No. \_\_\_\_\_

Being a by-law to establish fees and charges for various services and to repeal by-law 6741/105/19

Whereas the *Municipal Act, 2001, S.O. 2001, c. 25*, as amended, provides a municipality may pass by-laws imposing fees or charges on any class or persons; and

Whereas the *Building Code Act, 1992, S.O. 1992, c. 23*, as amended provides a municipality may pass by-laws imposing fees and charges; and

Whereas the *Cemeteries Act (Revised), R.S.O. 1990, c. C.4*, as amended, provides a municipality may pass by-laws imposing fees and charges; and

Whereas the *Planning Act, R.S.O. 1990, c. P.13*, as amended, provides a municipality may pass by-laws imposing tariffs, fees and charges; and

Whereas at its meeting of November 8, 2021 the Council of The Corporation of the City of Port Colborne approved the recommendation of Corporate Services Department Report No. 2021-277, Subject: 2022 Proposed Fees and User Charges.

Now therefore the Council of The Corporation of the City of Port Colborne enacts as follows:

1. That the fees and charges, outlined in Schedule "A" attached hereto and forming part of this by-law, be enacted.
2. Unless otherwise identified, that staff be delegated authority to set the price for goods purchased for resale, provided that the price is higher than the cost to purchase the goods.
3. That staff be delegated authority to waive any fee up to \$2,000 on compassionate grounds or when related to a charity or related fundraiser. This waiver shall be applied only once per event.
4. That if a court of competent jurisdiction should declare any section or part of a section of this by-law to be invalid, such section or part of a section shall not be construed as having persuaded or influenced Council to pass the remainder of this by-law, and it is hereby declared that the remainder of this by-law shall be valid and shall remain in full force and effect.
5. That should this by-law conflict with any other by-law or resolution of Council, or any staff report approved by Council, in relation to fees and charges imposed under the *Municipal Act, Planning Act, Building Code Act* or any other act, this by-law shall take precedence, unless specifically stated to the contrary.
6. That By-law No. 6741/105/19 is hereby repealed.
7. That this by-law come into force and take effect on the day of passing.

Enacted and passed this 8th day of November, 2021.

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William C. Steele  
Mayor

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Amber LaPointe  
City Clerk

**APPENDIX A:** Schedule A - Engineering & Operations

| Engineering & Operations Service Fees |  |  |                   |  |
|---------------------------------------|--|--|-------------------|--|
| Service Type                          | Name                                     | Description  | 2022 Proposed Fee | 2022 Proposed Minimum Fee  |
| Commemorative                         | Park Bench                               | Installation of a bench within a City park.  | \$2,262.28        | -  |
| Commemorative                         | Promenade Bench                          | Installation of a bench on the West Street promenade.  | \$1,783.88        | -  |
| Commemorative                         | Muskoka Chair                            | Installation of a Muskoka chair.   | \$1,479.78        | -  |
| Commemorative                         | Tree Planting                            | Planting of a single native species tree on City property.   | \$652.34          | -  |
| Commemorative                         | Pet Waste Station                        | Installation of a pet waste station.   | \$1,218.44        | -  |
| Commemorative                         | Plaque Replacement                       | Replacement plaque for a previously purchased commemorative item.  | \$239.46          | -  |
| Drainage                              | Drainage Apportionment Agreement         | Cost for the Drainage Superintendent to complete a drainage apportionment agreement due to the severance of a parcel. Fee is for up to 5 parcels, more than 5 parcels will be completed by an appointed Engineer and fees (actual cost) will be charged accordingly. | \$118.00          | -  |
| Engineering                           | Municipal Consent Permit Fee             | Includes review, permit and inspection for all occupancy within the roadway.   | \$220.00          | -  |
| Engineering                           | Development Submission Review - Internal | In-house review of engineering designs for Site Plan Agreements or infill residential properties - this may be broken down to different fees for different types of designs (eg. grading, servicing, stormwater management, traffic impact, landscaping, etc.).      | \$268.00          | Includes review of one resubmission. Further resubmissions to be charged per each. |

**APPENDIX A:** Schedule A - Engineering & Operations

| Engineering & Operations Service Fees |  |   |                   |  |
|---------------------------------------|--|---|-------------------|--|
| Service Type                          | Name                                       | Description   | 2022 Proposed Fee | 2022 Proposed Minimum Fee  |
| Engineering                           | Development Submission Review - External   | External review of engineering designs for Subdivision or Site Plan Agreements - this may be broken down to different fees for different types of designs (eg. grading, servicing, stormwater management, traffic impact, landscaping, etc.). | TBD               | -  |
| Engineering                           | Lot Grading Plan Review                    | Review and approval of lot grading plans for building permits or other purposes.  | \$60.00           | Includes review of one resubmission. Further resubmissions to be charged per each. |
| Engineering                           | Pre-consultation Application Review        | Review of pre-consultation applications including comments and supporting records.  | \$52.00           | -  |
| Engineering                           | Committee of Adjustment Application Review | Review of Committee of Adjustment applications including comments.  | \$26.00           | -  |
| Engineering                           | Site Alteration Permit Inspections         | Review and approval of site alteration permit applications including pre- and post-construction site inspection.  | \$220.00          | -  |
| Engineering                           | Ownership Survey                           | Surveying of various items, such as trees, to determine if they're located on City or private property. Only to be charged if item is determined to be located on private property.   | \$60.00           | -  |
| General                               | Service Decommissioning                    | Decommissioning of a water service, sanitary or storm lateral.  | \$1750.00/service | -  |
| General                               | Rock Removal                               | Removal of Rock for Trench Work.  | \$136.29/hour     | -  |
| General                               | Street Sweeping*                           | Street sweeping for general cleanliness of the roadways.  | \$143.58/hour     | \$574.32   |
| General                               | Cart Retrieval Fee                         | Retrieval and storage of a single cart.   | \$50.00/cart      | -  |

**APPENDIX A:** Schedule A - Engineering & Operations

| Engineering & Operations Service Fees |                             |   |                   |                           |
|---------------------------------------|-----------------------------|---|-------------------|---------------------------|
| Service Type                          | Name                        | Description   | 2022 Proposed Fee | 2022 Proposed Minimum Fee |
| General                               | On-Call Supervisor Call Out | Request for Supervisor inspection found to be caused by private property issue afterhours, Monday to Saturday. Only charged if deemed to be a private issue, no charge for City issue.  | \$125.28/Hour     | -                         |
| General                               | On-Call Supervisor Call Out | Request for Supervisor inspection found to be caused by private property issue on Sundays and statutory hoidays. Only charged if deemed to be a private issue, no charge for City issue.  | \$156.94/Hour     | -                         |
| Parks                                 | Trail Closure*              | To be charged per application for each trail closure. Accomodates one section of trail to be closed with two barricades and road closed signage. Closures beyond one section of trail (entrance to entrance) are subject to job specific pricing. | \$115.04          | -                         |
| Parks                                 | Parade and Event Services * | Services to clear City owned waste bins at a higher frequency then the standard level of service during Parades and Events. Street Sweeping after event is included.  | \$323.01          | -                         |
| Parks                                 | Park & Pavilion Services*   | General cleanup of area and removal of waste after rentals. To be used on an as needed basis or when a higher level of service is required.   | \$47.40           | -                         |
| Parks                                 | Park & Pavilion Services*   | Electrical and Water connections when requested from renters. Connections only available at select locations.   | \$31.65           | -                         |

**APPENDIX A:** Schedule A - Engineering & Operations

| Engineering & Operations Service Fees |  |   |                       |                           |
|---------------------------------------|--|---|-----------------------|---------------------------|
| Service Type                          | Name   | Description   | 2022 Proposed Fee     | 2022 Proposed Minimum Fee |
| Public Works                          | Afterhours/Emergency Site Visit for Complaint Assessment | Any afterhours appointment or emergency site visit to investigate various complaints including: drainage concerns, encroachments, water/sewer/storm issue etc. Only charged if deemed to be a private issue. No charge if deemed to be City issue.              | \$101.00              | -                         |
| Public Works                          | Missed appointment                                       | Home owner books appointment and is not present or no call no show.   | \$20.00               | -                         |
| Public Works                          | Site Visit for Complaint Assessment                      | Site visits at the request of residents or property owners to assess various complaints including: drainage concerns, encroachments, water/sewer/storm issues. Only to be charged if issue is determined to be private. No charge if deemed to be a City issue. | \$35.00               | -                         |
| Roads                                 | Driveway Culvert   | Install HDPE driveway culvert up to 600mm in diameter; includes stone backfill and compaction to grade.   | \$469.03/meter        | -                         |
| Roads                                 | Driveway Culvert   | Install HDPE driveway culvert over 600mm in diameter; includes stone backfill and compaction to grade.  | Actual Cost           | -                         |
| Roads                                 | Asphalt Driveway Apron Installation                      | Includes preparation and installation of a residential asphalt driveway apron to City standards.  | \$53.10/square meter  | \$159.18                  |
| Roads                                 | Curb Cut   | Cut existing curb to accommodate a new entrance.  | \$137.17/meter        | \$421.35                  |
| Roads                                 | Curb Installation  | Install curb to match existing area. One cost for standard curb & gutter, barrier curb or mountable curb.   | \$185.84/meter        | \$374.54                  |
| Roads                                 | Sidewalk Repair  | Replace existing sidewalk panels.   | \$154.87/square meter | \$312.12                  |

**APPENDIX A:** Schedule A - Engineering & Operations

| Engineering & Operations Service Fees |   |   |                      |                           |
|---------------------------------------|---|---|----------------------|---------------------------|
| Service Type                          | Name                                      | Description   | 2022 Proposed Fee    | 2022 Proposed Minimum Fee |
| Roads                                 | Road Closure*                             | To be charged per application for each road closure. Accommodates one block of roadway to be closed with two barricades and road closed signage. Closures beyond one block are subject to job specific pricing.   | \$230.00             | -                         |
| Roads                                 | Traffic Control                           | Traffic control on primary roadways for City construction activities generated through Municipal Consent and Building Permits. Fee accommodates a 4 hour operation during regular business hours. Fee to be doubled for an 8 hour operation. Work beyond regular business hours is subject to job specific pricing. | \$890.32             | -                         |
| Roads                                 | Traffic Control                           | Traffic control on secondary roadways for City construction activities generated through Municipal Consent and Building Permits. Fee accommodates a one day lane shift. Work beyond regular business hours is subject to job specific pricing.  | \$272.98             | -                         |
| Roads                                 | New Granular Driveway Installation        | New installation of a granular driveway including excavation and placement of granular to a minimum area of 40 square meters. Cost per square meter to be charged above the flat fee of 40 square meters.   | \$52.85/square meter | \$2,114.02                |
| Roads                                 | Tree Trimming per By-law 6175/01/15       | Maintenance and removal of trees on or affecting property of the City of Port Colborne.   | \$185.56/hr          | -                         |
| Roads                                 | Tree Removal per By-law 6175/01/16        | Maintenance and removal of trees on or affecting property of the City of Port Colborne.   | \$185.56/hr          | -                         |
| Roads                                 | Stump Removal per By-law 6175/01/17       | Maintenance and removal of trees on or affecting property of the City of Port Colborne.   | \$256.81/hr          | -                         |
| Roads                                 | Stump Reinstatement per By-law 6175/01/18 | Maintenance and removal of trees on or affecting property of the City of Port Colborne.   | \$201.47/hr          | -                         |

**APPENDIX A:** Schedule A - Engineering & Operations

| Engineering & Operations Service Fees |   |   |                       |   |
|---------------------------------------|---|---|-----------------------|---|
| Service Type                          | Name  | Description   | 2022 Proposed Fee     | 2022 Proposed Minimum Fee   |
| Roads                                 | Tree Replacement per By-law 6175/01/18  | Maintenance and removal of trees on or affecting property of the City of Port Colborne.   | \$652.34              | -   |
| Roads                                 | Arborist Tree Inspection per By-law 6175/01/19  | Maintenance and removal of trees on or affecting property of the City of Port Colborne.   | \$588.50              | -   |
| Sewer                                 | Sewer Rodding   | Sewer rodding during Operations regular hours.  | \$325.00/event        | -   |
| Sewer                                 | Sewer Rodding   | Sewer rodding outside of Operations regular hours.  | \$762.00/event        | -   |
| Sewer                                 | Sewer Service Tapping   | Sewer (sanitary or storm) tapping for up to 125mm diameter lateral.   | \$225.00/each         | -   |
| Sewer                                 | Sewer Service Tapping   | Sewer (sanitary or storm) tapping for lateral larger than 125mm diameter.   | Actual Cost           | -   |
| Sewer                                 | Installation of Sanitary or Storm Sewer Service   | Installation of a sanitary or storm sewer service up to 125mm diameter.   | Actual Cost           | \$5,000.00  |
| Sewer                                 | Review of inspection and testing plans for private sanitary sewers, forcemains, maintenance holes and/or chambers | Review of inspection and testing plans for sanitary sewers, forcemains, maintenance holes and/or chambers required under Province's Design Criteria for Sanitary Sewers, Storm Sewers and Forcemains for Alterations Authorized under Environmental Compliance Approval that will connect to the City's wastewater collection system. | \$136.00              | 1 fee for initial review, 1 "free" resubmission with required edits, fee applies again to any additional edits. |
| Sewer                                 | Witness inspection and testing activities for sanitary sewers, forcemains, maintenance holes and/or chambers      | Witnessing all required inspection and testing activities for sanitary sewers, forcemains, maintenance holes and/or chambers that will connect to the City's wastewater collection system.  | \$60.00/hour          | minimum 4 hours   |
| Sewer                                 | Post construction Sanitary Sewer Flow Monitoring Activities   | Flow monitoring in select manholes to ensure the new sanitary sewers do not contribute excess I&I, particularly during wet weather events. Deficient sanitary sewers will require remediation.  | \$60/monitoring event | -   |

**APPENDIX A:** Schedule A - Engineering & Operations

| Engineering & Operations Service Fees |                                 |  |                   |                           |
|---------------------------------------|---------------------------------|--|-------------------|---------------------------|
| Service Type                          | Name                            | Description  | 2022 Proposed Fee | 2022 Proposed Minimum Fee |
| Water                                 | Water Service Turn On/Off       | One fee to turn off and back on, during Operations regular business hours for a valve up to 100mm. Additional fee will apply if water is turned back on a different day, or after regular business hours.              | \$55.00/event     | –                         |
| Water                                 | Water Service Turn On/Off       | One fee to turn off and back on, during Operations regular business hours for a valve 100mm and larger. Additional fee will apply if water is turned back on a different day, or after regular business hours.         | \$135.00/event    | –                         |
| Water                                 | Water Service Turn On/Off       | One fee to turn off and on, outside of Operations regular business hours. Four hour window to have water turned back on. Additional fee will apply if water is turned back on after four hours, or on a different day. | \$385.00/event    | –                         |
| Water                                 | Unscheduled Water Meter Reading | Water meter reading as requested by user.  | \$100.00/event    | –                         |



**APPENDIX A:** Schedule A - Engineering & Operations

| Engineering & Operations Service Fees |                     |                         |                   |  |
|---------------------------------------|---------------------|-------------------------|-------------------|--|
| Service Type                          | Name                | Description             | 2022 Proposed Fee | 2022 Proposed Minimum Fee  |
| Water                                 | Water Meter Testing | Testing of water meter. | Actual Cost       | \$250 deposit (refundable if meter is determined to be outside of AWWA accuracy, applied towards the cost of the test if the meter is within AWWA accuracy) Reference "Addendum to AWWA Manual M6, Water Meters - Selection, Installation and Testing, and Maintenance, Fifth Edition (November 2018)" |

**APPENDIX A:** Schedule A - Engineering & Operations

| Engineering & Operations Service Fees |                               |   |                        |  |
|---------------------------------------|-------------------------------|---|------------------------|--|
| Service Type                          | Name                          | Description   | 2022 Proposed Fee      | 2022 Proposed Minimum Fee  |
| Water                                 | Water Service Tapping         | Watermain tapping for water service up to 50mm.   | \$265.00 per tap       | Contractor responsible for preparing and securing site for tapping. If not ready to tap (ie. watermain has not been exposed), or traffic protection and/or shoring protection doesn't meet regulatory requirements, staff will not proceed, but will charge the fee, plus another fee when return to perform the tap. If staff are required to wait while any of the above are completed, hourly rate of \$60/hour/staff member will apply, on top of the fee. |
| Water                                 | Water Service Tapping         | Watermain tapping for water service over 50mm.  | Actual Cost            | \$500.00   |
| Water                                 | Installation of Water Service | Installation of water service, up to 50 mm in diameter as per City standards.               | Actual Cost            | \$5,000.00   |
| Water                                 | Water Service Upgrade         | Upgrading an existing water service to a larger diameter, up to 50mm as per City standards. | \$500.00/ linear meter | \$5,000.00   |

**APPENDIX A:** Schedule A - Engineering & Operations

| Engineering & Operations Service Fees |   |   |   |   |
|---------------------------------------|---|---|---|---|
| Service Type                          | Name  | Description   | 2022 Proposed Fee   | 2022 Proposed Minimum Fee   |
| Water                                 | Temporary Water Supply - Install and removal                            | Fee to install and remove temporary water supply. (ie. for watermain commissioning, event servicing, not fire hydrant access).  | \$400.00/supply   |   |
| Water                                 | Temporary Water Supply - Daily  | Daily fee for one connection point to the City's water system, plus consumption charge for water used, at current rates (i.e. for watermain commissioning, event servicing - not fire hydrant access).  | \$100.00/day plus per cubic metre consumption charge for water used |   |
| Water                                 | Water service (100mm +) commissioning plan review                       | Review of commissioning plans required under the Provincial Watermain Disinfection Procedure for water services 100mm+.   | \$68.00   | 1 fee for initial review, 1 "free" resubmission with required edits, fee applies again to any additional edits. |
| Water                                 | Private Watermain Commissioning Plan review                             | Review of commissioning plans required under the Provincial Watermain Disinfection Procedure for watermains that will be connected to the City's water system.  | \$136.00  | 1 fee for initial review, 1 "free" resubmission with required edits, fee applies again to any additional edits. |
| Water                                 | Water Service (100mm +) commissioning activities - witness and sampling | Witnessing of the commissioning activities for water services 100mm+. All required sampling activities.   | \$60.00/hour  | minimum 4 hours   |
| Water                                 | Private Watermain Commissioning Activities - witness and sampling       | Witnessing of the commissioning activities for private watermains (i.e. new subdivisions, watermains that technically fall under the Building Code but must meet requirements of Watermain Commissioning Protocol) that will be connected to the City's water system. All required sampling activities. | \$60.00/hour  | minimum 4 hours   |

**APPENDIX A:** Schedule A - Engineering & Operations

| Engineering & Operations Service Fees |   |  |  |  |
|---------------------------------------|---|--|--|--|
| Service Type                          | Name  | Description  | 2022 Proposed Fee  | 2022 Proposed Minimum Fee                        |
| Water                                 | Laboratory Analysis of Water Samples required under commissioning plans           | Analysis of all samples required under the commissioning plans (water service 100mm+ or private watermains).   | \$20.00/sample   | -  |
| Water                                 | Oversee Final Connections (private watermain or service)                          | Time for an Operator-in-Charge to review the watermain/service connection plan to establish flush and sample points and to directly oversee the connection, in accordance with the City's Watermain Commissioning Protocol and with the Provincial Watermain Disinfection Procedure. | \$60.00/hour   | minimum 4 hours                                  |
| Water                                 | Development flushing  | Flushing fees for maintaining water quality in active development with not enough demand. This would be part of the Subdivision flushing agreement to maintain water quality.  | \$60.00 per hour, plus per cubic metre charge for the water used | minimum 1 hour, minimum 5 cubic metres per event |
| Water/Sewer/Storm                     | Inspection of water service and/or sewer lateral install.                         | When outside contractors perform new installation of water service and/or sewer lateral our fee for the inspection. (hourly rate)  | \$60.00/hour   |  |
| Water/Sewer/Storm                     | Inspection of water service and/or sewer lateral install. (after hours/emergency) | When outside contractors perform new installation of water service and/or sewer lateral our fee for the inspection, and the inspection is outside normal operating hours. (hourly afterhours rate - emergency call out is 4 hour minimum)  | \$120.00/hour  | emergency call out - 4 hour minimum \$404.00     |
| Water/Sewer/Storm                     | Inspection of service disconnect  | When outside contractors perform a disconnect of water service and/or sewer lateral our fee for the inspection. (hourly rate)  | \$60.00/hour   | -  |

**APPENDIX A:** Schedule A - Engineering & Operations

| Engineering & Operations Service Fees |  |  |                   |   |
|---------------------------------------|--|--|-------------------|---|
| Service Type                          | Name   | Description  | 2022 Proposed Fee | 2022 Proposed Minimum Fee   |
| Water/Sewer/Storm                     | Inspection of service disconnect (After hours/emergency)                                       | When outside contractors perform a disconnect of water service and/or sewer lateral our fee for the inspection, and the inspection is outside normal operating hours. (emergency call out is a 4 hour minimum)   | \$120/hour        | emergency call out - 4 hour minimum \$404.00  |
| Water/Sewer/Storm                     | Review of Form 1, Form SS1 (or equivalent) for watermains, sanitary sewers and/or storm sewers | Review to ensure the Form 1, Form SS1, or equivalent, submitted to the City for watermains, sanitary sewers and/or storm sewers that will connect to the City's water system, wastewater collection system and/or stormwater system, are in compliance with the requirements of the City's Drinking Water Works Permit and/or the City's Consolidated Linear Infrastructure Environmental Compliance Approval. | \$68.00           | One fee for each form (i.e. if submit for water, sani and storm - 3 fees) for initial review. If all 3 forms submitted in one package, will only charge 2 fees. One "free" resubmission with required edits, fee applies again to any additional edits. |

**APPENDIX A:** Schedule A - Engineering & Operations

| Engineering & Operations Service Fees |      |             |                   |                           |
|---------------------------------------|------|-------------|-------------------|---------------------------|
| Service Type                          | Name | Description | 2022 Proposed Fee | 2022 Proposed Minimum Fee |

**Notes:**

1. The Municipal Consent permit is applicable for all occupancy within the road allowance and on City property.
2. All works taking place on private property must have proper permitting from the City's Building Department. A Municipal Consent permit for servicing will only be issued upon approved permits from the Building Department.
3. All service installations within the right of way (Water, Sanitary, Storm) must be witnessed by the City's Engineering & Operations Department. Please contact the City at 905-835-2900 ext. 233 to arrange an inspection.
4. All private service connections at the property line must be witnessed by the City's Building Department. Please contact the City's Building Division at 905-835-2900 ext. 229 to arrange an inspection.
5. Operations hours are 7:00am to 3:00pm from the first Monday in May to the third Friday in September and 8:00am to 4:00pm outside of the listed dates.
6. All fees and charges listed are exclusive of any applicable taxes.
7. \* Not for Profit is half of the cost.

**APPENDIX B: Schedule B - Dog Licensing**

| <b>Dog Licensing **</b>   | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|-----------------|--------------------------|
| <b>1. Early purchase discount rate on or before March 15th of each year:</b>                        |                 |                          |
| Licence, Neutered/Spayed dog*   | \$15.00         | \$15.00                  |
| Licence, Un-Neutered/Un-Spayed dog  | \$26.00         | \$28.00                  |
| Vicious Dog   | \$102.00        | \$106.00                 |
| <b>2. After March 15th of each year where sections 3 and 4 of this Schedule are not applicable:</b> |                 |                          |
| Licence, Neutered/Spayed dog*   | \$26.00         | \$28.00                  |
| Licence, Un-Neutered/Un-Spayed dog  | \$36.00         | \$38.00                  |
| Vicious Dog   | \$102.00        | \$106.00                 |
| <b>3. Replacement Tag – verification of original tag purchase required</b>                          |                 |                          |
|   | \$5.00          | \$5.00                   |
| <b>4. Application for Hearing – non refundable</b>  |                 |                          |
|   | \$188.00        | \$196.00                 |

| <b>Kennel Licensing</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|-------------------------|-----------------|--------------------------|
| Kennel License          | \$82.00         | \$86.00                  |

Notes:

\* Proof is required

\*\* No HST is applicable

**APPENDIX C: Schedule C - Fire and Emergency**

*All fees identified with an asterisk will be billed using the applicable MTO Rate at the time of billing.  
Administrative Fee of \$50.00 to be charged to all invoices.*

| Emergency Response  | 2021 Fee   | 2022 Proposed Fee                                |
|---|--|--|
| * Nuisance false alarms and nuisance deployments: First false alarm in any calendar year  | Nil  | Nil  |
| * Nuisance false alarms and nuisance deployments: Subsequent false alarms in calendar year  | Applicable MTO Rates<br>Per apparatus dispatched | Applicable MTO Rates<br>Per apparatus dispatched |
| Billing for firefighting services using a third party, as necessary.  | Applicable MTO Rates<br>Per apparatus dispatched | Applicable MTO Rates<br>Per apparatus dispatched |
| Failure to Extinguish Open Air Burning (liable for costs under Section 2.5 By-Law 6280/106/15). Owner responsible for any and all additional expenses - to retain a private Contractor, rent special equipment, preserve property or evidence, or in order to eliminate an emergency or risk of an emergency situation. | Actual Costs                                     | Actual Costs                                     |
| Hourly Rate of Personnel  | Current  | Current  |

| *Motor vehicle accident/vehicle fire and providing firefighting or other emergency services to a non-resident: |  |  |
|--|--|--|
| a) * For the first hour or any part thereof  | Applicable MTO Rates<br>Per apparatus dispatched | Applicable MTO Rates<br>Per apparatus dispatched |
| b) * For each additional one half hour or part thereof   | Applicable MTO Rates<br>Per apparatus dispatched | Applicable MTO Rates<br>Per apparatus dispatched |

*Note: MTO Rates are applicable to residents when Fire Department services are provided on Hwy. No's 3, 58 and 140.*



**APPENDIX C: Schedule C - Fire and Emergency**

*All fees identified with an asterisk will be billed using the applicable MTO Rate at the time of billing.  
Administrative Fee of \$50.00 to be charged to all invoices.*

|   |              |              |
|---|--------------|--------------|
| Response to fires on or beside rail lines caused by Railway Company - owner responsible for any and all additional expenses - to retain a private Contractor, rent special equipment, preserve property or evidence, or in order to eliminate an emergency or risk of an emergency situation. | Actual Costs | Actual Costs |
|---|--------------|--------------|

**\*For attending a natural gas incident**

|  |  |  |
|--|--|--|
| a) * For the first hour or any part thereof            | Applicable MTO Rates<br>Per apparatus dispatched | Applicable MTO Rates<br>Per apparatus dispatched |
| b) * For each additional one half hour or part thereof | Applicable MTO Rates<br>Per apparatus dispatched | Applicable MTO Rates<br>Per apparatus dispatched |

|  |              |              |
|--|--------------|--------------|
| Extraordinary expenses - Owner responsible for any and all additional expenses that the Fire Chief or Deputy Fire Chief determines-to retain a private Contractor, rent special equipment, preserve property or evidence, or in order to eliminate an emergency or risk of an emergency situation. | Actual Costs | Actual Costs |
|--|--------------|--------------|

**\*For responding to non-emergency requests**

|   |  |  |
|---|--|--|
| a) * For the first hour or any part thereof | Applicable MTO Rates<br>Per apparatus dispatched | Applicable MTO Rates<br>Per apparatus dispatched |
|---|--|--|

**APPENDIX C: Schedule C - Fire and Emergency**

*All fees identified with an asterisk will be billed using the applicable MTO Rate at the time of billing.*

*Administrative Fee of \$50.00 to be charged to all invoices.*

|  | Applicable MTO Rates<br>Per apparatus<br>dispatched | Applicable MTO Rates<br>Per apparatus<br>dispatched |
|--|---|---|
| b) * For each additional one half hour or part thereof |   |   |

**APPENDIX C: Schedule C - Fire and Emergency**

*All fees identified with an asterisk will be billed using the applicable MTO Rate at the time of billing.  
Administrative Fee of \$50.00 to be charged to all invoices.*

| <b>Fire Prevention</b>  | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|-----------------|--------------------------|
| <b>Commercial (GROUP A, D&amp;E OCCUPANCY)</b>  |                 |                          |
| Refreshment Vehicle   | \$125.00        | \$128.75                 |
| Inspect base building, less than 3,000 sq. ft. (gross area)   | \$250.00        | \$257.50                 |
| - Plus inspect each additional 3,000 sq. ft.  | \$125.00        | \$128.75                 |
| - Plus inspect each suite in addition to base building  | \$25.00         | \$25.75                  |
| Day Care: Home Day Cares with less than 5 children  | \$75.00         | \$77.25                  |
| Day Care: Licenced Day Cares with occupant load of 40 or less   | \$150.00        | \$154.50                 |
| Day Care: Licenced Day Cares with occupant load of more than 40   | \$250.00        | \$257.50                 |
| Repeat follow-up inspections on a violation   | \$75.00         | \$77.25                  |
| <b>Institutional (GROUP B) or Residential (GROUP C containing a Care Facility)</b>                                      |                 |                          |
| Inspect base building, less than 3,000 sq. ft. (gross area)   | \$275.00        | \$283.25                 |
| - Plus inspect each additional 3,000 sq. ft.  | \$125.00        | \$128.75                 |
| - Plus each dwelling/unit/sleeping room in addition to base building  | \$10.00         | \$10.30                  |
| Repeat follow-up inspections on a violation   | \$75.00         | \$77.25                  |
| <b>Residential (GROUP C, Not Including Care Facilities) (includes Hotels, Motels, Apartments and Bed and Breakfast)</b> |                 |                          |
| Small building – 3,000 sq. ft. or less – containing single dwelling units   | \$75.00         | \$77.25                  |
| Small building – 3,000 sq. ft. or less – containing two dwelling units  | \$300.00        | \$309.00                 |
| Large building – more than 3,000 sq. ft. OR contains  |                 |                          |
| - 3 to 5 dwelling units/suites of residential occupancy   | \$500.00        | \$515.00                 |
| - 6 to 18 dwelling units/suites of residential occupancy  | \$750.00        | \$772.50                 |
| - More than 18 dwelling units/suites of residential occupancy   | \$1,500.00      | \$1,545.00               |
| Repeat follow-up inspections on a violation   | \$75.00         | \$77.25                  |
| Bed and Breakfast – up to four (4) sleeping rooms   | \$275.00        | \$283.25                 |
| <b>Industrial (GROUP F OCCUPANCY)</b>   |                 |                          |

**APPENDIX C: Schedule C - Fire and Emergency**

*All fees identified with an asterisk will be billed using the applicable MTO Rate at the time of billing.  
Administrative Fee of \$50.00 to be charged to all invoices.*

|  |          |          |
|--|----------|----------|
| Inspect base building, less than 3,000 sq. ft. (gross area) Plus inspect each additional 3,000 sq. ft. | \$175.00 | \$180.25 |
| Repeat follow-up inspections on a violation  | \$75.00  | \$77.25  |

| <b>Miscellaneous Inspections/Application Reviews/Permits</b> |                    |                    |
|--|--------------------|--------------------|
| Open Air Burning Site Inspection and Clearance               | \$75.00            | \$77.25            |
| Fireworks Vendor-Site Inspection                             | \$75.00            | \$77.25            |
| Propane Licence Application Review (Basic)                   | \$100.00           | \$103.00           |
| Propane Licence Application Review (Complex)                 | \$60.00/hour       | \$61.80/hour       |
| Marijuana Grow-Op/Drug Lab Compliance Inspection             | \$250.00           | \$257.50           |
| Review of Site Plans   | \$60.00/hour       | \$61.80/hour       |
| Sale of Consumer Fireworks Vendor Permit                     | \$100.00/annually  | \$103.00/annually  |
| Display Fireworks Discharge Permit                           | \$150.00/per event | \$154.50/per event |

| <b>Fire Department Assistance</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|-----------------------------------|-----------------|--------------------------|
| Fire Watch                        | \$60.00/hour    | \$61.80/hour             |
| Securing Buildings                | \$60.00/hour    | \$61.80/hour             |
| Fire Prevention Assistance        | \$60.00/hour    | \$61.80/hour             |
| Training Assistance               | \$60.00/hour    | \$61.80/hour             |

| <b>File Reports and File Searches</b>                       | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|-----------------|--------------------------|
| File Search/File Reports - Environmental Issues             | \$250.00        | \$257.50                 |
| File Search/File Reports - Information                      | \$175.00        | \$180.25                 |
| Letters and Produce Incident Reports to Insurance Companies | \$175.00        | \$180.25                 |
| LLBO - Letters of Compliance                                | \$175.00        | \$180.25                 |

| <b>Smoke and Carbon Monoxide Alarm Installations</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|--|-----------------|--------------------------|
| Installation of Smoke Alarm                          | \$10.00 each    | \$10.00 each             |

**APPENDIX C: Schedule C - Fire and Emergency**

*All fees identified with an asterisk will be billed using the applicable MTO Rate at the time of billing.  
Administrative Fee of \$50.00 to be charged to all invoices.*

| <b>Fire Department Services</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---------------------------------|-----------------|--------------------------|
| Refilling of Air Cylinders      | \$12.00 each    | \$12.36 each             |
| Fire Extinguisher Rentals       | \$10.00 each    | \$10.30 each             |
| Photographs                     | \$5.00 each     | \$5.15 each              |
| I.D. Photos                     | \$10.00 each    | \$10.30 each             |
| Meeting Room Rental             | \$100.00 daily  | \$103.00 daily           |
| 911 Sign Installation           | \$100.00 each   | \$103.00 each            |
| 911 Sign Replacement            | \$50.00 each    | \$51.50 each             |

**APPENDIX D:** Schedule D - Vale Health and Wellness Centre

| Arena   | Term     | 2021 Fee | 2022 Proposed Fee |
|---|----------|----------|-------------------|
| Adult Prime<br>(Mon to Sat 5.00pm – 10.00pm and Sun 8.00am – 10.00pm)           | Per hour | \$193.00 | \$197.35          |
| Adult Non-Prime<br>(Mon to Fri 8.00am – 4.00pm)                                 | Per hour | \$137.00 | \$141.60          |
| Adult League/Tournament<br>(Rental of 3 or more hours for Adults)               | Per hour | \$182.00 | \$186.75          |
| Junior Hockey Team - Game   | Per hour | \$159.00 | \$162.83          |
| Individual Training (half ice)<br>(per player w/one coach; 50% of minor hockey) | Per hour | \$64.00  | \$65.50           |
| Public/Catholic Schools - Physical Education Classes                            | Per hour | \$49.00  | \$50.45           |
| Public/Catholic Schools - Varsity Hockey Team Practices                         | Per hour | \$59.00  | \$60.20           |
| Public/Catholic Schools - Varsity Hockey Team Games                             | Per hour | \$128.00 | \$131.85          |
| Youth Prime/Minor Hockey  | Per hour | \$128.00 | \$131.85          |
| Youth Non-Prime (Adult Supervision)<br>(Mon to Fri 8.00am – 4.00pm)             | Per hour | \$79.00  | \$80.55           |
| Walk-in/Day of Rental   | Per hour | \$104.00 | \$106.21          |

Leagues are charged the rate in effect at the time their ice rental agreement are made for the duration of the agreement.

**APPENDIX D: Schedule D - Vale Health and Wellness Centre**

| <b>Family and Public Ice Skating</b>                       | <b>Term</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|--|-------------|-----------------|--------------------------|
| Students   | Per session | \$2.65          | \$2.65                   |
| Adults   | Per session | \$3.54          | \$3.54                   |
| Seniors  | Per session | \$2.65          | \$2.65                   |
| Seniors Pay-As-You-Play                                    | Per session | \$2.65          | \$3.54                   |
| Pay-As-You-Play  | Per session | \$4.42          | \$4.42                   |
| Stick and Puck (Adult and 1 child)                         | Per session | \$4.42          | \$4.42                   |
| Stick and Puck (Each additional child)                     | Per session | \$2.65          | \$2.65                   |
| Tots and Adults  | Per session | \$4.42          | \$4.42                   |
| Public Skate Group Pass<br>(Max 5 people. Min 1 adult 18+) | Per session | \$8.85          | \$8.85                   |

| <b>Summer Arena Floor/Facility Rental (No Ice)*</b>                  | <b>Term</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|--|-------------|-----------------|--------------------------|
| Rink 2 – Floor<br>(Non-Profit; Youth Sport Groups)                   | Per hour    | \$48.96         | \$49.93                  |
| Rink 2 – Floor<br>(Adult Sport Group; Commercial – Trade Show/Event) | Per hour    | \$73.44         | \$74.91                  |

\*Does not include associated staging and removal costs and access to the Golden Puck Community Room

**APPENDIX D: Schedule D - Vale Health and Wellness Centre**

| <b>Golden Puck Community Room (GPCR)<br/>(Includes 2 6ft tables and 12 chairs)</b> | <b>Term</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|--|-------------|-----------------|--------------------------|
| For Profit/Commercial Use (Full Room)  | Daily       | \$289.00        | \$295.00                 |
|  | Hourly      | \$63.00         | \$64.25                  |
| Not for Profit/Community Groups (Full Room)  | Daily       | \$144.00        | \$147.00                 |
|  | Hourly      | \$34.00         | \$35.00                  |
| For Profit/Commercial Use (Half Room)  | Daily       | \$144.00        | \$147.00                 |
|  | Hourly      | \$31.00         | \$32.00                  |
| Not for Profit/Community Groups (Half Room)  | Daily       | \$72.00         | \$73.50                  |
|  | Hourly      | \$17.00         | \$17.25                  |

\*Tournaments and Trade Shows will have access with floor/facility booking at negotiated rates

| <b>Other Rates</b>   | <b>Term</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|--|-------------|-----------------|--------------------------|
| Upper or Lower Lobby – Not for Profit/Community Group  | Hourly      | \$17.34         | \$17.70                  |
| Upper or Lower Lobby – For Profit/Commercial   | Hourly      | \$31.62         | \$32.25                  |
| Dressing Room (special events/tournaments)   | Each/Daily  | \$31.62         | \$32.25                  |
| Swipe Card (Replacement)   | Each        | \$11.22         | \$11.45                  |
| Keys (Additional)  | Each        | \$11.22         | \$11.45                  |
| Power Cart & Hydro   | Each        | \$16.32         | \$16.65                  |
| Stairs<br>(Mandatory for events/trade shows to comply with occupancy and emergency exit regulations) | Each        | \$42.84         | \$43.70                  |

| <b>Staffing</b>  | <b>Term</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|--|-------------|-----------------|--------------------------|
| Assistant Arena Attendant Chargeback<br>(Trade shows, tournaments, large scale events, etc.) | Per hour    | \$6.12          | \$6.25                   |

NOTE: Applicable User Group Liability Insurance rates will be applied, as per Schedule U, as amended.



**APPENDIX E: Schedule E - Advertising Vale Health and Wellness Centre (VHWC)**

| Advertising<br>(Subject to developing policy framework for Advertising and Licensing Agreements) | Term        | 2021 Fee   | 2022 Proposed Fee |
|--|-------------|------------|-------------------|
| West Side Road MESSAGE BOARD (static)<br>Community Groups and Organizations                      | Per week    | \$39.00    | \$39.00           |
| VHWC Marque (scroll)   | Per week    | \$20.00    | \$20.00           |
| VHWC Video Monitors  | Per week    | \$39.00    | \$39.00           |
| Discount* - Not-for-Profit/Community Group<br>(with proof of Registered Charitable Number)       |             | 50%        | 50%               |
| Discount* - Multiple Booking<br>(if two or more outlets are reserved for two or more weeks)      |             | 25%        | 25%               |
| * Only one discount can be applied.  |             |            |                   |
| VHWC - Hockey Dressing Rooms**   | Each/Yearly | \$209.00   | \$213.00          |
| VHWC - Rink 1 4x8 Boards**   | Each/Yearly | \$1,250.00 | \$1,275.00        |
| VHWC - Rink 1 Press Box Wrap**   | Each/Yearly | \$7,290.00 | \$7,440.00        |
| VHWC - Rink 1 Score Clock**  | Each/Yearly | \$2,604.00 | \$2,656.00        |
| ** Contract terms are based on five years.   |             |            |                   |

**APPENDIX E: Schedule E - Advertising Vale Health and Wellness Centre (VHWC)**

| Ice Logos*   | 2021 Fees  |            |            | 2022 Proposed Fees |            |            |
|--|------------|------------|------------|--------------------|------------|------------|
|  | Year 1     | Year 2     | Year 3     | Year 1             | Year 2     | Year 3     |
| Rink 1 - Logo #2                                   | \$1,479.00 | \$676.00   | \$676.00   | \$1,508.00         | \$690.00   | \$690.00   |
| Rink 2 - Logo #2                                   | \$1,301.00 | \$536.00   | \$536.00   | \$1,327.00         | \$547.00   | \$547.00   |
| Rink 1&2 - Logo #2 - 1 yr term                     | \$2,363.00 | N/A        | N/A        | \$2,410.00         | N/A        | N/A        |
| Rink 1&2 - Logo #2 - 3 yr term<br>(15% discount**) | \$2,780.00 | \$821.00   | \$821.00   | \$2,836.00         | \$837.00   | \$837.00   |
| Rink 1 - Goal Lines- Logo #6 (two logos)           | \$1,428.00 | \$1,176.00 | \$1,176.00 | \$1,456.00         | \$1,200.00 | \$1,200.00 |
| Rink 2 - Goal Lines- Logo #6 (two logos)           | \$1,224.00 | \$953.00   | \$953.00   | \$1,248.00         | \$972.00   | \$972.00   |

\*The design and creation of logo not included.

\*\*15% discount does not apply for 2 logos on the same ice surface.

The opportunity to bundle advertising/sponsorship to be negotiated using approved rates.

**APPENDIX F: Schedule F - Parks and Pavilions**

| Park Pavilions  | Term                | 2021 Fee | 2022 Proposed Fee |
|---|---------------------|----------|-------------------|
| Pavilion – Large  | Per Booking Per Day | \$35.70  | \$36.50           |
| Pavilion – Small  | Per Booking Per Day | \$30.60  | \$31.20           |
| Bandshell   | Per Booking Per Day | \$51.00  | \$52.00           |
| Hydro   | Per Booking Per Day | \$5.10   | \$5.20            |
| Washroom Rental Rate<br>(non-public, after hours before Labour Day Weekend or after Thanksgiving) | Per Booking Per Day | \$46.92  | \$47.86           |
| Park Permit (events)<br>Note: Park permit does not include pavilion fee                           | Per Booking Per Day | \$76.50  | \$78.00           |

**APPENDIX G: Schedule G - Playing Fields and Sport Courts**

| <b>Playing Fields and Sport Courts</b>                              | <b>Unit</b>  | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|--|-----------------|--------------------------|
| Soccer Fields – Youth   | Per game (2 hours)   | \$7.28          | \$7.43                   |
| Soccer Fields – Youth Tournament                                    | Per field/Per hour   | \$7.28          | \$7.43                   |
| Soccer Fields – Adult   | Per game (2 hours)   | \$54.00         | \$55.08                  |
| Soccer Fields – Adult Tournament                                    | Per field/Per hour   | \$26.00         | \$26.50                  |
| Lighting  | Add/Per field  | \$14.50         | \$14.80                  |
| Lining  | Add/Per field  | \$15.50         | \$15.80                  |
| Baseball/Softball Diamonds – Youth                                  | Per game (2 hours)   | \$7.28          | \$7.43                   |
| Baseball/Softball Diamonds – Youth Tournament                       | Per field/Per hour   | \$7.28          | \$7.43                   |
| Baseball/Softball Diamonds – Adult                                  | Per game (2 hours)   | \$55.00         | \$56.10                  |
| Baseball/Softball Diamonds – Adult Tournament                       | Per field/Per hour   | \$26.00         | \$26.50                  |
| Floating  | Add/Per field  | \$15.50         | \$15.80                  |
| Lighting  | Add/Per field  | \$15.50         | \$15.80                  |
| Lining  | Add/Per field  | \$15.50         | \$15.80                  |
| Tennis Courts*<br>(Cedar Bay Centennial or West Side Tennis Courts) | Per court/Per hour   | \$4.43          | \$4.52                   |
| Volleyball Courts*<br>(Cedar Bay Centennial Park)                   | Per court/Per hour   | \$9.74          | \$9.93                   |
| Horse Paddock<br>Skateboard & BMX Park                              | Sanctioned OR Un-Sanctioned Competitions terms to be negotiated. |                 |                          |

\*Tournaments on request

**APPENDIX H: Schedule H - Beaches**

| <b>Nickel Beach</b>   |   |                 |                          |
|---|---|-----------------|--------------------------|
| <b>Pass/Permit Type</b>   | <b>Classification</b>                           | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| <i>Daily Pass Monday - Friday (Per vehicle)</i>                   | Niagara Residents                               | \$17.69         | \$17.69                  |
|   | Non-Residents                                   | \$44.25         | \$44.25                  |
| <i>Daily Pass Weekends &amp; Statutory Holidays (per vehicle)</i> | Niagara Residents                               | \$22.12         | \$22.12                  |
|   | Non-Residents                                   | \$53.10         | \$53.10                  |
| <i>Season Passes</i>  | PORTicipate Pass (Port Colborne Residents Only) | FREE            | FREE                     |
|   | Niagara Weekday Pass (Niagara Residents Only)   | N/A             | \$88.50                  |
| <i>Public Restricted Production Permits</i>                       | Half Day Permit (4/- hours)                     | \$398.23        | \$408.19                 |
|   | Full Day Permit (4/+ hours)                     | \$707.96        | \$725.66                 |

| <b>Centennial – Cedar Bay Beach</b>                               |                       |                 |                          |
|---|-----------------------|-----------------|--------------------------|
| <b>Pass/Permit Type</b>   | <b>Classification</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| <i>Daily Pass Monday - Friday (Per vehicle)</i>                   | Niagara Residents     | \$21.12         | \$17.69                  |
|   | Non-Residents         | N/A             | \$44.25                  |
| <i>Daily Pass Weekends &amp; Statutory Holidays (per vehicle)</i> | Niagara Residents     | \$21.12         | \$17.69                  |
|   | Non-Residents         | N/A             | \$44.25                  |

**APPENDIX I : Schedule I - Roselawn Centre**

| <b>Roselawn Centre (Rental rates are based on a 6 hour event use.)</b>    | <b>Term</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|-------------|-----------------|--------------------------|
| Present's Room Rental   |             | \$194.00        | \$198.00                 |
| Double Parlour  |             | \$166.00        | \$170.00                 |
| Sun Porch   |             | \$111.00        | \$113.00                 |
| Back Stage Area   |             | \$166.00        | \$170.00                 |
| Roselawn – All Rooms  |             | \$555.00        | \$566.00                 |
| Bar Opening   | Per bar     | \$27.50         | \$28.00                  |
| Corkage Fee   |             | \$10.00         | \$10.00                  |
| Gratuity charge (refer to Gratuity Policy)                                |             | 15%             | 15%                      |
| Dishwasher Fee (Dish rental)  | Per hour    | \$11.50         | \$11.50                  |
| Table Linens  | Per table   | \$4.35          | \$4.45                   |
| Linen Napkins   | Per napkin  | \$1.05          | \$1.10                   |
| Cruiser Tables  | Per table   | \$2.55          | \$2.60                   |
| Outdoor Garden<br>(Tents, tables and chairs are not supplied)             |             | \$194.00        | \$198.00                 |
| Door Open Fee (plus staff time)<br>(Wedding Pictures, Event Set-up, etc.) |             | \$51.00         | \$52.00                  |

Please contact the the Roselawn Centre for food and beverage pricing.

Menu rates are driven by seasonal market rates for food/beverage and the range of food services being provided.

Roselawn is licensed under the AGCO and is governed by the Municipal Alcohol Policy.

Negotiated rates will include food preparation, service and gratuity.

| <b>Additional Rentals</b> | <b>Term</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---------------------------|-------------|-----------------|--------------------------|
| Screen                    | Per rental  | \$5.60          | \$10.00                  |
| Projector                 | Per rental  | \$32.60         | \$10.00                  |

NOTE: Applicable User Group Liability Insurance rates will be applied, as per Schedule U, as amended.

**APPENDIX J: Schedule J - Sugarloaf Marina**

| <b>Seasonal Dock Rates</b>          |                           |
|-------------------------------------|---------------------------|
| <b>Docking Options</b>              | <b>2022 Proposed Rate</b> |
| Boats 16 - 19 ft (unserviced)       | \$46.00/ft                |
| Boats 20 - 26 ft (optional service) | \$56.00/ft                |
| Boats 27 - 34 ft (serviced)         | \$66.00/ft                |
| Boats 35 - 60 ft (serviced)         | \$69.00/ft                |
| <b>Power Options</b>                | <b>2022 Proposed Fee</b>  |
| Use of 15A/110V Power               | \$55.00                   |
| Use of 30 Amp shore power           | \$230.00                  |
| <b>Second Boat*</b>                 | <b>2022 Proposed Fee</b>  |
| On A or J Run (16 ft dock)          | \$230.00                  |
| On Dock #3 (17 ft dock)             | \$250.00                  |
| Dock Box Rental                     | \$95.00                   |

\* Second boat must be owned by same owner with valid proof of insurance.

| <b>Transient &amp; Boat Ramp Rates</b> |                 |                          |
|--|-----------------|--------------------------|
| <b>Transient Rates (per foot)</b>      | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Daily                                  | \$1.90          | \$2.00                   |
| Weekly                                 | \$9.80          | \$10.00                  |
| Monthly (un-serviced)                  | \$22.50         | \$22.50                  |
| Monthly (serviced)                     | \$26.50         | \$26.50                  |
| <b>Launch Ramp Rates</b>               | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Pay & Display Daily Launch Pass        | \$13.27         | \$17.70                  |
| HonkMobile Daily Launch Pass           | \$12.39         | \$13.27                  |
| Seasonal Pass                          | \$88.50         | \$106.19                 |
| **Non-Display Fine - Missing Ramp Pass | \$0.00          | \$17.69                  |
| <b>Additional Fees</b>                 | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Pump-out (Transients)                  | \$15.00         | \$15.00                  |

\*\* Customer is still subject to the By-Law Parking Enforcement Fine as well

**APPENDIX J: Schedule J - Sugarloaf Marina**

| <b>Storage and Boat Yard Rates</b>                              |                             |                                 |                             |                                 |
|---|-----------------------------|---------------------------------|-----------------------------|---------------------------------|
| <b>Storage and Service</b>                                      | <b>2021 Fees</b>            |                                 | <b>2022 Proposed Fees</b>   |                                 |
|   | <b>Seasonal Slip Holder</b> | <b>Non-Seasonal Slip Holder</b> | <b>Seasonal Slip Holder</b> | <b>Non-Seasonal Slip Holder</b> |
| Winter Storage  | \$1.41/ sq. ft              | \$2.82/sq. ft                   | \$1.58/ sq. ft              | \$3.16/sq. ft                   |
| Summer Storage (Begins June 1 if no slip deposit has been paid) | N/A                         | \$0.84/sq. ft/month             | N/A                         | \$0.94/sq. ft/month             |
| Launch  | \$8.50/ft                   | \$9.50/ft                       | \$8.50/ft                   | \$9.50/ft                       |
| Haul Out  | \$8.50/ft                   | \$9.50/ft                       | \$8.50/ft                   | \$9.50/ft                       |
| Block & Stand Rental (per season)                               | \$5.50/ft                   | \$6.00/ft                       | \$5.50/ft                   | \$6.00/ft                       |
| Power Washing Hull Bottom*                                      | Free                        | \$2.75/ft                       | Free                        | \$2.75/ft                       |
| Mid Season Lift (1 hour booking)                                | \$8.50/ft                   | \$9.50/ft                       | \$8.50/ft                   | \$9.50/ft                       |
| Mid Season Lift (per hour after first hour)                     | \$50/hr                     | \$60/hr                         | \$50/hr                     | \$60/hr                         |
| Yard Equipment Fee  | \$ 100/hr                   | \$ 115/hr                       | \$ 115/hr                   | \$ 130/hr                       |
| Mast Stepping - Prepared - Length Overall (LOA)                 | \$ 3.50/ft                  | \$ 5.00/ft                      | \$ 3.95/ft                  | \$ 5.60/ft                      |
| Mast Stepping - Unprepared - Length Overall (LOA)               | \$ 5.00/ft                  | \$ 7.15/ft                      | \$ 5.60/ft                  | \$ 8.00/ft                      |
| Mast Storage (per season) - Length Overall (LOA)                | \$ 1.50/ft                  | \$ 2.65/ft                      | \$ 1.65/ft                  | \$ 3.00/ft                      |
| Trailer/Cradle Storage (per season)                             | \$100.00                    | \$180.00                        | \$100.00                    | \$180.00                        |
| Trailer/Cradle Storage (per week)                               | \$10.00                     | \$10.00                         | \$10.00                     | \$10.00                         |

\* Seasonal Slip Holder rate only applies if hauling out and storing with Sugarloaf Marina.

| <b>Marina Pavilion Rates**</b> |                  |                 |                           |                 |
|--------------------------------|------------------|-----------------|---------------------------|-----------------|
| <b>Organization</b>            | <b>2021 Fees</b> |                 | <b>2022 Proposed Fees</b> |                 |
|                                | <b>Full Day</b>  | <b>Half Day</b> | <b>Full Day</b>           | <b>Half Day</b> |
| Seasonal boaters               | \$75.00          | \$50.00         | \$75.00                   | \$50.00         |
| Transient boaters              | \$150.00         | \$75.00         | \$150.00                  | \$75.00         |
| Business/Corporate             | \$450.00         | \$300.00        | \$450.00                  | \$300.00        |
| Registered Not-For-Profit      | \$225.00         | \$125.00        | \$225.00                  | \$125.00        |
| General Public                 | \$350.00         | \$200.00        | \$350.00                  | \$200.00        |



**APPENDIX J: Schedule J - Sugarloaf Marina**

| <b>Additional charges:</b>                         | <b>Full Day</b> | <b>Half Day</b> | <b>Full Day</b> | <b>Half Day</b> |
|--|-----------------|-----------------|-----------------|-----------------|
| Clean-up fee is charged                            | \$25.00         | \$25.00         | \$25.00         | \$25.00         |
| Commercial rental clean-up fee                     | \$75.00         | \$75.00         | \$75.00         | \$75.00         |
| Damage deposit (refundable w/o damage to property) | \$200.00        | \$200.00        | \$200.00        | \$200.00        |
| Set-up and tear down                               | \$50.00         | \$50.00         | \$50.00         | \$50.00         |

\*\* Full day rental is based up to 6 hr period; half day rental up to 3 hr period

Note: All pavilion rentals include tables and chairs based on the rental agreement, however additional charges may apply.

**APPENDIX K: Schedule K - Event Services**

| Vendor Type  | 2021 Fee |         |         |         | 2022 Proposed Fee |         |         |         |
|--|----------|---------|---------|---------|-------------------|---------|---------|---------|
|  | 10x10    | 10x20   | 10x30   | 10x40   | 10x10             | 10x20   | 10x30   | 10x40   |
| Food Vendor - Full Menu<br>(Self-contained)  | \$1,550  | \$2,050 | \$2,550 | \$3,050 | \$1,600           | \$2,100 | \$2,600 | \$3,100 |
| Food Vendor - Full Menu<br>(Non self-contained) (Hydro & Water Req'd)                    | \$1,850  | \$2,350 | \$2,850 | \$3,350 | \$1,900           | \$2,400 | \$2,900 | \$3,400 |
| Food Vendor - Liquids & Specialty Products<br>(Self-contained)                           | \$1,050  | \$1,550 | \$2,050 | \$2,550 | \$1,100           | \$1,600 | \$2,100 | \$2,600 |
| Food Vendor - Liquids & Specialty Products<br>(Non Self-contained) (Hydro & Water Req'd) | \$1,300  | \$1,850 | \$2,350 | \$2,850 | \$1,350           | \$1,900 | \$2,400 | \$2,900 |
| Retail Vendor – Commercial   | \$1,050  | \$1,550 | \$2,050 | \$2,550 | \$1,100           | \$1,600 | \$2,100 | \$2,600 |
| Retail Vendor – Artisan  | \$800    | \$1,150 | \$1,500 | \$1,850 | \$850             | \$1,200 | \$1,550 | \$1,900 |
| Community Groups & Organizations   | \$175    | \$275   | \$375   | \$475   | \$200             | \$300   | \$400   | \$500   |

| Mayor's Cup Hockey Tournament   | Term     | 2021 Fee | 2022 Proposed Fee |
|---------------------------------|----------|----------|-------------------|
| SportsFest Tournament Entry Fee | Per Team | \$714.00 | \$750.00          |

**APPENDIX K: Schedule K - Event Services**

| <b>Cruise Tickets*</b><br>*Cruise ticket fees include HST | <b>Age</b>    | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|---------------|-----------------|--------------------------|
| Cruise Through the Locks                                  | 0 - 12 years  | \$115.00        | \$120.00                 |
| Cruise Through the Locks                                  | 13 - 59 years | \$120.00        | \$125.00                 |
| Cruise Through the Locks                                  | 60+ years     | \$115.00        | \$120.00                 |
| Fireworks/Dinner Cruise                                   | 0 - 12 years  | \$95.00         | \$100.00                 |
| Fireworks/Dinner Cruise                                   | 13 - 59 years | \$100.00        | \$105.00                 |
| Fireworks/Dinner Cruise                                   | 60+ years     | \$95.00         | \$100.00                 |
| Dinner Cruise   | 0 - 12 years  | \$75.00         | \$80.00                  |
| Dinner Cruise   | 13 - 59 years | \$80.00         | \$85.00                  |
| Dinner Cruise   | 60+ years     | \$75.00         | \$80.00                  |
| Morning/Afternoon/Evening Cruise                          | 0 - 12 years  | \$25.00         | \$30.00                  |
| Morning/Afternoon/Evening Cruise                          | 13 - 59 years | \$30.00         | \$35.00                  |
| Morning/Afternoon/Evening Cruise                          | 60+ years     | \$25.00         | \$30.00                  |
| Morning Special<br>Family Package (2 Adults, 2 Children)  | n/a           | \$75.00         | \$80.00                  |

**APPENDIX L: Schedule L - Procedures for Tax Registration and Tax Sales**

Whereas Section 385 of the *Municipal Act, 2001* provides that a municipality may fix a scale of costs to be charged as reasonable costs of proceedings under Part XI of said Act, the scale of costs per property shall be as follows:

| Procedure   | 2021 Fee                                       | 2022 Proposed Fee                              |
|---|--|--|
| <b>Tax Registration</b> (per address)   | Actual Cost for 3 <sup>rd</sup> Party Services | Actual Cost for 3 <sup>rd</sup> Party Services |
| <b>Tax Sale</b> (per address)   | Actual Cost for 3 <sup>rd</sup> Party Services | Actual Cost for 3 <sup>rd</sup> Party Services |
| <b>Extension Agreement</b><br>Prepare Extension Agreement and present to Council for consideration  | \$255.00                                       | \$275.00                                       |
| <b>Other direct incidental costs:</b><br>Costs for other direct incidental items not considered above to be established as incurred based on invoice cost, plus ten percent (10% Administration Fee). |  |  |

**APPENDIX M: Schedule M - Corporate Services**

| <b>Service</b>                                      | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|-----------------|--------------------------|
| Tax Arrears Certificate (includes water arrears)    | \$40.00         | \$50.00                  |
| Paper Copy - Tax Inquiry / Water Inquiry Returned   | \$7.00          | \$7.00                   |
| Cheque Charge                                       | \$25.00         | \$25.00                  |
| New Account Fee - Ownership Change (NEW)            |                 | \$40.00                  |
| New Account Fee - New Roll Creation (NEW)           |                 | \$40.00                  |
| Transfers to Tax for Over Due Accounts (NEW)        |                 | \$25.00                  |
| Marriage License                                    | \$125.00        | \$125.00                 |
| Commissioner for Taking Affidavits (including HST)* | \$15.00         | \$15.00                  |
| Death Registrations                                 | \$20.00         | \$20.00                  |
| Photocopying (per page)                             | \$0.25          | \$0.25                   |
| Certified Copy of Document                          | \$15.00         | \$15.00                  |
| Lease Agreements - Application                      | \$300.00        | \$300.00                 |
| Lease Agreements - Annual Minimum                   | \$100.00        | \$100.00                 |

\* per oath or declaration (City business and pensions exempt)

**APPENDIX N: Schedule N - Port Colborne Historical and Marine Museum**

| <b>Museum</b>   | <b>Term</b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|-------------|-----------------|--------------------------|
| <b>Research Fees:</b><br>(The following applies to research conducted by Museum staff for others.)          |             |                 |                          |
| Commercial Use  | Per hour    | \$60.00         | \$60.00                  |
| Personal Use  | Per hour    | \$20.00         | \$20.00                  |
| Student Use   | Per hour    | \$10.00         | \$10.00                  |
| Unassisted Research   |             | By Donation     | By Donation              |
| <b>Retrieval Fees:</b>  |             |                 |                          |
| Artifact/ Photograph - (Appointment Required)   | Per item    | \$20.00         | \$20.00                  |
| <b>Photo Reproduction Fees:</b><br>Copyright Restrictions Apply and a Reproduction Agreement must be signed |             |                 |                          |
| Commercial Use  | Per image   | \$50.00         | \$50.00                  |
| Personal Use  | Per image   | \$30.00         | \$30.00                  |
| Publication ( print, digital)   | Per image   | \$100.00        | \$100.00                 |
| <b>Photocopies:</b>   |             |                 |                          |
| <b>*Copyright Restrictions Apply</b>  |             |                 |                          |
| Black & White 8 x 10 copy paper   | Per copy    | \$0.25          | \$0.25                   |
| Black & White > 8 x 10 copy paper   | Per copy    | \$0.50          | \$0.50                   |
| Colour Copy   | Per page    | \$2.00          | \$2.00                   |
| <b>(Retrieval fees may apply)</b>   |             |                 |                          |
| <b>Tours:</b>   |             |                 |                          |
| Group Tours (Minimum 5 people)  | Per person  | \$5.00          | \$5.00                   |
| School Tours  | Per student | \$5.00          | \$5.00                   |
| Off Site Tours – Cemetery, West St Humberstone, etc.  | Per person  | \$5.00          | \$5.00                   |
| <b>Admission Fees:</b>  |             |                 |                          |
| Museum & Village  |             | Donation Box    | Donation Box             |
| Canal Days  |             | Sponsored       | Sponsored                |
| Christmas Festival  |             | By Donation     | By Donation              |

**APPENDIX N:** Schedule N - Port Colborne Historical and Marine Museum

| Museum                  | Term | 2021 Fee    | 2022 Proposed Fee |
|-------------------------|------|-------------|-------------------|
| <b>Membership Fees:</b> |      |             |                   |
| Students/Seniors (60+)  |      | \$5.00      | \$5.00            |
| Individual              |      | \$8.00      | \$8.00            |
| Family                  |      | \$10.00     | \$10.00           |
| Life Patron             |      | \$100.00    | \$100.00          |
| Sustaining (Corporate)  |      | By Donation | By Donation       |

**APPENDIX O: Schedule O - L.R. Wilson Heritage Research Archives**

| Archives  | Term      | 2021 Fee    | 2022 Proposed Fee |
|---|-----------|-------------|-------------------|
| <b>Research Fees:</b><br>(The following applies to research conducted by Museum staff for others.)          |           |             |                   |
| Commercial Use  | Per hour  | \$60.00     | \$60.00           |
| Personal Use  | Per hour  | \$20.00     | \$20.00           |
| Student Use   | Per hour  | \$10.00     | \$10.00           |
| Unassisted Research   |           | By Donation | By Donation       |
| <b>Retrieval Fees:</b>  |           |             |                   |
| Artifact/ Photograph - (Appointment Required)   | Per item  | \$20.00     | \$20.00           |
| <b>Photo Reproduction Fees:</b><br>Copyright Restrictions Apply and a Reproduction Agreement must be signed |           |             |                   |
| Commercial Use  | Per image | \$50.00     | \$50.00           |
| Personal Use  | Per image | \$30.00     | \$30.00           |
| Publication ( print, digital)   | Per image | \$100.00    | \$100.00          |
| <b>Photocopies:</b>   |           |             |                   |
| <b>*Copyright Restrictions Apply</b>  |           |             |                   |
| Black & White 8 x 10 copy paper   | Per copy  | \$0.25      | \$0.25            |
| Black & White > 8 x 10 copy paper   | Per copy  | \$0.50      | \$0.50            |
| Colour Copy   | Per page  | \$2.00      | \$2.00            |
| <b>(Retrieval fees may apply)</b>   |           |             |                   |
| <b>Rental Fees for MacDonald Conference Hall:</b>   |           |             |                   |
| Daily Rental up to 8 hours<br>(Requires signed contract)  | Daily     | \$120.00    | \$120.00          |
| <b>Use of the following within MacDonald Conference Hall:</b>   |           |             |                   |
| Overhead Projector and Screen   |           | \$5.00      | \$10.00           |
| Digital Projector and Screen  |           | \$10.00     | \$10.00           |



**APPENDIX P: Schedule P - By-Law Enforcement**

| <b>Miscellaneous Fees</b>  |                 |                          |
|--|-----------------|--------------------------|
| <b>Schedule of Fees</b>  | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| <b>Fence By-Law</b>  |                 |                          |
| Fence Variance (non-refundable)                                    | \$468.00        | \$487.00                 |
| Fence By-Law Order to Comply – application fee                     | \$212.00        | \$220.00                 |
| <b>Removal of Snow and Ice By-Law</b>                              |                 |                          |
| Snow clearing - per meter  | \$11.00         | \$11.00                  |
| Snow and Ice Removal By-Law Order to Comply –                      | \$212.00        | \$220.00                 |
| <b>Regulate Noise By-Law</b>                                       |                 |                          |
| Noise Variance – Private function taking place on private property | \$156.00        | \$162.00                 |
| Noise Variance – Private function taking place on City             | \$104.00        | \$108.00                 |
| <b>On Street Parking Permits</b>                                   |                 |                          |
| Initial Fee (per vehicle)  | \$27.00         | \$29.00                  |
| Replacement Fee (per vehicle)                                      | \$42.00         | \$44.00                  |
| Fail to display permit prominently                                 | \$27.00         | \$29.00                  |
| Park without permit  | \$52.00         | \$54.00                  |
| <b>Encroachment Agreements</b>                                     |                 |                          |
| Application  | \$357.00        | \$371.00                 |
| Annual   | \$102.00        | \$106.00                 |

| <b>Maintenance of Property and Land(Lot Maintenance By-law)</b> |                 |                          |
|---|-----------------|--------------------------|
| <b>Schedule of Fees</b>   | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Re-inspection fee*  | \$99.00         | \$103.00                 |
| Minimum maintenance fee   | \$177.00        | \$185.00                 |
| Administration fee  | Add 15%         | Add 15%                  |
| Mailing fee   | \$27.00         | \$29.00                  |
| *Re-inspection fee is payable where violation still exists.     |                 |                          |

**APPENDIX P: Schedule P - By-Law Enforcement**

| <b>Cutting Grasses and Weeds(Lot Maintenance By-law)</b> |                 |                          |
|--|-----------------|--------------------------|
| <b>Lot Size</b>  | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| 1 to 7,500 square feet                                   | Actual Costs    | Actual Costs             |
| 7,501 to 15,000 square feet                              | Actual Costs    | Actual Costs             |
| 15,001 to 30,000 square feet                             | Actual Costs    | Actual Costs             |
| 30,000 square feet to 1 acre                             | Actual Costs    | Actual Costs             |
| > 1 acre to 1.5 acres                                    | Actual Costs    | Actual Costs             |
| > 1.5 acres to 2 acres                                   | Actual Costs    | Actual Costs             |
| Each additional acre                                     | Actual Costs    | Actual Costs             |

| <b>Erection and Maintenance of Signs and Other Advertising Devices (Sign By-law)</b> |                                 |                  |                 |                          |
|--|---------------------------------|------------------|-----------------|--------------------------|
| <b>Sign Type</b>   | <b>Size</b>                     | <b>Term</b>      | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Awning   | Each                            |                  | \$52.00         | \$54.00                  |
| Banner   | Not exceeding 6.7 square meters | Per 15 days      | \$16.00         | \$16.00                  |
| Banner   | Exceeding 6.7 square meters     | Per 15 days      | \$32.00         | \$34.00                  |
| Billboard  | Maximum 50 square meters        | Per square meter | \$6.00          | \$6.00                   |
| Facia  | Maximum 15 square meters        | Per square meter | \$6.00          | \$6.00                   |
| Ground   | Maximum 10 square meters        |                  | \$52.00         | \$54.00                  |
| Mall   |                                 | Per square meter | \$6.00          | \$6.00                   |
| Pole / Pylon   | Maximum 20 square meters        | Per square meter | \$6.00          | \$6.00                   |
| Portable   | Maximum 9 square meters         | Per 15 days      | \$16.00         | \$16.00                  |
| Projecting   | Maximum 10 square meters        |                  | \$52.00         | \$54.00                  |
| Roof   | Maximum 50 square meters        | Per square meter | \$6.00          | \$6.00                   |

| <b>Sign Variance By-law</b>          |                 |                          |
|--------------------------------------|-----------------|--------------------------|
| <b>Type</b>                          | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Sign Variance (non-refundable)       | \$728.00        | \$758.00                 |
| Order to Comply – administration fee | \$212.00        | \$220.00                 |

**APPENDIX P: Schedule P - By-Law Enforcement**

| <b>Respecting the Keeping of Animals (Exotic Animals By-law)</b>                              |                 |                          |
|---|-----------------|--------------------------|
| <b>Schedule of Fees</b>   | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| For the first animal of each species  | \$21.00         | \$21.00                  |
| For the second and third animal of each species   | \$3.00          | \$3.00                   |
| For each species the aggregate of which exceed three in                                       | \$2.00          | \$2.00                   |
| Maximum Licensing fee*  | \$5,202.00      | \$5,412.00               |
| *regardless of the number of animals, animal species or sub-species held in a single location |                 |                          |

**APPENDIX Q: Schedule Q - Cemeteries of the City of Port Colborne**

| Cemeteries  | Term                  | 2021 Fee   | 2022 Proposed Fee |
|---|-----------------------|------------|-------------------|
| <b>Opening and Closing Fees and Charges</b>                                   |                       |            |                   |
| Regular Single Grave:<br>Summer (April – November): Grave Opening and Closing | Monday to Friday      | \$969.00   | \$969.00          |
| Regular Single Grave:<br>Summer (April – November): Grave Opening and Closing | Saturday and Holidays | \$1,071.00 | \$1,071.00        |
| Regular Single Grave:<br>Winter (December – March): Grave Opening and Closing | Monday to Friday      | \$1,173.00 | \$1,173.00        |
| Regular Single Grave:<br>Winter (December – March): Grave Opening and Closing | Saturday and Holidays | \$1,275.00 | \$1,275.00        |
| Baby Grave Opening and Closing  | Monday to Friday      | \$357.00   | \$357.00          |
| Baby Grave Opening and Closing  | Saturday and Holidays | \$377.00   | \$377.00          |
| Cremation Openings (no vault, cremation plot or lot)                          | Monday to Friday      | \$510.00   | \$510.00          |
| Cremation Openings (no vault, cremation plot or lot)                          | Saturday and Holidays | \$600.00   | \$600.00          |
| Cremation Openings (plus vault no larger than 15" x 15")                      | Monday to Friday      | \$571.00   | \$571.00          |
| Cremation Openings (plus vault no larger than 15" x 15")                      | Saturday and Holidays | \$680.00   | \$680.00          |
| Cremation Lot Fee (2 <sup>nd</sup> , 3 <sup>rd</sup> , 4 <sup>th</sup> )      | On Existing Plot      | \$204.00   | \$204.00          |
| Columbarium Openings and Closing  | Monday to Friday      | \$250.00   | \$250.00          |
| Columbarium Openings and Closing  | Saturday and Holidays | \$400.00   | \$400.00          |

**APPENDIX Q: Schedule Q - Cemeteries of the City of Port Colborne**

| Cemeteries  | Term                | 2021 Fee   | 2022 Proposed Fee |
|---|---------------------|------------|-------------------|
| <b>Cemetery Services and Interment Rights Prices</b>      |                     |            |                   |
| Columbarium, each crypt (includes perpetual care of 40%)  | R1 Top              | \$1,530.00 | \$1,530.00        |
| Columbarium, each crypt (includes perpetual care of 40%)  | R2                  | \$1,479.00 | \$1,479.00        |
| Columbarium, each crypt (includes perpetual care of 40%)  | R3                  | \$1,428.00 | \$1,428.00        |
| Columbarium, each crypt (includes perpetual care of 40%)  | R4                  | \$1,377.00 | \$1,377.00        |
| Single Lot or Grave (includes perpetual care of 40%)      | 3.5' x 9.0'         | \$1,377.00 | \$1,377.00        |
| Cremation Lot (includes perpetual care of 40%)            | 2' x 2'             | \$485.00   | \$485.00          |
| Baby Lot (includes perpetual care of 40%)                 | Size determinant    | \$357.00   | \$357.00          |
| Corner Posts  | Per set of four     | \$230.00   | \$230.00          |
| Installation of footing foundation for marker or monument | Per cubic foot      | \$40.00    | \$40.00           |
| Monument or marker (>42" above grade)                     | Per inch            | \$25.00*   | \$25.00           |
| Perpetual care markers (owner supplied)                   | Flat stone on grade | \$50.00*   | \$50.00           |
| Perpetual care markers (owner supplied)                   | Marker above grade  | \$100.00*  | \$100.00          |
| Disinter (opening fee plus actual cost to disinter)       |                     | \$969.00   | \$969.00          |
| Transfer Fee  |                     | \$26.00    | \$26.00           |

\*Regulated by Bereavement Authority of Ontario

**APPENDIX R: Schedule R - Planning and Development**

| <b>Application</b>   | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|--|-----------------|--------------------------|
| <b>Official Plan</b>   |                 |                          |
| Official Plan Amendment  | \$4,578.00      | \$4,763.00               |
| Adjournment of an Official Plan Amendment (at applicant's request) | \$728.00        | \$758.00                 |
| <b>Zoning By-Law</b>   |                 |                          |
| Zoning By-Law Amendment  | \$4,058.00      | \$4,222.00               |
| Adjournment of a Zoning By-Law (at owner's request)                | \$728.00        | \$758.00                 |
| Removal of a Holding Symbol  | \$1,040.00      | \$1,082.00               |
| Temporary Use By-Law   | \$4,058.00      | \$4,222.00               |
| Preparation of a Temporary Use Agreement                           | \$1,873.00      | \$1,948.00               |
| Extension of a Temporary Use                                       | \$1,561.00      | \$1,624.00               |
| <b>Plan of Subdivision</b>   |                 |                          |
| Draft Plan Approval of Subdivision                                 | \$6,763.00      | \$7,036.00               |
| Redline Revisions/Change of Conditions to Draft Plan               | \$2,081.00      | \$2,165.00               |
| Extension to Draft Plan Approval                                   | \$1,561.00      | \$1,624.00               |
| Final Plan Approval  | \$1,561.00      | \$1,624.00               |
| Amendment to Subdivision Agreement                                 | \$2,081.00      | \$2,165.00               |
| Part Lot Control   | \$1,040.00      | \$1,082.00               |
| Deeming By-Law   | \$416.00        | \$432.00                 |
| Discharge of a Subdivision Agreement                               | \$1,040.00      | \$1,082.00               |
| Validation Order   | N/A             | N/A                      |
| <b>Plan of Condominium</b>   |                 |                          |
| Draft Plan Approval of Condominium                                 | \$6,763.00      | \$7,036.00               |
| Redline Revisions/Change of Conditions to Draft Plan               | \$2,081.00      | \$2,165.00               |
| Extension to Draft Plan Approval                                   | \$1,561.00      | \$1,624.00               |
| Final Plan Approval  | \$1,561.00      | \$1,624.00               |
| Condominium Conversion   | \$6,763.00      | \$7,036.00               |
| Amendment to Condominium Agreement                                 | \$2,081.00      | \$2,165.00               |
| Discharge of a Condominium Agreement                               | \$1,040.00      | \$1,082.00               |
| Condominium Exemption Request                                      | \$1,500.00      | \$1,561.00               |

**APPENDIX R: Schedule R - Planning and Development**

| <b>Application</b>  | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|-----------------|--------------------------|
| <b>Site Plan Control</b>                                      |                 |                          |
| Site Plan Control Approval                                    | \$3,537.00      | \$3,680.00               |
| Amendment to Site Plan Agreement                              | \$1,561.00      | \$1,624.00               |
| Discharging of a Site Plan Agreement                          | \$1,040.00      | \$1,082.00               |
| <b>Committee of Adjustment</b>                                |                 |                          |
| Minor Variance/Expansion of Non-Conforming Use                | \$1,196.00      | \$1,244.00               |
| Minor Variance (Building without a Permit)                    | \$1,561.00      | \$1,624.00               |
| Consent (new lot)   | \$1,665.00      | \$1,732.00               |
| Easement  | \$1,144.00      | \$1,190.00               |
| Lot Addition/Boundary Adjustment                              | \$1,144.00      | \$1,190.00               |
| Adjournment of a Consent or Variance (at applicant's request) | \$520.00        | \$541.00                 |
| Changes to Consent Conditions                                 | \$520.00        | \$541.00                 |
| Final Certification Fee                                       | \$208.00        | \$216.00                 |
| Validation of Title   | \$936.00        | \$974.00                 |
| <b>Miscellaneous</b>  |                 |                          |
| Quarry/Pit Establishment or Expansion                         | \$62,424.00     | \$64,945.00              |
| Telecommunication Facilities Consultation Process             | \$1,561.00      | \$1,624.00               |
| Compliance Letter   | \$130.00        | \$136.00                 |
| Compliance Letter Express (within 3 days)                     | \$187.00        | \$195.00                 |
| Development Agreement   | \$2,497.00      | \$2,598.00               |
| Discharging of a Development Agreement                        | \$936.00        | \$974.00                 |
| Front Ending Agreement  | \$1,561.00      | \$1,624.00               |
| OMB Subpoena - first day                                      | \$624.00        | \$649.00                 |
| OMB Subpoena - thereafter                                     | \$416.00        | \$432.00                 |
| Pre-consultation Report (when requested)                      | N/A             | N/A                      |

**APPENDIX R: Schedule R - Planning and Development**

| Application   | 2021 Fee    | 2022 Proposed Fee |
|---|-------------|-------------------|
| <b>Combined Applications</b>  |             |                   |
| Official Plan & Zoning By-Law Amendments                                  | \$7,803.00  | \$8,118.00        |
| Official Plan, Zoning by-Law Amendments & Draft Plan of Subdivision/Condo | \$13,005.00 | \$13,530.00       |
| Zoning By-Law Amendment & Draft Plan of Subdivision/Condo                 | \$8,843.00  | \$9,200.00        |
| Official Plan & Zoning By-Law Amendment & Site Plan Control               | \$9,884.00  | \$10,284.00       |
| Zoning By-Law Amendment & Site Plan Control                               | \$5,722.00  | \$5,953.00        |
| Consent & Minor Variance  | \$2,185.00  | \$2,274.00        |
| Consent & Development Agreement   | \$3,641.00  | \$3,788.00        |
| Consent/Lot Addition & Zoning By-Law Amendment                            | \$4,682.00  | \$4,872.00        |
| Minor Variance & Development Agreement                                    | \$3,121.00  | \$3,247.00        |

**Submission Deadlines and Accelerated Applications**

Please be advised that the Planning Act requires Notice of Public Hearing be given no later than 20 days before a scheduled public meeting for a Zoning By-law Amendment and Official Plan Amendment, 14 days for a Plan of Subdivision and Consent Application, and 10 days for a Minor Variance application. In order to allow sufficient review time of an application, all applications should be submitted at least 14 days before the last day for giving Notice of Public Hearing under the Planning Act.

While it is an objective of the Planning and Development Division to process applications in an expeditious manner within the time frame established in the Planning Act, an applicant may wish to consider an accelerated application in the event processing is needed immediately and City resources and/or notice requirements are limited. Fees for an accelerated application will be assessed based on overtime incurred by staff to process the application at the rates listed below:

**Staff Rates:**

|                                      |             |
|--------------------------------------|-------------|
| Director of Planning and Development | \$220/hour  |
| Planner                              | \$150/hour  |
| Planning Technician I Clerical       | \$100/ hour |

**Applicants should note that no application shall take priority over other applications being processed solely on the basis of the applicant having paid an accelerated fee.**



**APPENDIX R: Schedule R - Planning and Development**

| Application | 2021 Fee | 2022 Proposed Fee |
|-------------|----------|-------------------|
|-------------|----------|-------------------|

**Refund of Fees**

If an application is withdrawn before circulation to commenting agencies, ninety percent (90%) of the fee will be refunded . If withdrawn after circulation, but before notice of the public meeting is given, fifty percent (50%) of the fee will be refunded and if withdrawn after the notice of public meeting is given, but before the Planning and Development Services division Recommendation Report is prepared, twenty five percent (25%) of the fee will be refunded.

**Reactivation**

Any application which has been withdrawn and/or has been inactive for one year shall be considered abandoned and a full fee shall be required to activate a new application.

**Notes:**

Additional fees for most applications are required for Niagara Regional Development Services and the Niagara Peninsula Conservation Authority review. Applicants are recommended to contact each agency for their respective Fee Schedule. If fees are required, applicants must make out separate cheques payable to each agency at the time of application submission to the City.

A 50% reduction in the fees payable will be applicable to all properties that are located within the project area boundaries of the OldeHumberstone Main Street Community Improvement Plan, the Downtown Central Business District Community Improvement Plan and EastWaterfront Community Improvement Plan.

The Regional Municipality of Niagara shall be exempt from this Fee Schedule.

**APPENDIX S: Schedule S - Maintenance and Occupancy of Property (Property Standards By-law)**

| Schedule of Fees  | Unit              | 2021 Fee | 2022 Proposed Fee |
|---|-------------------|----------|-------------------|
| <b>Issuance of Certificate of Compliance</b>  |                   |          |                   |
| 1-5 Dwelling Units  | Per Dwelling Unit | \$52.00  | \$54.00           |
| More than 5, but not exceeding 25 Dwelling Units  | Per certificate   | \$260.00 | \$270.00          |
| <i>PLUS</i>   | Per Dwelling Unit | \$11.00  | \$11.00           |
| More than 25 Dwelling Units   | Per certificate   | \$416.00 | \$432.00          |
| <i>PLUS</i>   | Per Dwelling Unit | \$11.00  | \$11.00           |
| Other   |                   | \$79.00  | \$83.00           |
| Vacant Property   |                   | \$104.00 | \$108.00          |
| <b>Inspection Fees</b>  |                   |          |                   |
| Registering Order on Title  | Per Title         | \$52.00  | \$54.00           |
| Compliance Inspection & Removing Order<br><i>(Inspection Fee, Removal and Response to Lawyer)</i> | Per Order         | \$104.00 | \$108.00          |
| Additional Inspection for Compliance  | Each              | \$32.00  | \$34.00           |
| <b>Appeal Fees</b>  |                   |          |                   |
| Apply for an Appeal (non-refundable)  | Per Appeal        | \$260.00 | \$270.00          |
| <b>Other Fees</b>   |                   |          |                   |
| Order to Comply   |                   | \$212.00 | \$220.00          |

**APPENDIX T: Schedule T - Permits for Construction, Demolition, Occupancy and Change of Use, Transfer of Permits and Inspections**

| <b>Construction</b>   |  |                  |                          |
|---|--|------------------|--------------------------|
| <b>New Building Construction and Additions<sup>6,8</sup></b>  |  | <b>2021 Fee</b>  | <b>2022 Proposed Fee</b> |
| Minimum Fee for all Building Permits <sup>9</sup>   |  | \$120.00         | \$125.00                 |
| <b>Major Occupancy<sup>7</sup></b>  | <b>Permit Fee Details<sup>1-16</sup></b> | <b>2021 Fee</b>  | <b>2022 Proposed Fee</b> |
| <b>Group A – Assembly Occupancies</b><br><i>Examples: School, church, restaurant, daycare, hall, transit, recreation</i>  | Per square foot                          | \$1.63           | \$1.66                   |
| <b>Group B – Institutional Occupancies</b><br><i>Examples: Hospital, retention facility, nursing home, other</i>  | Per square foot                          | \$1.84           | \$1.87                   |
| <b>Group C – Residential Occupancies</b><br><i>Single detached dwelling</i><br><i>Semi-detached dwelling, duplex dwelling</i><br><i>Townhouse</i><br><i>Multiple unit dwellings, apartment building, townhouse</i><br><i>Hotels, motels</i><br><i>Other residential</i> | Per square foot                          | \$1.31           | \$1.33                   |
| <b>Group D – Business/Personal Services Occupancies</b><br><i>Examples: Office, bank, medical, police station, other</i>  | Per square foot                          | \$1.31           | \$1.33                   |
| <b>Group E – Mercantile Occupancies</b><br><i>Examples: Store, shopping mall/plaza, shop, market, retail, other</i>   | Per square foot                          | \$1.31           | \$1.33                   |
| <b>Group F – Industrial Occupancies</b><br><i>Examples:</i><br><i>Industrial mall/plaza/garage, plant, factory, warehouse, other</i><br><i>Industrial buildings with no partitions, no plumbing and no mechanical</i>   | Per square foot<br>Per square foot       | \$1.02<br>\$0.76 | \$1.04<br>\$0.78         |

**APPENDIX T: Schedule T - Permits for Construction, Demolition, Occupancy and Change of Use, Transfer of Permits and Inspections**

| <b>New Building Construction and Additions<sup>6,8 (continued)</sup></b>      | <b>Permit Fee Details<sup>1-16</sup></b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|---|--|-----------------|--------------------------|
| <b>Special Categories/Occupancies</b>   |  |                 |                          |
| Farm building, greenhouse   | Per square foot                          | \$0.30          | \$0.30                   |
| Park Model Trailer  |  | \$200.00        | \$200.00                 |
| Tent, temporary fabric structure  | Each                                     | \$200.00        | \$200.00                 |
| Renewable Energy Projects   |  | See note 12     | See note 12              |
| <b>Houses and Accessory to Houses:<sup>14</sup></b>                           |  |                 |                          |
| Garage, carport   | Per square foot                          | \$0.71          | \$0.73                   |
| Covered deck/porch  | Per square foot                          | \$0.46          | \$0.47                   |
| Uncovered deck/porch  | Per square foot                          | \$0.46          | \$0.47                   |
| Sunroom/solarium, 3-Season Room, Add-A-Room (on Park Model Trailers)          | Per square foot                          | \$0.71          | \$0.73                   |
| Shed/accessory building   | Per square foot                          | \$0.71          | \$0.73                   |
| <b>Alterations</b>  |  |                 |                          |
| <b>Permit Fee Details<sup>1-16</sup></b>                                      |  |                 |                          |
| Unfinished basement (new or replaced foundation)                              | Per square foot                          | \$0.28          | \$0.28                   |
| Under pinning foundation  |  | See note 12     | See note 12              |
| Roof structure  | Per square foot                          | \$0.15          | \$0.16                   |
| Fireplace, woodstove, chimney   |  | \$122.40        | \$124.85                 |
| <b>Interior Alterations:</b>  |  |                 |                          |
| Interior alterations, all occupancies, except finished basements              | Per square foot                          | \$0.61          | \$0.62                   |
| Finishing basement  | Per square foot                          | \$0.61          | \$0.62                   |
| Other minor alteration  |  | See note 12     | See note 12              |
| <b>Partial Permit/Staged Construction<sup>11</sup></b>                        |  |                 |                          |
|   |  | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| All partial permits subject to a surcharge applied to the stage permit value  |  | 50%             | 50%                      |
| <b>Foundation Stage<sup>11</sup></b>  |  |                 |                          |
| Complete to grade including or excluding underground services within building |  | 15%             | 15%                      |
| <b>Building Shell Stage<sup>11</sup></b>                                      |  |                 |                          |
| Completed structural shell stage  |  | 40%             | 40%                      |
| Completed architectural shell stage   |  | 80%             | 80%                      |
| <b>Building Completion Stage<sup>11</sup></b>                                 |  |                 |                          |
| Includes completed building stage   |  | 100%            | 100%                     |

**APPENDIX T: Schedule T - Permits for Construction, Demolition, Occupancy and Change of Use, Transfer of Permits and Inspections**

| <b>Plumbing Only</b>   | <b>Permit Fee Details<sup>1-16</sup></b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
|--|--|-----------------|--------------------------|
| Fixture; plumbing appliance; stack; interceptor; tank; floor drain; sewage   | Each                                     | \$9.09          | \$9.28                   |
| All buried piping including building drain and sewer; building storm drain and   | Per linear loot                          | \$1.22          | \$1.25                   |
| Water distribution pipe inside a building  | Each                                     | \$122.40        | \$124.85                 |
| <b>Residential<sup>14</sup></b>  |  |                 |                          |
| Replace buried water service, sanitary drains or storm drains<br>(single fee applies if multiple services are replaced at the same time) | Each                                     | \$200.00        | \$200.00                 |
| <b>Mechanical HVAC Only</b>  | <b>Permit Fee Details<sup>1-16</sup></b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Group A, B, C (except houses), D E   | Per square foot                          | \$0.10          | \$0.10                   |
| Houses   |  | \$122.40        | \$124.85                 |
| Group F  | Per square foot                          | \$0.10          | \$0.10                   |
| Commercial type Kitchen Exhaust  |  | See note 12     | See note 12              |
| <b>Pool</b>  |  | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Public pool  |  | \$337.62        | \$344.37                 |
| Private pool   |  | \$142.80        | \$145.66                 |
| <b>Designated Structure</b>  |  | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| As defined in the Ontario Building Code  |  | See note 12     | See note 12              |
| <b>Demolition</b>  | <b>Permit Fee Details<sup>1-16</sup></b> | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Houses <sup>14</sup> and buildings less than 3,000 square feet (gross area)  | Each                                     | \$153.00        | \$156.06                 |
| Other demolitions  | Per square foot                          | \$0.10          | \$0.10                   |
| <b>Conditional<sup>15</sup></b>  |  | <b>2021 Fee</b> | <b>2022 Proposed Fee</b> |
| Surcharge  |  | 50%             | 50%                      |

**APPENDIX T: Schedule T - Permits for Construction, Demolition, Occupancy and Change of Use, Transfer of Permits and Inspections**

| Change of Use  |  | 2021 Fee   | 2022 Proposed Fee |
|--|--|------------|-------------------|
| Permit for the change of use of a building or part thereof |  | \$120.00   | \$120.00          |
| Occupancy  |  | 2021 Fee   | 2022 Proposed Fee |
| <b>Permit to allow occupancy</b>                           |  |            |                   |
| Houses, semi-detached dwellings, townhouses                | Each   | \$120.00   | \$125.00          |
| Other buildings  | Each   | \$120.00   | \$125.00          |
| <b>Permit to allow partial occupancy</b>                   |  |            |                   |
| For area of building to be occupied                        | Per square foot gross floor space to be occupied | \$0.07     | \$0.07            |
| Review of proposed application                             | Per hour   | \$100.00   | \$100.00          |
| Transfer   |  | 2021 Fee   | 2022 Proposed Fee |
| Transfer of permit to a new owner                          |  | \$120.00   | \$120.00          |
| Deposits Required for Permits                              |  | 2021 Fee   | 2022 Proposed Fee |
| New Main Buildings   | Houses   | \$1,050.00 | \$1,050.00        |
|  | Other than Houses                                | \$525.00   | \$525.00          |
| Additions, Accessory                                       | Houses   | \$525.00   | \$525.00          |
|  | Other than Houses                                | \$525.00   | \$525.00          |
| Alterations  | Houses   | \$525.00   | \$525.00          |
|  | Other than Houses                                | \$525.00   | \$525.00          |
| Demolitions  | Main Building                                    | \$2,100.00 | \$2,100.00        |
|  | Accessory, Partial                               | \$525.00   | \$525.00          |
| Pools  | In ground and On-                                | \$525.00   | \$525.00          |
| Other  |  | \$525.00   | \$525.00          |
| New Main Buildings, Additions and Renovations              |  | \$1,050.00 | \$1,050.00        |
| Lot Grading Deposit  |  | \$2,100.00 | \$2,100.00        |

**APPENDIX T: Schedule T - Permits for Construction, Demolition, Occupancy and Change of Use, Transfer of Permits and Inspections**

**Notes for Deposits:**

1. No deposit is required for the following:
  - a) Uncovered decks on piers
  - b) Tents and fabric structures
2. "Houses" includes single detached, semi-detached, duplexes, triplexes and townhouses.
3. "Other than Houses" includes Plumbing only, Mechanical HVAC only, Designated Structures, etc.
4. The requirement for a new deposit may be waived where the City already holds a deposit with an owner on the same property with respect to an open permit file with the City, provided:
  - a) The deposit already held is equal or larger than the amount specified in this Schedule.
  - b) There is no existing damage to City property as a result of work on the lot.
  - c) The existing deposit is recorded on all applicable permit files as being held as security for other

| Additional Fees and Charges   | 2021 Fee | 2022 Proposed Fee |
|---|----------|-------------------|
| Discharge of an Order from property title   | \$788.00 | \$788.00          |
| Submitting an application for Permit  |          |                   |
| Minimum non-refundable fee for submitting all permit applications. This fee is discounted against the final Permit fee.   | \$120.00 | \$120.00          |
| Work Without Permit - Percentage increase in applicable fees from this schedule will apply where commencement of construction or demolition has occurred prior to the issuance of the required permit. Refer to Section 4.4 of The Building By-law. | 100%     | 100%              |
| <i>Alternative Solution</i> application (per hour, minimum 4 hours)   | \$100.00 | \$100.00          |

| Refund of Permit Fees  | 2021 Fee | 2022 Proposed Fee |
|--|----------|-------------------|
| Permit Issued. Administration functions only have been performed. No field inspections have been | 50%      | 50%               |
| Additional deduction from eligible refund for each field inspection that had been performed.     | \$50.00  | \$50.00           |

**Notes for Refunds:**

1. No refund will apply one year after date of permit issuance.
2. If the calculated refund is less than the minimum fee applicable to any permit, no refund shall be made of the fees paid.
3. No permit fee shall be refunded where the permit has been revoked by the Chief Building Official in accordance with the Act.

## **APPENDIX T: Schedule T - Permits for Construction, Demolition, Occupancy and Change of Use, Transfer of Permits and Inspections**

### **General Notes:**

- 1.** Permit fee is \$/square foot, \$/linear foot, or \$ (flat rate).
- 2.** Square foot is gross of all floors above grade measured from the outer face of exterior walls, unless noted otherwise. Mezzanines, lofts, habitable attics and dwelling units below grade are included as floor areas for permit fee calculations.
- 3.** Where there is no floor or exterior walls for the project, square foot is the greatest horizontal area of the structure. For example, buildings or structures supported by posts or columns.
- 4.** \$120.00 paid at time of application plus \$50.00 for each additional inspection in excess of one where the building is not ready for occupancy and which must be paid prior to issuance of Occupancy Permit.
- 5.** There are no deductions from the gross floor area for openings such as stairs, elevators, shafts, etc.
- 6.** Cellars, unfinished basements and crawl spaces are not used in the fee calculation for new construction.
- 7.** Major occupancy is based upon the Ontario Building Code.
- 8.** New construction and additions include plumbing, HVAC and all other regulated building services/components.
- 9.** Minimum permit fee is \$120.00
- 10.** Revision or amendment to an open permit is a minimum \$50.00 fee plus \$50.00 per hour of administration time.
- 11.** For a Partial Permit, the percentage shown for the applicable stage of construction (minus the percentage for any previous Partial Permits) must be multiplied by the applicable permit application fee shown for new construction and then increased by a 50% administrative surcharge to obtain the required total fee for that stage.
- 12.** If the work regulated by the permit cannot be described otherwise, the permit application fee shall be \$14.00 for each \$1,000.00 value of work proposed.
- 13.** Houses in Special Categories and Alterations includes semi-detached, duplexes, triplexes, and townhouses.
- 14.** See "Deposits Required for Permits" for applicable deposits.
- 15.** The fee for a Conditional Permit is equal to the regular permit fee described above plus an additional administrative surcharge of 50% of the regular permit fee. If the Conditional Permit also happens to be a Partial Permit, the Partial Permit fee already increased by 50% must be increased by an additional 50% to obtain the required total fee.
- 16.** A 50% reduction in the fees payable will be applicable to all properties that are located within the project area boundaries of the Olde Humberstone Main Street Community Improvement Plan, the Downtown Central Business District Community Improvement Plan, Brownfield Community Improvement Plan and East Waterfront Community Improvement Plan. No fee reduction will be applied where the 'Work Without Permit' fee is applicable.
- 17.** Third Party Review of applications are undertaken at the discretion of the Chief Building Official and may be required for very large or complex developments. The Chief Building Official may require that the estimated or actual costs associated with the third party review be payable at any time prior to permit issuance.





**FACILITY USER GROUP INSURANCE PROGRAM  
SUMMARY OF INSURANCE COVERAGE (6400100)**

|   |   |
|---|---|
| <b>Insured:<br/>Policy No.:<br/>Insurance Company:</b>  | City of Port Colborne "User Groups" (as on file)<br>GAME02997-003<br>GameDay Insurance Inc. Underwritten by Aviva Insurance Company of Canada |
| The Insurance coverage under this <b>Master Policy</b> is valid only to those users and/or renters who have <b>PURCHASED and PAID</b> for coverage under this program and only for those dates reported in their <b>Rental Agreement on file with the City of Port Colborne</b> |   |

**Insurance as described herein has been arranged on behalf of the Insured named herein under the following policy; and as more fully described in said policy and any endorsements attached thereto.**

| COVERAGE   | LIMITS OF LIABILITY |
|--|---------------------|
| Commercial General Liability-Per Occurrence  | \$2,000,000         |
| Participant Liability  | \$2,000,000         |
| Tenants' Legal Liability-Any one premises  | \$2,000,000         |
| Medical Expense-Non participant third party  | \$10,000            |
| Aggregate Limit-Products & Completed Operations Hazard   | \$2,000,000         |
| Bodily Injury/Property Damage & Legal Expense Deductible   | \$500 / \$500       |
| <b>**Host Liquor Liability Coverage Included when Liquor Liability Premium has been paid. **</b> |                     |

Insured's include your employees, volunteers, executives, managers, coaches, trainers and participants while acting within the scope of their duties on your behalf.

**Note:** A sub-contractor, vendor or exhibitor is **not** considered an employee and therefore not covered under your policy.

Additional Insured: City of Port Colborne are added as an additional insured but only with respect to liability arising out of the operations performed by the City of Port Colborne "User Groups" (as per list on file).

**ENDORSEMENT**

Incidental Medical Malpractice Liability, Additional Insured, Additional Insured-Blanket Basis, Employers Liability Extension, Abuse Exclusion, Contagious Disease Exclusion, Cyber-Liability Exclusion, Electric Data Exclusion Amendment, Excluded Activities.

**Excluded Activities:** - Alpine Skiing, Bouncy Castles, Boxing, BUBBLE SOCCER, Climbing Walls, Contact Hockey, Contact Martial Arts, Cycling, Dunk tanks, Fireworks (unless under the direction of a Fireworks Supervisor), Gymnastics, Horse Related, Kickboxing, Lacrosse (unless non-contact pickup), Minor Hockey (18 & under) (unless non-contact pickup), Rugby, Skateboarding/Skateboard Parks, Snowboarding, Tackle Football

**IMPORTANT NOTES**

This Policy covers your legal liability for bodily injury to or damage to property of others such as spectators, passers-by, property owners and others resulting from your activity. In addition, your legal liability for injury to participants is covered. The typical types of claims filed against you include spectator slip/trip/fall injuries and injuries to sports participants. **The Liability Policy DOES NOT provide Benefits for Medical Expenses incurred as a result of an injury sustained by an insured member, while participating in a sanctioned insured activity.** The Liability Policy **PROTECTS YOU IN THE EVENT OF A LAWSUIT** against claims of bodily injury or property damage. Insurance coverage **ONLY** applies to the activity and dates disclosed on the permit application

This is only a summary of the insurance provided under the Policy and constitutes a statement of the facts as of the date of issuance. These facts are so represented only to the addressee. This document does not list all policy wordings, limitations, exclusions and warranties that form part of the policy. The actual wording of the policy governs in all situations.



## STANDARD FACILITY USER GROUP RATES (6400000)

### MEETINGS/WORKSHOPS

(Without alcohol – if alcohol refer to event rates)

- Arts, crafts, bridge, religious services, speakers, workshops/classroom instruction i.e. Computers and language (refer other types)

### EVENTS

(With or without alcohol)

- Anniversaries, art shows and exhibits, auctions, banquet, bazaars, adult birthday parties, dance parties, dinners, exhibits, family celebrations to include; christenings, showers, stags, weddings, etc., fashion shows, festival/concert, garage sale for local neighbourhood ONLY at municipal facility, graduation, photo shoots, picnics, theatre performances, music and dance recitals/ performances, retirement, dance and talent shows, reunions
- Note: For events such as festivals where there is an organizer and vendors, the user group coverage provides coverage for the organizer. As the vendors are separate legal entities they require their own coverage

### SPORT ACTIVITIES

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#### LOW RISK ACTIVITIES:

- Badminton, Bowling, Curling, Dance Lessons, Horseshoes, Shuffle Board, Table Tennis, Tennis, Tai Chi, Public Skating, Bocce Ball.

#### MEDIUM RISK ACTIVITIES:

- Baseball, Basketball, Broomball, Cricket, Dodge ball, Field Hockey, Ball/Roller/Floor Hockey, Handball, Racquetball, Soccer, Softball, Slo-pitch, Squash, Swimming with Lifeguard, T-ball, Non-contact Touch/Flag Football, Synchronized Swimming, Fitness Classes, Track & Field, Ultimate Frisbee, Volleyball, Yoga, Figure Skating, Non-Contact Martial Arts, Non-Contact Pick-up Lacrosse, \*Non-Contact Minor Pick-up Hockey, Ringette
- Note: The non-contact minor pick-up hockey rate category is meant to accommodate one-offs i.e. parents taking a group of children out for a game of shinny. We do not cover minor hockey league games or practices

#### EXCLUDED ACTIVITIES:

- Alpine Skiing, Bouncy Castles, Boxing, BUBBLE SOCCER, Climbing Walls, Contact Hockey, Contact Martial Arts, Cycling, Dunk tanks, Fireworks (unless under the direction of a Fireworks Supervisor), Gymnastics, Horse Related, Kickboxing, Lacrosse (unless non-contact pickup), Minor Hockey (18 & under) (unless non-contact pickup), Rugby, Skateboarding/Skateboard Parks, Snowboarding, Tackle Football

Refer to Erion Insurance Group for all other sports.



Broker: Erion Insurance Group  
 177 Niagara Blvd.  
 Fort Erie, ON L2A3G7

**FACILITY USER GROUP RATING SCHEDULE**

**\$2,000,000 COMMERCIAL GENERAL LIABILITY/PER OCCURRENCE**  
**DEDUCTIBLE: \$500**

| Type of Event  | # of Participants   | Premium                              |          |       |
|--|---|--------------------------------------|----------|-------|
|  |   | Low                                  | Medium   | High  |
| Hourly Rate for Sports-occasional use<br>Maximum Coverage - up to 1 Day<br>*Excludes Adult Non-Contact Hockey, see Adult Non-Contact Hockey rates listed below | 1-50  | \$ 0.76                              | \$ 1.51  | Refer |
|  | 51-100  | \$ 1.51                              | \$ 3.02  | Refer |
|  | 101-250   | \$ 2.27                              | \$ 6.05  | Refer |
| One Day Sporting Events/Tournaments  | 1-50  | \$ 27.00                             | \$ 54.00 | Refer |
|  | 51-100  | \$ 37.80                             | \$ 81.00 | Refer |
|  | 101-250   | \$ 54.00                             | \$108.00 | Refer |
| Two or Three day Sporting Events/Tournaments   | 1-50  | \$ 54.00                             | \$ 81.00 | Refer |
|  | 51-100  | \$ 75.60                             | \$108.00 | Refer |
|  | 101-250   | \$ 91.80                             | \$135.00 | Refer |
| Events/Tournaments over 250 participants or more than three days   | Refer for a Quote   |                                      |          |       |
| All Season Sporting Activities - Flat Rate<br>Maximum Coverage - up to one year  | 1-50  | \$ 81.00                             | \$108.00 | Refer |
|  | 51-100  | \$108.00                             | \$135.00 | Refer |
|  | 101-250   | \$135.00                             | \$162.00 | Refer |
|  | over 250  | Refer                                | Refer    | Refer |
| Occasional Pool Use Only-Hourly Rate<br>(if applicable)  | Recreational Pool Activities  | \$5.40 / hour                        |          |       |
| <b>Adult Non-Contact Hockey</b>  |   |                                      |          |       |
| Hourly Rate/occasional use   | Pickup Hockey Per Team  | \$5.40 / hour                        |          |       |
| Seasonal Rate/seasonal use<br>Maximum Coverage - up to one year  | Pickup Hockey<br>Max. 30 players  | \$135.00 <u>per group</u> per season |          |       |
|  | League Hockey   | \$243.00 <u>per team</u> per season  |          |       |
| Tournaments  | Up to 8 teams \$270.00<br>9-16 teams \$405.00<br>Refer larger tournaments |                                      |          |       |
| Beer Gardens<br>Separate Coverage for Host Liquor Liability<br>* Rate is in addition to Sport Tournament Rate  | Beer Gardens  |                                      |          |       |
|  | 1-100   | \$108/day                            |          |       |
|  | 101-250   | \$162/day                            |          |       |
|  | 251-500   | \$216/day                            |          |       |
|  | over 500  | refer                                |          |       |

\*All non-Canadian User Groups must be referred to Erion Insurance Group \*

ALL PREMIUMS INCLUDE 8% Tax



| Type of Event   | # Participants  | Premium  |                                       |
|---|---|--|---------------------------------------|
| Meetings - Flat rate  | 1 - 250<br>251 - 500                                  | \$2.70 per meeting - max 1 day<br>\$5.40 per meeting - max 1 day |                                       |
| Events - Flat Rate  | 1- 100<br>101-250<br>251-500<br>501-1000<br>over 1000 | No Alcohol   | With Alcohol<br>Including Beer Garden |
|   |   | \$ 54.00   | \$135.00                              |
|   |   | \$108.00   | \$243.00                              |
|   |   | \$162.00   | \$297.00                              |
|   |   | \$270.00   | Refer                                 |
| Special Events - Flat Rate<br>Applicable to the following events only<br>Family Showers, Family Christenings, Family Dinners, Retirements,<br>Picnics | 1-100   | No Alcohol   | With Alcohol                          |
|   |   | \$27.00  | \$54.00                               |
| 2-3 Day Meetings/Events   |   | Twice Daily Rate   |                                       |
| 4-5 Day Meetings/Events   |   | Triple Daily Rate  |                                       |
| Annual Monthly Meetings - weekly or monthly   |   | Five Times Meeting Rate  |                                       |
| Children's Birthday Parties<br>Birthday Party/Meeting Room<br>Birthday Party/Meeting Room/Sports (includes gym/pool/arena<br>use)                     | UNLIMITED   | \$2.16/hour<br>\$4.32/hour                                       |                                       |
| Camp Programs - Including Multi-Sport<br>Coverage applicable Per Camp Session<br>(Maximum 2 weeks)  | Up to 100<br>Over 101                                 | \$108.00/flat rate<br>\$2.16/per participant                     |                                       |

The Corporation of the City of Port Colborne

By-law No. \_\_\_\_\_

Being a By-law to Authorize Entering into an Agreement of Purchase of Sale with  
Niagara Region Respecting 35 King Street PLAN 59R5669 PART 1

Whereas at its meeting of November 8, 2021, the Council of The Corporation of the City of Port Colborne (Council) approved the recommendations of Chief Administrative Office Report No. 2021-287, Subject: City purchase of 35 King Street from the Niagara Region; and

Whereas Council is desirous of entering into an Agreement of Purchase of Sale with the Niagara Region for the sale of 35 King Street, for the purchase price of \$200,000 (plus HST);

Now therefore the Council of The Corporation of the City of Port Colborne enacts as follows:

1. That The Corporation of the City of Port Colborne enter into an Agreement of Purchase and Sale with the Niagara Region respecting 35 King Street PLAN 59R5669 Part 1 for the purchase price of \$200,000 (plus HST), said agreement being attached hereto as Schedule "A".
2. That the Mayor and the Clerk be and each of them is hereby authorized and directed to sign said agreement, together with any documents necessary to complete the conditions of said agreement, and the Clerk is hereby authorized to affix the Corporate Seal thereto.
3. That the City Solicitor be and is hereby directed to prepare and register all such documents in the proper Land Registry Office as may be required to give full force and effect to this By-law.

Enacted and passed this 8th day of November, 2021.

\_\_\_\_\_  
William C. Steele  
Mayor

\_\_\_\_\_  
Amber LaPointe  
City Clerk

**AGREEMENT OF PURCHASE AND SALE**

**BETWEEN:**

**THE REGIONAL MUNICIPALITY OF NIAGARA**  
(“Niagara Region”)

- and -

**THE CORPORATION OF THE CITY OF PORT COLBORNE**  
(the “Purchaser”)

**WHEREAS** Niagara Region is the registered owner of the lands legally described as Part of Light House Keeper Lot and adjacent lands, S/S of Sugar Loaf Street, Plan 987, 988 and 989; Part Lot 28, Concession I Humberstone, being Part I on Reference Plan 59R-5669, being all of PIN 64457-0100 (LT), City of Port Colborne, Regional Municipality of Niagara and municipally known as 35 King Street (the “Lands”);

**AND WHEREAS** Niagara Region’s By-law No. 26-2011, as amended or replaced from time to time, (the “Disposal of Land By-law”) defines the policies and procedures governing disposition of lands;

**AND WHEREAS** the Purchaser wishes to acquire the Lands, as more particularly detailed herein;

**AND WHEREAS** the Council of The Regional Municipality of Niagara has declared the Lands as surplus and has authorized the purchase herein;

**NOW THEREFORE** in consideration of payment of the sum of ONE (\$1.00) DOLLAR paid by each of the parties hereto to the other, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

1. The recitals herein are true and accurate.
2. Niagara Region hereby agrees to sell and the Purchaser agrees to purchase the Lands shown on Schedule “A”, for a purchase price of **TWO HUNDRED THOUSAND DOLLARS (\$200,000.00)** (the “Purchase Price”).
3. The parties hereto agree that any and all improvements, trees or shrubs within the Lands are included in the Purchase Price.
4. This offer shall be irrevocable by Purchaser until 4:30 p.m. on November 19, 2021, after which time, if not accepted by Niagara Region, this Agreement shall be null and void.
5. Deposit clause intentionally deleted.
6. Non-refundable deposit clause intentionally deleted.
7. The balance of the Purchase Price shall be paid by certified cheque, bank draft or wire transfer on the Closing Date, subject to adjustments, if any.
8. The Purchase Price does not include any taxes payable under the *Excise Tax Act*, R.S.C. 1985, c. E.15, as amended (the “HST”). The Purchaser shall provide to Niagara Region,

on or before the Closing Date: (a) a statutory declaration that the Purchaser is an HST registrant, along with a copy of the Purchaser's HST registration certificate, including the HST registration number; (b) a covenant to self-assess in accordance with the provisions of the *Excise Tax Act* and to report the transaction and remit directly to the Receiver General of Canada any HST payable in connection with the purchase of the Lands; and (c) an indemnity to save Niagara Region harmless from any HST, penalty, interest or other amounts which may be payable by or be assessed against Niagara Region under the *Excise Tax Act* as a result of or in connection with Niagara Region's failure to collect and remit the HST applicable on the sale of the Lands. In the event the Purchaser is unable to or refuses to provide satisfactory evidence of its registration for HST purposes as of the Closing Date, the Purchaser shall pay Niagara Region the HST applicable on the sale on closing. Niagara Region shall remit to the Receiver General of Canada the HST payable in connection with the transaction following closing.

9. The closing date of this transaction shall be **December 8, 2021** or prior thereto if mutually agreed in writing (the "Closing Date"). Vacant possession of the Lands shall be provided to the Purchaser on the Closing Date, unless otherwise provided in this Agreement.
10. The Purchaser shall be allowed until 15 days prior to the Closing Date to investigate the title to the Lands at its own expense. Provided that the title to the property is good and free from all registered restrictions, charges, liens, and encumbrances except as otherwise specifically provided in this Agreement and save and except the following:
  - (a) Any registered restrictions or covenants that run with the land providing that such are complied with;
  - (b) Any registered municipal agreements and registered agreements with publicly regulated utilities providing such have been complied with, or security has been posted to ensure compliance and completion, as evidenced by a letter from the relevant municipality or regulated utility;
  - (c) Any easement for the supply of domestic utility or telephone services to the property or adjacent properties;
  - (d) Any easements for drainage, storm or sanitary sewers, public utility lines, telephone lines, cable television lines or other services which do not materially affect the use of the property;
  - (e) By-law registered as ROI 14453.

On Closing, Purchaser accepts the Lands subject to the excepted registered restrictions, charges, liens, and encumbrances referenced in this section 10. If within the specified times referred to in paragraph 10 any valid objection to title is made in writing to Niagara Region, and which Niagara Region is unable or unwilling to remove, remedy or satisfy and which Purchaser will not waive, this Agreement notwithstanding any intermediate acts or negotiations in respect of such objections, shall be at an end and all monies paid shall be returned without interest or deduction and Niagara Region shall not be liable for any costs or damages. Save as to any valid objection so made by such day and except for an objection going to the root of the title, the Purchaser shall be conclusively deemed to have accepted Niagara Regions' title to the property.

11. The Purchaser shall not call for the production of any title deed, abstract, survey or other evidence of title to the Lands, except as are in the possession or control of Niagara Region.

12. This transaction will be completed by electronic registration pursuant to Part III of the *Land Registration Reform Act*, R.S.O. 1990, c. L.4, as amended. The Purchaser and Niagara Region agree to be bound by the Document Registration Agreement which is recommended from time to time by the Law Society of Upper Canada. The Purchaser and Niagara Region acknowledge and agree that the delivery of documents and the release thereof will: (a) not occur at the same time as the registration of the transfer/deed (and other documents intended to be registered in connection with the completion of this transaction); and (b) be subject to conditions whereby the solicitor(s) receiving documents and/or money will be required to hold them in escrow and not release them except in accordance with the terms of the Document Registration Agreement.
13. Niagara Region covenants and agrees to deliver to the Purchaser a Transfer for the Lands suitable for registration and drawn in the name of the Purchaser and to provide it with good title.
14. Niagara Region covenants that it will deliver to the Purchaser on or before the Closing Date, unless otherwise provided in this Agreement, each of the following:
  - (a) vacant possession of the Lands;
  - (b) an executed Transfer of Land in registerable form duly executed by Niagara Region in favour of the Purchaser (save for any Land Transfer Tax Affidavit);
  - (c) a Seller's Closing Certificate in the form approved by the members of the Lincoln and Welland County Law Association on September 21, 2004, including an undertaking to re-adjust the statement of adjustments, if necessary, upon written demand;
  - (d) a direction regarding the payment of funds, if necessary; and
  - (e) a statement of adjustments, which shall be delivered at least two (2) business days prior to the Closing Date.
15. The Purchaser covenants that it will deliver to Niagara Region on or before the Closing Date:
  - (a) a certified cheque, bank draft or wire transfer for the balance of the purchase price due on the Closing Date;
  - (b) a direction as to title, if necessary;
  - (c) an undertaking to re-adjust the statement of adjustments, if necessary, upon written demand;
  - (d) H.S.T. Declaration, if applicable; and
  - (e) all such other deeds, conveyances, certificates or other documents as Niagara Region or its solicitor may reasonably require to implement the intent of this Agreement and comply with the Disposal of Land By-law.
16. Any tender of documents or money hereunder may be made upon either party or their respective solicitors on the Closing Date. Money may be tendered by wire transfer, certified cheque or bank draft.
17. The Purchaser acknowledges and agrees that:
  - (a) In entering into this Agreement, the Purchaser has relied and will continue to rely entirely and solely upon its own inspections and investigations with respect to the Lands, including without limitation, the physical and environmental condition of the Lands and a review of any documentation respecting the Lands, and the Purchaser acknowledges it is not relying on any information furnished by Niagara Region or



any other person on behalf of, or at the direction of, Niagara Region in connection therewith;

- (b) The Purchaser is purchasing and shall accept, assume and take title to the Lands and any improvements thereon in an “As Is, Where Is” condition. The term “As Is, Where Is” means in its condition or state on the Closing Date without any agreement, representation or warranty of any kind whatsoever, either express or implied on the part of Niagara Region, as to the state of title, the condition of the soil, the subsoil, the ground and surface water or any other environmental matters, the condition of the Lands, the condition of the buildings, if any, or any other matter respect the Lands whatsoever, including without limitation, compliance with all laws, the existence of any hazardous substances, or the use to which the Lands may be put and its zoning; and
  - (c) Niagara Region shall have no obligations or responsibility to the Purchaser after the Closing Date with respect to any matter relating to the Lands or the condition thereof.
  - (d) From and including the Closing Date, the Lands shall be entirely at the risk of the Purchaser and the Purchaser shall accept and assume any and all responsibilities and liabilities arising out of or in any way connected with the Lands whether they arose before, on or after the Closing Date and, without being limited by the foregoing, any state, nature, quality or condition in, on, under or near the Lands existing as of the Closing Date, whenever and however arising, whether known or unknown and whether environmental or otherwise, and whether such responsibilities and liabilities are imposed by law, equity or any governing authority.
  - (e) The provisions of this section 17 shall survive and not merge on Closing.
18. The Purchaser hereby confirms that neither the Purchaser nor any person having a controlling interest in the Purchaser is an employee or elected official of Niagara Region, and hereby declares that there is no conflict of interest arising from this transaction.
19. All notices or other communications hereunder shall be in writing and shall be delivered by personal delivery, overnight mail or delivery service, facsimile, or registered mail, return receipt requested, postage prepaid, addressed as follows:
- On the Purchaser to:                   The Corporation of the City of Port Colborne  
66 Charlotte Street  
Port Colborne, Ontario L3K 3C8  
Attention:     City Clerk
- On Niagara Region to:                The Regional Municipality of Niagara  
1815 Sir Isaac Brock Way, P.O. Box 1042  
Thorold, Ontario L2V 4T7  
Attention:     Director of Legal and Court Services  
Facsimile:     (905) 685-7931
20. Niagara Region and the Purchaser acknowledge that this Agreement constitutes the entire Agreement between them and there are no representations, warranties, collateral agreements or conditions affecting this Agreement or the Lands other than as expressed herein in writing.
21. Time shall be in all respects of the essence hereof provided that the time for doing or completing any matter herein may be extended or abridged by an agreement in writing signed by Niagara Region and the Purchaser or by their respective solicitors who are hereby expressly appointed in this regard.

22. This Agreement shall be binding upon and shall enure to the benefit of the parties hereto, and each of their respective representatives, successors, heirs and assigns.
23. This Agreement may be executed and delivered in any number of separate counter-parts, each of which when executed and delivered is an original but all of which taken together constitutes one and the same instrument. Any party may deliver an executed copy of this Agreement by facsimile transmission.
24. All covenants, representations and warranties contained in this Agreement on the part of both Niagara Region and the Purchaser shall not merge upon the closing of this transaction.
25. Nothing in this Agreement shall be construed in a manner inconsistent with the requirements of the Disposal of Land By-law.
26. This Agreement is governed by and construed in accordance with the laws of the Province of Ontario and the laws of Canada applicable therein and shall be treated in all respects as an Ontario contract. The parties hereby irrevocably and unconditionally attorn to the jurisdiction of the courts of the Province of Ontario and all courts competent to hear appeals therefrom.
27. Schedule "A" – "The Lands" and Schedule "B" – "Additional Clauses" attached hereto form an integral part of this Agreement.
28. This Agreement, when executed by the Purchaser's and Niagara Region's authorized signing officer(s), shall constitute a binding agreement.

**IN WITNESS WHEREOF** The Regional Municipality of Niagara has on the \_\_\_\_\_ day of \_\_\_\_\_, 2021 affixed its name under the hand of its duly authorized signing officer.

**THE REGIONAL MUNICIPALITY OF NIAGARA**

Per: \_\_\_\_\_  
 Name: Todd Harrison, CPA, CMA  
 Title: Commissioner of Corporate Services/Treasurer

I have the authority to bind the Corporation.

**IN WITNESS WHEREOF** the Purchaser has on the \_\_\_\_\_ day of \_\_\_\_\_, 2021 affixed its corporate seal attested by the hands of the duly authorized officer(s).

**THE CORPORATION OF THE CITY OF PORT COLBORNE**

Per: \_\_\_\_\_  
 Name: \_\_\_\_\_  
 Title: \_\_\_\_\_

Per: \_\_\_\_\_  
 Name: \_\_\_\_\_  
 Title: \_\_\_\_\_

I/We have the authority to bind the Corporation.



## **SCHEDULE "B" – ADDITIONAL CLAUSES**

- I. The Purchaser also agrees to reimburse any fees, costs, and expenses incurred by Niagara Region for the sale of the Lands or chargeable by Niagara Region pursuant to its Fees and Charges By-law (inclusive of legal costs), which shall be reflected as an adjustment on the Statement of Adjustments.

The Corporation of the City of Port Colborne

By-law No. \_\_\_\_\_

Being a By-law to Authorize Entering Into an Agreement of Purchase and Sale with Ajay Kahlon Respecting Nickel Street North South Plan 19 Lot 26 NP 857

Whereas at its meeting of November 8, 2021, Council approved the recommendations of Chief Administrative Office Report 2021-283, Subject: Sale of City Property – Nickel Street; and

Whereas Council is desirous of entering into an Agreement of Purchase and Sale with Ajay Kahlon for the sale of Nickel Street North South Plan 19 Lot 26 NP 857, for the purchase price of \$45,000 (plus HST);

Now therefore the Council of The Corporation of the City of Port Colborne Enacts as follows:

1. That The Corporation of the City of Port Colborne enter into an Agreement of Purchase and Sale with Ajay Kahlon Respecting Nickel Street North South Plan 19 Lot 26 NP 857 for the purchase price of \$45,000 (plus HST), which agreement is attached hereto as Schedule “A” (inclusive of Schedule “B”).
2. That the Mayor and the Clerk be and each of them is hereby authorized and directed to sign said agreement, together with any documents necessary to complete the conditions of said agreement, and the Clerk is hereby authorized to affix the Corporate Seal thereto.
3. That the City Solicitor be and is hereby directed to prepare and register all such documents in the proper Land Registry Office as may be required to give full force and effect to this By-law.

Enacted and passed this 8th day of November, 2021.

\_\_\_\_\_  
William C. Steele  
Mayor

\_\_\_\_\_  
Amber LaPointe  
City Clerk



# Agreement of Purchase and Sale

## Form 100

for use in the Province of Ontario

This Agreement of Purchase and Sale dated this 18 day of October, 2021

**BUYER:** AJAY KAHLON agrees to purchase from  
(Full legal names of all Buyers)

**SELLER:** THE CORPORATION OF THE CITY OF PORT COLBORNE, the following  
(Full legal names of all Sellers)

**REAL PROPERTY:**

Address N/E CRNR NICKEL ST & MITCHELL ST

fronting on the NORTH side of NICKEL ST

in the City of PORT COLBORNE

and having a frontage of 25.00 Feet more or less by a depth of 102.00 Feet more or less

and legally described as  
**LT 26 PL 857 VILLAGE OF PORT COLBORNE**

(Legal description of land including easements not described elsewhere) (the "property")

**PURCHASE PRICE:** Dollars (CDN\$) 45,000.00  
Forty-Five Thousand Dollars

**DEPOSIT:** Buyer submits upon acceptance  
(Herewith/Upon Acceptance/as otherwise described in this Agreement)  
One Thousand Dollars (CDN\$) 1,000.00

by negotiable cheque payable to THE CORPORATION OF THE CITY OF PORT COLBORNE "Deposit Holder" to be held in trust pending completion or other termination of this Agreement and to be credited toward the Purchase Price on completion. For the purposes of this Agreement, "Upon Acceptance" shall mean that the Buyer is required to deliver the deposit to the Deposit Holder within 24 hours of the acceptance of this Agreement. The parties to this Agreement hereby acknowledge that, unless otherwise provided for in this Agreement, the Deposit Holder shall place the deposit in trust in the Deposit Holder's non-interest bearing Real Estate Trust Account and no interest shall be earned, received or paid on the deposit.

**Buyer agrees to pay the balance as more particularly set out in Schedule A attached.**

**SCHEDULE(S) A AND SCHEDULE B** attached hereto form(s) part of this Agreement.

**1. IRREVOCABILITY:** This offer shall be irrevocable by Buyer until 6:00 on the 25  
(Seller/Buyer) (a.m./p.m.)  
day of October, 2021, after which time, if not accepted, this offer shall be null and void and the deposit shall be returned to the Buyer in full without interest.

**2. COMPLETION DATE:** This Agreement shall be completed by no later than 6:00 p.m. on the see SCHEDULE B day of see SCHEDULE B 2021. Upon completion, vacant possession of the property shall be given to the Buyer unless otherwise provided for in this Agreement.

**INITIALS OF BUYER(S):** AK

**INITIALS OF SELLER(S):**

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3. **NOTICES:** The Seller hereby appoints the Listing Brokerage as agent for the Seller for the purpose of giving and receiving notices pursuant to this Agreement. Where a Brokerage (Buyer's Brokerage) has entered into a representation agreement with the Buyer, the Buyer hereby appoints the Buyer's Brokerage as agent for the purpose of giving and receiving notices pursuant to this Agreement. **Where a Brokerage represents both the Seller and the Buyer (multiple representation), the Brokerage shall not be appointed or authorized to be agent for either the Buyer or the Seller for the purpose of giving and receiving notices.** Any notice relating hereto or provided for herein shall be in writing. In addition to any provision contained herein and in any Schedule hereto, this offer, any counter-offer, notice of acceptance thereof or any notice to be given or received pursuant to this Agreement or any Schedule hereto (any of them, "Document") shall be deemed given and received when delivered personally or hand delivered to the Address for Service provided in the Acknowledgement below, or where a facsimile number or email address is provided herein, when transmitted electronically to that facsimile number or email address, respectively, in which case, the signature(s) of the party (parties) shall be deemed to be original.

FAX No: .....  
(For delivery of Documents to Seller)

FAX No: .....  
(For delivery of Documents to Buyer)

Email Address: .....  
(For delivery of Documents to Seller)

Email Address: .....  
(For delivery of Documents to Buyer)

4. **CHATELS INCLUDED:**  
NONE

Unless otherwise stated in this Agreement or any Schedule hereto, Seller agrees to convey all fixtures and chattels included in the Purchase Price free from all liens, encumbrances or claims affecting the said fixtures and chattels.

5. **FIXTURES EXCLUDED:**  
NONE


6. **RENTAL ITEMS (Including Lease, Lease to Own):** The following equipment is rented and not included in the Purchase Price. The Buyer agrees to assume the rental contract(s), if assumable:  
NONE

The Buyer agrees to co-operate and execute such documentation as may be required to facilitate such assumption.

7. **HST:** If the sale of the property (Real Property as described above) is subject to Harmonized Sales Tax (HST), then such tax shall be .....  
in addition to ..... the Purchase Price. If the sale of the property is not subject to HST, Seller agrees to certify on or before  
(included in/in addition to) ..... closing, that the sale of the property is not subject to HST. Any HST on chattels, if applicable, is not included in the Purchase Price.

INITIALS OF BUYER(S): 

INITIALS OF SELLER(S): 

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- 15. **PLANNING ACT:** This Agreement shall be effective to create an interest in the property only if Seller complies with the subdivision control provisions of the Planning Act by completion and Seller covenants to proceed diligently at Seller's expense to obtain any necessary consent by completion.
- 16. **DOCUMENT PREPARATION:** The Transfer/Deed shall, save for the Land Transfer Tax Affidavit, be prepared in registrable form at the expense of Seller, and any Charge/Mortgage to be given back by the Buyer to Seller at the expense of the Buyer. If requested by Buyer, Seller covenants that the Transfer/Deed to be delivered on completion shall contain the statements contemplated by Section 50(22) of the Planning Act, R.S.O.1990.
- 17. **RESIDENCY:** (a) Subject to (b) below, the Seller represents and warrants that the Seller is not and on completion will not be a non-resident under the non-residency provisions of the Income Tax Act which representation and warranty shall survive and not merge upon the completion of this transaction and the Seller shall deliver to the Buyer a statutory declaration that Seller is not then a non-resident of Canada; (b) provided that if the Seller is a non-resident under the non-residency provisions of the Income Tax Act, the Buyer shall be credited towards the Purchase Price with the amount, if any, necessary for Buyer to pay to the Minister of National Revenue to satisfy Buyer's liability in respect of tax payable by Seller under the non-residency provisions of the Income Tax Act by reason of this sale. Buyer shall not claim such credit if Seller delivers on completion the prescribed certificate.
- 18. **ADJUSTMENTS:** Any rents, mortgage interest, realty taxes including local improvement rates and unmetered public or private utility charges and unmetered cost of fuel, as applicable, shall be apportioned and allowed to the day of completion, the day of completion itself to be apportioned to Buyer.
- 19. **PROPERTY ASSESSMENT:** The Buyer and Seller hereby acknowledge that the Province of Ontario has implemented current value assessment and properties may be re-assessed on an annual basis. The Buyer and Seller agree that no claim will be made against the Buyer or Seller, or any Brokerage, Broker or Salesperson, for any changes in property tax as a result of a re-assessment of the property, save and except any property taxes that accrued prior to the completion of this transaction.
- 20. **TIME LIMITS:** Time shall in all respects be of the essence hereof provided that the time for doing or completing of any matter provided for herein may be extended or bridged by an agreement in writing signed by Seller and Buyer or by their respective lawyers who may be specifically authorized in that regard.
- 21. **TENDER:** Any tender of documents or money hereunder may be made upon Seller or Buyer or their respective lawyers on the day set for completion. Money shall be tendered with funds drawn on a lawyer's trust account in the form of a bank draft, certified cheque or wire transfer using the Large Value Transfer System.
- 22. **FAMILY LAW ACT:** Seller warrants that spousal consent is not necessary to this transaction under the provisions of the Family Law Act, R.S.O.1990 unless the spouse of the Seller has executed the consent hereinafter provided.
- 23. **UFFI:** Seller represents and warrants to Buyer that during the time Seller has owned the property, Seller has not caused any building on the property to be insulated with insulation containing ureaformaldehyde, and that to the best of Seller's knowledge no building on the property contains or has ever contained insulation that contains ureaformaldehyde. This warranty shall survive and not merge on the completion of this transaction, and if the building is part of a multiple unit building, this warranty shall only apply to that part of the building which is the subject of this transaction.
- 24. **LEGAL, ACCOUNTING AND ENVIRONMENTAL ADVICE:** The parties acknowledge that any information provided by the brokerage is not legal, tax or environmental advice.
- 25. **CONSUMER REPORTS:** The Buyer is hereby notified that a consumer report containing credit and/or personal information may be referred to in connection with this transaction.
- 26. **AGREEMENT IN WRITING:** If there is conflict or discrepancy between any provision added to this Agreement (including any Schedule attached hereto) and any provision in the standard pre-set portion hereof, the added provision shall supersede the standard pre-set provision to the extent of such conflict or discrepancy. This Agreement including any Schedule attached hereto, shall constitute the entire Agreement between Buyer and Seller. There is no representation, warranty, collateral agreement or condition, which affects this Agreement other than as expressed herein. For the purposes of this Agreement, Seller means vendor and Buyer means purchaser. This Agreement shall be read with all changes of gender or number required by the context.
- 27. **TIME AND DATE:** Any reference to a time and date in this Agreement shall mean the time and date where the property is located.

INITIALS OF BUYER(S): 

INITIALS OF SELLER(S): 

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28. SUCCESSORS AND ASSIGNS: The heirs, executors, administrators, successors and assigns of the undersigned are bound by the terms herein.

SIGNED, SEALED AND DELIVERED in the presence of:

IN WITNESS whereof I have hereunto set my hand and seal:

10/18/2021

[Witness]

[Buyer]

DocuSigned by:  
Ajay Kahlon  
469444E28528403

[Seal]

[Date]

[Witness]

[Buyer]

[Seal]

[Date]

I, the undersigned Seller, agree to the above offer. I hereby irrevocably instruct my lawyer to pay directly to the brokerage(s) with whom I have agreed to pay commission, the unpaid balance of the commission together with applicable Harmonized Sales Tax (and any other taxes as may hereafter be applicable), from the proceeds of the sale prior to any payment to the undersigned on completion, as advised by the brokerage(s) to my lawyer.

SIGNED, SEALED AND DELIVERED in the presence of:

IN WITNESS whereof I have hereunto set my hand and seal:

[Witness]

[Seller]

THE CORPORATION OF THE CITY OF PORT COLBORNE

[Seal]

[Date]

[Witness]

[Seller]

[Seal]

[Date]

SPOUSAL CONSENT: The undersigned spouse of the Seller hereby consents to the disposition evidenced herein pursuant to the provisions of the Family Law Act, R.S.O. 1990, and hereby agrees to execute all necessary or incidental documents to give full force and effect to the sale evidenced herein.

[Witness]

[Spouse]

[Seal]

[Date]

CONFIRMATION OF ACCEPTANCE: Notwithstanding anything contained herein to the contrary, I confirm this Agreement with all changes both typed and written was finally accepted by all parties at \_\_\_\_\_ this \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_\_

(a.m./p.m.)

(Signature of Seller or Buyer)

INFORMATION ON BROKERAGE(S)

Listing Brokerage

[Tel.No.]

(Salesperson/Broker/Broker of Record Name)

Co-op./Buyer Brokerage

[Tel.No.]

(Salesperson/Broker/Broker of Record Name)

ACKNOWLEDGEMENT

I acknowledge receipt of my signed copy of this accepted Agreement of Purchase and Sale and I authorize the Brokerage to forward a copy to my lawyer.

I acknowledge receipt of my signed copy of this accepted Agreement of Purchase and Sale and I authorize the Brokerage to forward a copy to my lawyer.

[Seller]

THE CORPORATION OF THE CITY OF PORT COLBORNE

[Date]

[Buyer]

AJAY KAHLON

[Date]

[Seller]

[Date]

Address for Service

[Tel. No.]

Seller's Lawyer

Address

Email

[Tel. No.]

[Fax No.]

[Buyer]

Address for Service

Buyer's Lawyer

Address

Email

[Tel. No.]

[Tel. No.]

[Fax No.]

FOR OFFICE USE ONLY

COMMISSION TRUST AGREEMENT

To: Cooperating Brokerage shown on the foregoing Agreement of Purchase and Sale

In consideration for the Cooperating Brokerage procuring the foregoing Agreement of Purchase and Sale, I hereby declare that all moneys received or receivable by me in connection with the Transaction as contemplated in the MLS® Rules and Regulations of my Real Estate Board shall be receivable and held in trust. This agreement shall constitute a Commission Trust Agreement as defined in the MLS® Rules and shall be subject to and governed by the MLS® Rules pertaining to Commission Trust.

DATED as of the date and time of the acceptance of the foregoing Agreement of Purchase and Sale. Acknowledged by:

[Authorized to bind the Listing Brokerage]

[Authorized to bind the Co-operating Brokerage]

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# Schedule A Agreement of Purchase and Sale

**Form 100**  
for use in the Province of Ontario

This Schedule is attached to and forms part of the Agreement of Purchase and Sale between:

**BUYER:** AJAY KAHLON and

**SELLER:** THE CORPORATION OF THE CITY OF PORT COLBORNE

for the purchase and sale of N/E CRNR NICKEL ST & MITCHELL ST

dated the 18 day of October, 2021

Buyer agrees to pay the balance as follows:

**PAY THE BALANCE OF THE PURCHASE PRICE IN CASH OR CERTIFIED CHEQUE ON CLOSING SUBJECT TO ADJUSTMENTS.**

**THE BUYER AND SELLERS AGREE THE LOT CAN BE USED ONLY IN CONJUNCTION WITH 174 MITCHELL ST , PORT COLBORNE AS A PARKING LOT FOR TENANTS LIVING AT 174 MITCHELL ST.**

**SEE SCHEDULE B ATTACHED**

This form must be initialed by all parties to the Agreement of Purchase and Sale.

**INITIALS OF BUYER(S):** AK

**INITIALS OF SELLER(S):**

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DS  
AK

SCHEDULE "B" Ajay Kahlon and The Corporation of the City of Port Colborne  
dated September 14, 2021

**Closing Condition re: Ownership of 174 Mitchell Street, Port Colborne**

1. The purchase and sale transaction herein is conditional until Closing upon the Seller being satisfied that the Buyer has delivered evidence to the Seller that it is the registered and beneficial owner of the lands municipally known as 174 Mitchell Street, Port Colborne (the "**174 Mitchell Street Property**"), and that it will continue to be the registered and beneficial owner of the Property on Closing..

The foregoing condition is for the sole benefit of the Seller and may be waived by the Seller in its sole, absolute and unfettered discretion in whole or in part by written notice to the Buyer or its solicitors. In the event that notice of the satisfaction or waiver of this condition has not been provided in writing by the Seller to the Buyer, or the Buyer's solicitors, prior to 5 pm on the Closing Date, then this Agreement shall come to an end upon which it is agreed that neither party shall have any further rights or obligations hereunder and the Deposit will be returned to the Buyer without deduction.

**Closing Date and Conditions for Closing**

2. The "**Closing Date**" for the purchase and sale transaction herein will be thirty (30) days after the date on which the Seller has received proof from the Buyer that: (i) a multi-unit residential building (the "**MURB**") has been renovated to allow for the occupancy of twelve (12) residential units on the 174 Mitchell Street Property in accordance with all applicable laws; and (ii) an occupancy permit has been issued by the City for the MURB (the conditions set out in paragraphs (i) and (ii) being collectively referred to as the "**Closing Conditions**").

In the event that the Closing Conditions have not been satisfied on or before the two year anniversary date of this Purchase Agreement, then the Seller shall have the option to terminate this Purchase Agreement by giving written notice to the Buyer or the Buyer's solicitors, and upon doing so, this Agreement shall come to an end, neither party shall have any further rights or obligations hereunder and the Deposit will be returned to the Buyer without deduction.

**Restriction re: Consent of Seller to Transfer or Charge Property**

3. The Buyer acknowledges that the Seller is conveying the Property to the Buyer on the understanding that the Property must only be used for parking spaces to accommodate the MURB on the 174 Mitchell Street Property. On Closing, the Buyer shall register a restriction under Section 118 of the *Land Titles Act* which will require the consent of the Seller in order to transfer or charge the Property. It is agreed that the City will only grant its consent to a transfer or charge of the Property by the Buyer following Closing if: (i) the Property is being transferred or charged simultaneously with the 174 Mitchell Street Property to the same transferee or chargee; and (ii) the transferee or chargee of the Property and the 174 Mitchell Street Property executes and delivers an acknowledgement where it agrees to be bound by this same restriction.

The Corporation of the City of Port Colborne

By-law No. \_\_\_\_\_

Being a By-law to Authorize Entering into an Agreement with Her Majesty the Queen in the right of Ontario as represented by the Minister of Municipal Affairs and Housing regarding Ontario Transfer Payment Agreement

Whereas at its meeting of November 8, 2021, the Council of The Corporation of the City of Port Colborne (Council) approved the recommendations of the Corporate Services Department, Report No. 2021-290, Subject: Grant Funding Agreement – Ministry of Municipal Affairs and Housing; and

Whereas Council is desirous of entering into an agreement with Her Majesty the Queen in the right of Ontario as represented by the Minister of Municipal Affairs and Housing; and

Whereas the *Municipal Act*, 2001 S.O. 2001, c.25, as amended, confers broad authority on municipalities to enter into such agreements;

Now therefore the Council of The Corporation of the City of Port Colborne enacts as follows:

1. That The Corporation of the City of Port Colborne enters into an Ontario Transfer Payment Agreement with Her Majesty the Queen in the right of Ontario as represented by the Minister of Municipal Affairs and Housing, for the purposes of securing funding through the Municipal Modernization Program Intake 2 and the City's Information Technology modernization project.
2. That the Mayor and City Clerk be and they are hereby authorized and directed to sign the said agreement, attached hereto as Schedule "A", together with any documents necessary to complete the conditions of the said agreement, and the City Clerk is hereby authorized to affix the Corporate Seal thereto.

Enacted and passed this 8<sup>th</sup> day of November, 2021.

\_\_\_\_\_  
William C. Steele  
Mayor

\_\_\_\_\_  
Amber LaPointe  
City Clerk

## ONTARIO TRANSFER PAYMENT AGREEMENT

THE AGREEMENT is effective as of the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_

### B E T W E E N :

**Her Majesty the Queen in right of Ontario  
as represented by the Minister of Municipal Affairs and  
Housing**

(the “Province”)

- and -

**Corporation of the City of Port Colborne  
(the “Recipient”)**

### CONSIDERATION

In consideration of the mutual covenants and agreements contained in the Agreement and for other good and valuable consideration, the receipt and sufficiency of which are expressly acknowledged, the Province and the Recipient agree as follows:

#### 1.0 ENTIRE AGREEMENT

1.1 **Schedules to the Agreement.** The following schedules form part of the Agreement:

- Schedule “A” - General Terms and Conditions
- Schedule “B” - Project Specific Information and Additional Provisions
- Schedule “C” - Project
- Schedule “D” - Budget
- Schedule “E” - Payment Plan
- Schedule “F” - Reports.

1.2 **Entire Agreement.** The Agreement constitutes the entire agreement between the Parties with respect to the subject matter contained in the Agreement and supersedes all prior oral or written representations and agreements.

## **2.0 CONFLICT OR INCONSISTENCY**

2.1 **Conflict or Inconsistency.** In the event of a conflict or inconsistency between the Additional Provisions and the provisions in Schedule “A”, the following rules will apply:

- (a) the Parties will interpret any Additional Provisions in so far as possible, in a way that preserves the intention of the Parties as expressed in Schedule “A”; and
- (b) where it is not possible to interpret the Additional Provisions in a way that is consistent with the provisions in Schedule “A”, the Additional Provisions will prevail over the provisions in Schedule “A” to the extent of the inconsistency.

## **3.0 COUNTERPARTS**

3.1 **One and the Same Agreement.** The Agreement may be executed in any number of counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument.

## **4.0 AMENDING THE AGREEMENT**

4.1 **Amending the Agreement.** The Agreement may only be amended by a written agreement duly executed by the Parties.

## **5.0 ACKNOWLEDGEMENT**

5.1 **Acknowledgement.** The Recipient acknowledges that:

- (a) the Funds are to assist the Recipient to carry out the Project and not to provide goods or services to the Province;
- (b) the Province is not responsible for carrying out the Project; and
- (c) the Province is bound by the *Freedom of Information and Protection of Privacy Act* (Ontario) and that any information provided to the Province in connection with the Project or otherwise in connection with the Agreement may be subject to disclosure in accordance with that Act.

**- SIGNATURE PAGE FOLLOWS -**

The Parties have executed the Agreement on the dates set out below.

**HER MAJESTY THE QUEEN IN RIGHT OF  
ONTARIO as represented by the Minister of  
Municipal Affairs and Housing**

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name: Steve Clark  
Title: Minister

**Corporation of the City of Port Colborne**

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name:  
Title:

I have authority to bind the Recipient.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name:  
Title:

I have authority to bind the Recipient.



**SCHEDULE "A"**  
**GENERAL TERMS AND CONDITIONS**

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**A1.0 INTERPRETATION AND DEFINITIONS**

A1.1 **Interpretation.** For the purposes of interpretation:

- (a) words in the singular include the plural and vice-versa;
- (b) words in one gender include all genders;
- (c) the headings do not form part of the Agreement; they are for reference only and will not affect the interpretation of the Agreement;
- (d) any reference to dollars or currency will be in Canadian dollars and currency; and
- (e) "include", "includes" and "including" denote that the subsequent list is not exhaustive.

A1.2 **Definitions.** In the Agreement, the following terms will have the following meanings:

**"Additional Provisions"** means the terms and conditions set out in Schedule "B".

**"Agreement"** means this agreement entered into between the Province and the Recipient, all of the schedules listed in section 1.1, and any amending agreement entered into pursuant to section 4.1.

**"Budget"** means the budget attached to the Agreement as Schedule "D".

**"Business Day"** means any working day, Monday to Friday inclusive, excluding statutory and other holidays, namely: New Year's Day; Family Day; Good Friday; Easter Monday; Victoria Day; Canada Day; Civic Holiday; Labour Day; Thanksgiving Day; Remembrance Day; Christmas Day; Boxing Day and any other day on which the Province has elected to be closed for business.

**"Effective Date"** means the date set out at the top of the Agreement.

**"Event of Default"** has the meaning ascribed to it in section A12.1.

**"Expiry Date"** means the expiry date set out in Schedule "B".

**"Funding Year"** means:

- (a) in the case of the first Funding Year, the period commencing on the

Effective Date and ending on the following March 31; and

- (b) in the case of Funding Years subsequent to the first Funding Year, the period commencing on April 1 following the end of the previous Funding Year and ending on the following March 31 or the Expiry Date, whichever is first.

**“Funds”** means the money the Province provides to the Recipient pursuant to the Agreement.

**“Indemnified Parties”** means Her Majesty the Queen in right of Ontario, and includes Her ministers, agents, appointees, and employees.

**“Loss”** means any cause of action, liability, loss, cost, damage, or expense (including legal, expert and consultant fees) that anyone incurs or sustains as a result of or in connection with the Project or any other part of the Agreement.

**“Maximum Funds”** means the maximum set out in Schedule “B”.

**“Notice”** means any communication given or required to be given pursuant to the Agreement.

**“Notice Period”** means the period of time within which the Recipient is required to remedy an Event of Default pursuant to section A12.3(b), and includes any such period or periods of time by which the Province extends that time in accordance with section A12.4.

**“Parties”** means the Province and the Recipient.

**“Party”** means either the Province or the Recipient.

**“Proceeding”** means any action, claim, demand, lawsuit, or other proceeding that anyone makes, brings or prosecutes as a result of or in connection with the Project or with any other part of the Agreement.

**“Project”** means the undertaking described in Schedule “C”.

**“Records Review”** means any assessment the Province conducts pursuant to section A7.4.

**“Reports”** means the reports described in Schedule “F”.

## **A2.0 REPRESENTATIONS, WARRANTIES, AND COVENANTS**

**A2.1 General.** The Recipient represents, warrants, and covenants that:

- (a) it has, and will continue to have, the experience and expertise necessary to carry out the Project;
- (b) it is in compliance with, and will continue to comply with, all federal and provincial laws and regulations, all municipal by-laws, and any other orders, rules, and by-laws related to any aspect of the Project, the Funds, or both; and
- (c) unless otherwise provided for in the Agreement, any information the Recipient provided to the Province in support of its request for funds (including information relating to any eligibility requirements) was true and complete at the time the Recipient provided it and will continue to be true and complete.

A2.2 **Execution of Agreement.** The Recipient represents and warrants that it has:

- (a) the full power and authority to enter into the Agreement; and
- (b) taken all necessary actions to authorize the execution of the Agreement, including passing a municipal by-law authorizing the Recipient to enter into the Agreement.

A2.3 **Governance.** The Recipient represents, warrants, and covenants that it has, will maintain in writing, and will follow:

- (a) procedures to enable the Recipient to manage Funds prudently and effectively;
- (b) procedures to enable the Recipient to complete the Project successfully;
- (c) procedures to enable the Recipient to identify risks to the completion of the Project and strategies to address the identified risks, all in a timely manner;
- (d) procedures to enable the preparation and submission of all Reports required pursuant to Article A7.0; and
- (e) procedures to enable the Recipient to address such other matters as the Recipient considers necessary to enable the Recipient to carry out its obligations under the Agreement.

A2.4 **Supporting Proof.** Upon the request of the Province, the Recipient will provide the Province with proof of the matters referred to in Article A2.0.

### **A3.0 TERM OF THE AGREEMENT**

A3.1 **Term.** The term of the Agreement will commence on the Effective Date and will expire on the Expiry Date unless terminated earlier pursuant to Article A11.0 or Article A12.0.

### **A4.0 FUNDS AND CARRYING OUT THE PROJECT**

A4.1 **Funds Provided.** The Province will:

- (a) provide the Recipient up to the Maximum Funds for the purpose of carrying out the Project;
- (b) provide the Funds to the Recipient in accordance with the payment plan attached to the Agreement as Schedule “E”; and
- (c) deposit the Funds into an account the Recipient designates provided that the account:
  - (i) resides at a Canadian financial institution; and
  - (ii) is in the name of the Recipient.

A4.2 **Limitation on Payment of Funds.** Despite section A4.1:

- (a) the Province is not obligated to provide any Funds to the Recipient until the Recipient provides evidence satisfactory to the Province that the Recipient’s council has authorized the execution of this Agreement by the Recipient by municipal by-law;
- (b) the Province is not obligated to provide any Funds to the Recipient until the Recipient provides the certificates of insurance or other proof as the Province may request pursuant to section A10.2;
- (c) the Province is not obligated to provide instalments of Funds until it is satisfied with the progress of the Project; and
- (d) the Province may adjust the amount of Funds it provides to the Recipient in any Funding Year based upon the Province’s assessment of the information the Recipient provides to the Province pursuant to section A7.2.

A4.3 **Use of Funds and Carry Out the Project.** The Recipient will do all of the following:

- (a) carry out the Project in accordance with the Agreement;

- (b) use the Funds only for the purpose of carrying out the Project;
- (c) spend the Funds only in accordance with the Budget; and
- (d) not use the Funds to cover any cost that has or will be funded or reimbursed by one or more of any third party, ministry, agency, or organization of the Government of Ontario.

A4.4 **Interest Bearing Account.** If the Province provides Funds before the Recipient's immediate need for the Funds, the Recipient will place the Funds in an interest bearing account in the name of the Recipient at a Canadian financial institution.

A4.5 **Interest.** If the Recipient earns any interest on the Funds, the Province may do either or both of the following:

- (a) deduct an amount equal to the interest from any further instalments of Funds;
- (b) demand from the Recipient the payment of an amount equal to the interest.

A4.6 **Rebates, Credits, and Refunds.** The Province will calculate Funds based on the actual costs to the Recipient to carry out the Project, less any costs (including taxes) for which the Recipient has received, will receive, or is eligible to receive, a rebate, credit, or refund.

#### **A5.0 RECIPIENT'S ACQUISITION OF GOODS OR SERVICES, AND DISPOSAL OF ASSETS**

A5.1 **Acquisition.** If the Recipient acquires goods, services, or both with the Funds, it will do so through a process that promotes the best value for money.

A5.2 **Disposal.** The Recipient will not, without the Province's prior consent, sell, lease, or otherwise dispose of any asset purchased or created with the Funds or for which Funds were provided, the cost of which exceeded the amount as provided for in Schedule "B" at the time of purchase.

#### **A6.0 CONFLICT OF INTEREST**

A6.1 **Conflict of Interest Includes.** For the purposes of Article A6.0, a conflict of interest includes any circumstances where:

- (a) the Recipient; or
- (b) any person who has the capacity to influence the Recipient's decisions,

has outside commitments, relationships, or financial interests that could, or could be seen by a reasonable person to, interfere with the Recipient's objective, unbiased, and impartial judgment relating to the Project, the use of the Funds, or both.

A6.2 **No Conflict of Interest.** The Recipient will carry out the Project and use the Funds without an actual, potential, or perceived conflict of interest unless:

- (a) the Recipient:
  - (i) provides Notice to the Province disclosing the details of the actual, potential, or perceived conflict of interest;
  - (ii) requests the consent of the Province to carry out the Project with an actual, potential, or perceived conflict of interest;
- (b) the Province provides its consent to the Recipient carrying out the Project with an actual, potential, or perceived conflict of interest; and
- (c) the Recipient complies with any terms and conditions the Province may prescribe in its consent.

## **A7.0 REPORTS, ACCOUNTING, AND REVIEW**

A7.1 **Province Includes.** For the purposes of sections A7.4, A7.5 and A7.6, “**Province**” includes any auditor or representative the Province may identify.

A7.2 **Preparation and Submission.** The Recipient will:

- (a) submit to the Province at the address referred to in section A17.1:
  - (i) all Reports in accordance with the timelines and content requirements as provided for in Schedule “F”;
  - (ii) any other reports in accordance with any timelines and content requirements the Province may specify from time to time;
- (b) ensure that all Reports and other reports are:
  - (i) completed to the satisfaction of the Province; and
  - (ii) signed by an authorized signing officer of the Recipient.

A7.3 **Record Maintenance.** The Recipient will keep and maintain for a period of

seven years from their creation:

- (a) all financial records (including invoices and evidence of payment) relating to the Funds or otherwise to the Project in a manner consistent with either international financial reporting standards or generally accepted accounting principles or any other accounting principles that apply to the Recipient; and
- (b) all non-financial records and documents relating to the Funds or otherwise to the Project.

A7.4 **Records Review.** The Province may, at its own expense, upon twenty-four hours' Notice to the Recipient and during normal business hours enter upon the Recipient's premises to conduct an audit or investigation of the Recipient regarding the Recipient's compliance with the Agreement, including assessing any of the following:

- (a) the truth of any of the Recipient's representations and warranties;
- (b) the progress of the Project;
- (c) the Recipient's allocation and expenditure of the Funds.

A7.5 **Inspection and Removal.** For the purposes of any Records Review, the Province may take one or more of the following actions:

- (a) inspect and copy any records and documents referred to in section A7.3; and
- (b) remove any copies the Province makes pursuant to section A7.5(a).

A7.6 **Cooperation.** To assist the Province in respect of its rights provided for in section A7.5, the Recipient will cooperate with the Province by:

- (a) ensuring that the Province has access to the records and documents wherever they are located;
- (b) assisting the Province to copy records and documents;
- (c) providing to the Province, in the form the Province specifies, any information the Province identifies; and
- (d) carrying out any other activities the Province requests.

A7.7 **No Control of Records.** No provision of the Agreement will be construed so as to give the Province any control whatsoever over the Recipient's records.

A7.8 **Auditor General.** The Province's rights under Article A7.0 are in addition to

any rights provided to the Auditor General pursuant to section 9.2 of the *Auditor General Act* (Ontario).

## **A8.0 COMMUNICATIONS REQUIREMENTS**

**A8.1 Acknowledge Support.** Unless the Province directs the Recipient to do otherwise, the Recipient will in each of its Project-related publications, whether written, oral, or visual:

- (a) acknowledge the support of the Province for the Project;
- (b) ensure that any acknowledgement is in a form and manner as the Province directs; and
- (c) indicate that the views expressed in the publication are the views of the Recipient and do not necessarily reflect those of the Province.

## **A9.0 INDEMNITY**

**A9.1 Indemnification.** The Recipient will indemnify and hold harmless the Indemnified Parties from and against any Loss and any Proceeding, unless solely caused by the negligence or wilful misconduct of the Indemnified Parties.

## **A10.0 INSURANCE**

**A10.1 Recipient's Insurance.** The Recipient represents, warrants, and covenants that it has, and will maintain, at its own cost and expense, with insurers having a secure A.M. Best rating of B+ or greater, or the equivalent, all the necessary and appropriate insurance that a prudent person carrying out a project similar to the Project would maintain, including commercial general liability insurance on an occurrence basis for third party bodily injury, personal injury, and property damage, to an inclusive limit of not less than the amount provided for in Schedule "B" per occurrence, which commercial general liability insurance policy will include the following:

- (a) the Indemnified Parties as additional insureds with respect to liability arising in the course of performance of the Recipient's obligations under, or otherwise in connection with, the Agreement;
- (b) a cross-liability clause;
- (c) contractual liability coverage; and
- (d) a 30-day written notice of cancellation.

**A10.2 Proof of Insurance.** The Recipient will:



- (a) provide to the Province, either:
  - (i) certificates of insurance that confirm the insurance coverage as provided for in section A10.1; or
  - (ii) other proof that confirms the insurance coverage as provided for in section A10.1; and
- (b) in the event of a Proceeding, and upon the Province's request, the Recipient will provide to the Province a copy of any of the Recipient's insurance policies that relate to the Project or otherwise to the Agreement, or both.

#### **A11.0 TERMINATION ON NOTICE**

**A11.1 Termination on Notice.** The Province may terminate the Agreement at any time without liability, penalty, or costs upon giving 30 days' Notice to the Recipient.

**A11.2 Consequences of Termination on Notice by the Province.** If the Province terminates the Agreement pursuant to section A11.1, the Province may take one or more of the following actions:

- (a) cancel further instalments of Funds;
- (b) demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient; and
- (c) determine the reasonable costs for the Recipient to wind down the Project, and do either or both of the following:
  - (i) permit the Recipient to offset such costs against the amount the Recipient owes pursuant to section A11.2(b); and
  - (ii) subject to section A4.1(a), provide Funds to the Recipient to cover such costs.

#### **A12.0 EVENT OF DEFAULT, CORRECTIVE ACTION, AND TERMINATION FOR DEFAULT**

**A12.1 Events of Default.** It will constitute an Event of Default if, in the opinion of the Province, the Recipient breaches any representation, warranty, covenant, or other material term of the Agreement, including failing to do any of the following in accordance with the terms and conditions of the Agreement:

- (a) carry out the Project;

- (b) use or spend Funds; or
- (c) provide, in accordance with section A7.2, Reports or such other reports as the Province may have requested pursuant to section A7.2(a)(ii).

A12.2 **Consequences of Events of Default and Corrective Action.** If an Event of Default occurs, the Province may, at any time, take one or more of the following actions:

- (a) initiate any action the Province considers necessary in order to facilitate the successful continuation or completion of the Project;
- (b) provide the Recipient with an opportunity to remedy the Event of Default;
- (c) suspend the payment of Funds for such period as the Province determines appropriate;
- (d) reduce the amount of the Funds;
- (e) cancel further instalments of Funds;
- (f) demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient;
- (g) demand from the Recipient the payment of an amount equal to any Funds the Recipient used, but did not use in accordance with the Agreement;
- (h) demand from the Recipient the payment of an amount equal to any Funds the Province provided to the Recipient;
- (i) demand from the Recipient an amount equal to the costs the Province incurred or incurs to enforce its rights under the Agreement, including the costs of any Record Review and the costs it incurs to collect any amounts the Recipient owes to the Province; and
- (j) terminate the Agreement at any time, including immediately, without liability, penalty or costs to the Province upon giving Notice to the Recipient.

A12.3 **Opportunity to Remedy.** If, in accordance with section A12.2(b), the Province provides the Recipient with an opportunity to remedy the Event of Default, the Province will give Notice to the Recipient of:

- (a) the particulars of the Event of Default; and

(b) the Notice Period.

A12.4 **Recipient not Remediating.** If the Province provided the Recipient with an opportunity to remedy the Event of Default pursuant to section A12.2(b), and:

- (a) the Recipient does not remedy the Event of Default within the Notice Period;
- (b) it becomes apparent to the Province that the Recipient cannot completely remedy the Event of Default within the Notice Period; or
- (c) the Recipient is not proceeding to remedy the Event of Default in a way that is satisfactory to the Province,

the Province may extend the Notice Period, or initiate any one or more of the actions provided for in sections A12.2(a), (c), (d), (e), (f), (g), (h), and (i).

A12.5 **When Termination Effective.** Termination under Article A12.0 will take effect as provided for in the Notice.

### **A13.0 FUNDS AT THE END OF A FUNDING YEAR**

A13.1 **Funds at the End of a Funding Year.** Without limiting any rights of the Province under Article A12.0, if the Recipient has not spent all of the Funds allocated for the Funding Year as provided for in the Budget, the Province may take one or both of the following actions:

- (a) demand from the Recipient payment of the unspent Funds; and
- (b) adjust the amount of any further instalments of Funds accordingly.

### **A14.0 FUNDS UPON EXPIRY**

A14.1 **Funds Upon Expiry.** The Recipient will, upon expiry of the Agreement, pay to the Province any Funds remaining in its possession, under its control, or both.

### **A15.0 DEBT DUE AND PAYMENT**

A15.1 **Payment of Overpayment.** If at any time the Province provides Funds in excess of the amount to which the Recipient is entitled under the Agreement, the Province may:

- (a) deduct an amount equal to the excess Funds from any further instalments of Funds; or
- (b) demand that the Recipient pay to the Province an amount equal to the excess Funds.

A15.2 **Debt Due.** If, pursuant to the Agreement:

- (a) the Province demands from the Recipient the payment of any Funds or an amount equal to any Funds; or
- (b) the Recipient owes any Funds or an amount equal to any Funds to the Province, whether or not the Province has demanded their payment,

such amounts will be deemed to be debts due and owing to the Province by the Recipient, and the Recipient will pay the amounts to the Province immediately, unless the Province directs otherwise.

A15.3 **Interest Rate.** The Province may charge the Recipient interest on any money owing to the Province by the Recipient under the Agreement at the then current interest rate charged by the Province of Ontario on accounts receivable.

A15.4 **Payment of Money to Province.** The Recipient will pay any money owing to the Province by cheque payable to the "Ontario Minister of Finance" and delivered to the Province as provided for in Schedule "B".

A15.5 **Fails to Pay.** Without limiting the application of section 43 of the *Financial Administration Act* (Ontario), if the Recipient fails to pay any amount owing under the Agreement, Her Majesty the Queen in right of Ontario may deduct any unpaid amount from any money payable to the Recipient by Her Majesty the Queen in right of Ontario.

## A16.0 NOTICE

A16.1 **Notice in Writing and Addressed.** Notice will be:

- (a) in writing;
- (b) delivered by email, postage-prepaid mail, personal delivery, courier or fax; and
- (c) addressed to the Province or the Recipient as set out in Schedule "B", or as either Party later designates to the other by Notice.

A16.2 **Notice Given.** Notice will be deemed to have been given:

- (a) in the case of postage-prepaid mail, five Business Days after the Notice is mailed; or
- (b) in the case of fax, one Business Day after the Notice is delivered; and
- (c) in the case of email, personal delivery or courier on the date on which

the Notice is delivered.

A16.3 **Postal Disruption.** Despite section A16.2(a), in the event of a postal disruption:

- (a) Notice by postage-prepaid mail will not be deemed to be given; and
- (b) the Party giving Notice will give Notice by email, personal delivery, courier or fax.

## **A17.0 CONSENT BY PROVINCE AND COMPLIANCE BY RECIPIENT**

A17.1 **Consent.** When the Province provides its consent pursuant to the Agreement:

- (a) it will do so by Notice;
- (b) it may attach any terms and conditions to the consent; and
- (c) the Recipient may rely on the consent only if the Recipient complies with any terms and conditions the Province may have attached to the consent.

## **A18.0 SEVERABILITY OF PROVISIONS**

A18.1 **Invalidity or Unenforceability of Any Provision.** The invalidity or unenforceability of any provision of the Agreement will not affect the validity or enforceability of any other provision of the Agreement.

## **A19.0 WAIVER**

A19.1 **Waiver Request.** Either Party may, by Notice, ask the other Party to waive an obligation under the Agreement.

A19.2 **Waiver Applies.** If in response to a request made pursuant to section A19.1 a Party consents to a waiver, the waiver will:

- (a) be valid only if the Party that consents to the waiver provides the consent by Notice; and
- (b) apply only to the specific obligation referred to in the waiver.

## **A20.0 INDEPENDENT PARTIES**

A20.1 **Parties Independent.** The Recipient is not an agent, joint venturer, partner, or employee of the Province, and the Recipient will not represent itself in any way that might be taken by a reasonable person to suggest that it is, or take any actions that could establish or imply such a relationship.

## **A21.0 ASSIGNMENT OF AGREEMENT OR FUNDS**

A21.1 **No Assignment.** The Recipient will not, without the prior written consent of the Province, assign any of its rights or obligations under the Agreement.

A21.2 **Agreement Binding.** All rights and obligations contained in the Agreement will extend to and be binding on:

- (a) the Recipient's successors, and permitted assigns; and
- (b) the successors to Her Majesty the Queen in right of Ontario.

## **A22.0 GOVERNING LAW**

A22.1 **Governing Law.** The Agreement and the rights, obligations, and relations of the Parties will be governed by and construed in accordance with the laws of the Province of Ontario and the applicable federal laws of Canada. Any actions or proceedings arising in connection with the Agreement will be conducted in the courts of Ontario, which will have exclusive jurisdiction over such proceedings.

## **A23.0 FURTHER ASSURANCES**

A23.1 **Agreement into Effect.** The Recipient will:

- (a) provide such further assurances as the Province may request from time to time with respect to any matter to which the Agreement pertains; and
- (b) do or cause to be done all acts or things necessary to implement and carry into effect the terms and conditions of the Agreement to their full extent.

## **A24.0 JOINT AND SEVERAL LIABILITY**

A24.1 **Joint and Several Liability.** Where the Recipient comprises of more than one entity, all such entities will be jointly and severally liable to the Province for the fulfillment of the obligations of the Recipient under the Agreement.

## **A25.0 RIGHTS AND REMEDIES CUMULATIVE**

A25.1 **Rights and Remedies Cumulative.** The rights and remedies of the Province under the Agreement are cumulative and are in addition to, and not in substitution for, any of its rights and remedies provided by law or in equity.

## **A26.0 FAILURE TO COMPLY WITH OTHER AGREEMENTS**

A26.1 **Other Agreements.** If the Recipient:

- (a) has failed to comply with any term, condition, or obligation under any other agreement with Her Majesty the Queen in right of Ontario or one of Her agencies (a “**Failure**”);
- (b) has been provided with notice of such Failure in accordance with the requirements of such other agreement;
- (c) has, if applicable, failed to rectify such Failure in accordance with the requirements of such other agreement; and
- (d) such Failure is continuing,

the Province may suspend the payment of Funds for such period as the Province determines appropriate.

## **A27.0 SURVIVAL**

A27.1 **Survival.** The following Articles and sections, and all applicable cross-referenced Articles, sections and schedules, will continue in full force and effect for a period of seven years from the date of expiry or termination of the Agreement: Article 1.0, Article 2.0, Article A1.0 and any other applicable definitions, section A2.1(a), sections A4.4, A4.5, A4.6, section A5.2, section A7.1, A7.2 (to the extent that the Recipient has not provided the Reports or other reports as the Province may have requested and to the satisfaction of the Province), sections A7.3, A7.4, A7.5, A7.6, A7.7, A7.8, Article A8.0, Article A9.0, section A11.2, sections A12.1, sections A12.2(d), (e), (f), (g), (h), (i), and (j), Article A13.0, Article A14.0, Article A15.0, Article A16.0, Article A18.0, , section A21.2, Article A22.0, Article A24.0, Article A25.0 and Article A27.0.

**- END OF GENERAL TERMS AND CONDITIONS -**

**SCHEDULE “B”**  
**PROJECT SPECIFIC INFORMATION AND ADDITIONAL PROVISIONS**

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|   |  |
|---|--|
| <b>Maximum Funds</b>  | Up to \$97,500   |
| <b>Expiry Date</b>  | December 30, 2025  |
| <b>Amount for the purposes of section A5.2 (Disposal) of Schedule “A”</b>   | \$5,000.00   |
| <b>Insurance</b>  | \$ 2,000,000   |
| <b>Contact information for the purposes of Notice to the Province</b>   | <p><b>Name:</b> Brenda Vloet</p> <p><b>Position:</b> Manager, Municipal Programs and Outreach Unit</p> <p><b>Address:</b> 777 Bay Street, Toronto, Ontario M7A 2J3, 16<sup>th</sup> Floor</p> <p><b>Email:</b> Brenda.Vloet@ontario.ca</p> |
| <b>Contact information for the purposes of Notice to the Recipient</b>  | <p><b>Name:</b></p> <p><b>Position:</b></p> <p><b>Address:</b></p> <p><b>Fax:</b></p> <p><b>Email:</b></p>   |
| <b>Contact information for the senior financial person in the Recipient organization (e.g., CFO, CAO) – to respond as required to requests from the Province related to the Agreement</b> | <p><b>Name:</b></p> <p><b>Position:</b></p> <p><b>Address:</b></p> <p><b>Fax:</b></p> <p><b>Email:</b></p>   |

**Additional Provisions:**

- B1      **Section 4.2 of Schedule “A” is amended by adding the following subsection:**



- (e) the Province is not obligated to provide any Funds to the Recipient that exceed 65% of the incurred Project costs.

**B2 Section 4.3 of Schedule "A" is amended by adding the following subsection:**

- (e) not use the Funds for the purpose of paying the Recipient's regular salary costs.
- (f) not use the Funds for the purpose of purchasing land, buildings or vehicles.

**SCHEDULE "C"  
PROJECT**

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|   |
|---|
| <b>Project Title</b>  |
| City of Port Colborne Information Technology Modernization  |
| <b>Objectives</b>   |
| The objective of the Project is to replace the Recipient's server and data storage systems with a more efficient and cost-effective email and document management solution, with the goals of streamlining IT operations, increasing user productivity, improving organizational communication, and reducing the cost of delivering services. |
| <b>Description</b>  |
| The Recipient will purchase a cloud-based Building Permit Application module that can be integrated into its existing municipal management software. The Recipient will also retain a third-party consultant to assist with the software implementation.  |

**SCHEDULE "D"**  
**BUDGET**

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| Item   | Amount         |
|--|----------------|
| Reimbursement of up to 65% of Project costs incurred between January 26, 2021 to the earlier of September 30, 2022 or the submission of the Final Report Back. | Up to \$97,500 |

**SCHEDULE "E"**  
**PAYMENT PLAN**

| Milestone   | Scheduled Payment   |
|---|---|
| <ul style="list-style-type: none"> <li>• Execution of Agreement</li> </ul>                              | Initial payment of \$34,125 made to Recipient no more than thirty (30) days after the execution of the Agreement  |
| <ul style="list-style-type: none"> <li>• Submission of First and Second Interim Report Backs</li> </ul> | Interim payment made to the Recipient no more than thirty (30) days after the Province's approval of the First Interim Report Back for costs incurred and submitted as part of the First Interim Report Back that exceed the initial payment. |
| <ul style="list-style-type: none"> <li>• Submission of Final Report Back to the Province</li> </ul>     | Final payment of up to \$63,375 less any amount paid as part of the interim payment made to the Recipient no more than thirty (30) days after the Province's approval of the Final Report Back.   |

**SCHEDULE “F”  
REPORTS**

| Name of Report                | Reporting Due Date |
|-------------------------------|--------------------|
| 1. First Interim Report Back  | January 31, 2022   |
| 2. Second Interim Report Back | April 29, 2022     |
| 3. Final Report Back          | September 30, 2022 |
| 4. Annual Report Back         | September 29, 2023 |

**Report Details**

**1. Interim Report Backs (2)**

The Recipient will submit up to two (2) Interim Report Backs to the Province using the reporting template provided by the Province. If the Recipient submits the Final Report Back prior to the reporting due date for the Second Interim Report Back, the Recipient is not obligated to submit the Second Interim Report Back. The Interim Report Backs will include:

- A written description of what the Recipient has completed for the Project to date and what will be completed by the next Report Back,
- A list of actual costs to carry out the Project paid by the Recipient that have not been included as part of a previously submitted Interim Report Back, with supporting documentation, such as invoices or receipts, showing actual costs incurred.

**2. Final Report Back**

The Recipient will submit a Final Report Back to the Province once the Project is completed and by September 30, 2022 using the reporting template provided by the Province. The Final Report Back will include:

- A written description of the Project and the forecasted annual savings and other efficiency outcomes for the Recipient,
- The actual costs to carry out the Project that have not been included as part of a Quarterly Report Back paid by the Recipient with supporting documentation, such as invoices or receipts, showing actual costs incurred.
- A statement indicating an updated estimate of annual cost savings realized through the Project, which will be the performance measure.

**3. Annual Report Back**

The Recipient will submit an Annual Report Back to the Province using the reporting template provided by the Province. The Annual Report Back will include:

- A statement indicating the actual cost savings and efficiency outcomes from the Project over the course of the year.

The Corporation of the City of Port Colborne

By-law No. \_\_\_\_\_

Being a By-law to Authorize the Temporary Borrowing of \$4,000,000.00 for  
2022

Whereas the Council of The Corporation of the City of Port Colborne (the "City") authorizes the Mayor and Director, Corporate Services/Treasurer to temporarily borrow, as required, up to \$4,000,000 for operating cash flow in 2022 to meet the day-to-day expenditures, pending receipt of tax levies, user fees and revenues anticipated during the year; and

Whereas Section 407 of the *Municipal Act*, 2001, as amended, provides for Council to pass such a by-law; and

Whereas at its meeting of November 8, 2021 the Council of the City of Port Colborne approved the recommendation of Corporate Services Department, Report 2021-281, Subject: 2022 Borrowing By-law;

Now therefore the Council of The Corporation of the City of Port Colborne enacts as follows:

1. The Mayor and Director, Corporate Services/Treasurer are hereby authorized, on behalf of the City, to temporarily borrow, a sum or sums not to exceed the aggregate of \$4,000,000.00, from the Canadian Imperial Bank of Commerce (the "Bank"), to meet operating cash flow requirements in 2022, pending receipt of tax levies, user fees and revenues anticipated during the year and to give, on behalf of the Corporation, to the Bank, a promissory note or notes sealed with the Corporate Seal and signed by the Mayor and Director, Corporate Services / Treasurer for the monies so borrowed with interest at such rate as may be agreed upon from time to time, with the Bank.
2. All sums borrowed pursuant to the authority of this by-law, as well as all other sums borrowed in this year and in previous years from the said Bank for any or all of the purposes mentioned, in accordance with Section 407 of the *Municipal Act*, 2001, as amended, with interest thereon, be a charge upon the whole of the revenues of the Corporation for the current year, and for all preceding years, as and when such revenues are received.
3. The Director, Corporate Services/Treasurer is hereby authorized and directed to apply, in payment of all sums borrowed as aforesaid, together with interest thereon, all of the monies hereafter collected or received either on account or realized in respect of taxes levied for the current year and preceding years or from any other source which may lawfully be applied for such purpose.
4. That this By-law shall come into force and take effect on the date of passing.

Enacted and passed this 8th day of November, 2021.

\_\_\_\_\_  
William C. Steele  
Mayor

\_\_\_\_\_  
Amber LaPointe  
City Clerk

The Corporation of the City of Port Colborne

By-Law no. \_\_\_\_\_

Being a by-law to provide for an Interim tax levy for the year 2022

Whereas Section 317 of the *Municipal Act*, S.O. 2001, c.25, as amended, provides that the Council of a local municipality, before the adoption of the estimates for the year under Section 290, may pass a by-law levying amounts on the assessment of property in the local municipality rateable for local municipal purposes; and

Whereas the Council of this municipality deems it appropriate to provide for such interim levy on the assessment of property in this municipality.

Now therefore the Council of The Corporation of the City of Port Colborne enacts as follows:

In this by-law, the following words shall be defined as:

"Minister" shall mean the Minister of Finance

"MPAC" shall mean the Municipal Property Assessment Corporation

1. The amounts levied shall be as follows:

1.1 For the Residential, Pipeline, Farm, Farmland Awaiting Development, Railway Right-of-Way, and Managed Forest property classes, there shall be imposed and collected an interim levy of:

- a) the percentage prescribed by the Minister under Section 317(10) of the *Municipal Act*; or;
- b) 50%, if no percentage is prescribed, of the total annualized taxes for municipal and school purposes levied on property in the year 2021.

1.2 For the Multi-Residential, New Multi-Residential, Commercial, Parking Lot, Shopping Centre, Industrial and Large Industrial property classes, there shall be imposed and collected an interim levy of:

- a) the percentage prescribed by the Minister under Section 317(10) of the *Municipal Act*; or,
- b) 50%, if no percentage is described, of the total annualized taxes for municipal and school purposes levied on property in the year 2021.

The amounts shall be levied on the assessment according to the Assessment Roll, as returned by MPAC.

2. For the purposes of calculating the total amount of taxes for the year 2021 under paragraph 1, if any taxes for municipal and school purposes were levied on a property for only part of 2021 because assessment was added to the Collector's Roll during 2021, an amount shall be added equal to the additional taxes that would have been levied on the property if taxes for municipal and school purposes had been levied for the entire year.

3. The provisions of this by-law apply in the event that assessment is added for the year 2022 to the Collector's Roll after the date this by-law is passed and an interim levy shall be imposed and collected.



4. All taxes levied and collected under this by-law shall be payable to the Office of the Treasurer, or any financial institution within the City of Port Colborne. Payment must be received at City Hall on or before the due dates in accordance with the provisions of this by-law.
  5. The interim tax levy imposed by this by-law shall have a date of demand being February 7<sup>th</sup>, 2022 and shall be paid in two instalments due on the following dates:
    - 5.1 One-half thereof on the **28th day of February of 2022;**
    - 5.2 One-half thereof on the **29th day of April of 2022;**
- Non-payment of the amount on the dates stated above shall constitute default and any subsequent instalments shall forthwith become payable.
- Properties registered for the preauthorized monthly payment program will have their taxes payable in automatic instalments at the first of the month beginning January 3, 2022 or the beginning of the month following enrolment.
6. The Treasurer may mail or cause to be mailed a notice specifying the amount of taxes payable and due dates for payment to the address of the residence or place of business of each person taxed under this by-law, unless the taxpayer directs the Treasurer, in writing, to send the bill to another address, in which case it shall be sent to that address. This direction will continue until revoked by the taxpayer in writing.
  7. The notice to be mailed under this by-law shall contain the particulars provided for in this by-law and the information required to be on the tax bill under Section 343 of the *Municipal Act*.
  8. The final levy for the year 2022 to be made under the *Municipal Act* shall be reduced by the amount to be raised by the levy imposed by this by-law.
  9. The provisions of s. 317 of the *Municipal Act*, as amended, apply to this by-law with necessary modifications.
  10. The Treasurer shall be authorized to accept part payment from time to time on account of any taxes due, and to give a receipt of such part payment, provided that acceptance of any such part payment shall not affect the collection of any percentage charge imposed and collectable in respect of non-payment or late payment of any taxes or any instalment of taxes.
  11. Nothing in this by-law shall prevent the Treasurer from proceeding at any time with the collection of any tax, or any part thereof, in accordance with the provisions of the statutes and by-laws governing the collection of taxes.
  12. In the event of any conflict between the provisions of this by-law and any other by-law, the provisions of this by-law shall prevail.
  13. This by-law shall come into force and take effect on the day of the final passing thereof.

Enacted and passed this 8th day of November, 2021.

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William C. Steele  
Mayor

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Amber LaPointe  
City Clerk

The Corporation of the City of Port Colborne

By-Law No. \_\_\_\_\_

Being a by-law to adopt, ratify and confirm  
the proceedings of the Council of The  
Corporation of the City of Port Colborne at  
its Regular Meeting of November 8, 2021

Whereas Section 5(1) of the *Municipal Act, 2001*, provides that the powers of a municipality shall be exercised by its council; and

Whereas Section 5(3) of the *Municipal Act, 2001*, provides that a municipal power, including a municipality's capacity rights, powers and privileges under section 9, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise; and

Whereas it is deemed expedient that the proceedings of the Council of The Corporation of the City of Port Colborne be confirmed and adopted by by-law;

Now therefore the Council of The Corporation of the City of Port Colborne enacts as follows:

1. Every action of the Council of The Corporation of the City of Port Colborne taken at its Regular Meeting of November 8, 2021 upon which a vote was taken and passed whether a resolution, recommendations, adoption by reference, or other means, is hereby enacted as a by-law of the City to take effect upon the passing hereof; and further
2. That the Mayor and Clerk are authorized to execute any documents required on behalf of the City and affix the corporate seal of the City and the Mayor and Clerk, and such other persons as the action directs, are authorized and directed to take the necessary steps to implement the action.

Enacted and passed this 8th day of November, 2021.

\_\_\_\_\_  
William C. Steele  
Mayor

\_\_\_\_\_  
Amber LaPointe  
City Clerk