



PORT COLBORNE

**City of Port Colborne
Special Meeting of Council Agenda**

Date: Tuesday, December 3, 2024
Time: 6:30 pm
Location: Council Chambers, 3rd Floor, City Hall
66 Charlotte Street, Port Colborne

Pages

1. **Call to Order**
2. **Adoption of Agenda**
3. **Disclosures of Interest**
4. **Presentations**
 - 4.1 Partnering for the Future of Healthcare in South Niagara 1

Presenters will be:

 - Lynn Guerriero, President and CEO, Niagara Health
 - Harpreet Bassi, Executive Vice-President, Strategy and Communications; Executive Lead, Research and Niagara Health Knowledge Institute; Interim Executive Vice-President, Capital Planning and Redevelopment
 - Dr. Matthew Vandenberg, Family Physician
5. **Staff Reports**
 - 5.1 Port Colborne Hospital Update, 2024-225 21
6. **Procedural Motions**
7. **Closed Session**
8. **Back to Open Session**
9. **By-laws**

10. Adjournment



Partnering for the future of healthcare in South Niagara

December 3, 2024



niagarahealth
Extraordinary Caring. Every Person. Every Time.

Indigenous Land Acknowledgment

As part of our continued commitment to diversity, equity and inclusion, we would like to share our updated organizational Indigenous Land Acknowledgment that was developed in partnership with local Indigenous partners:



Niagara Health is honoured to provide care on lands where Indigenous Peoples have lived for thousands of years with their own unique cultures, identities, traditions and languages. These lands are steeped in the rich history of the First Nations such as the Hatiwendaronk, the Haudenosaunee, the Anishinaabe and the Mississaugas of the Credit First Nation. There are many First Nations, Métis, and Inuit peoples from across Turtle Island who live and work in Niagara today.

We are committed to listening and learning more about the history and current experiences of Indigenous Peoples and acknowledge our responsibility to take meaningful action towards reconciliation in the healthcare system.

Purpose

1. To request support on a unique and innovative partnership between Niagara Health, the City of Port Colborne and Port Colborne primary care physicians, which will work to ensure enhanced primary care services in Port Colborne.
2. To present Niagara Health's request for a local share commitment for the South Niagara Hospital from the City of Port Colborne.



Importance of Primary Care



Niagara has a **shortage of 106 family doctors (primary care)** resulting in **140,000+ unattached patients**



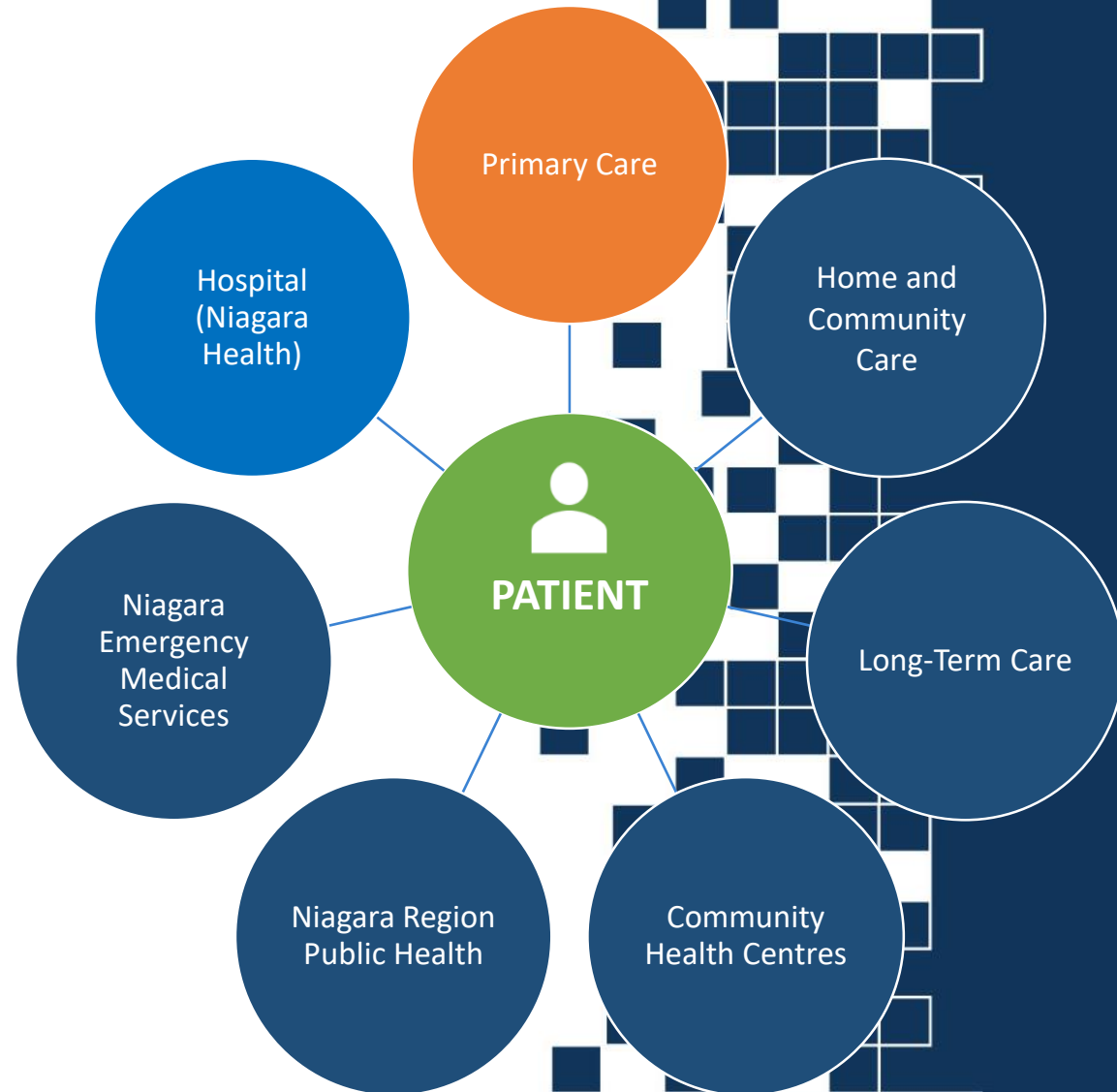
Port Colborne requires **5 additional family doctors** for its population size



The **top five conditions** seen by our UCCs are conditions that should be treated at a **doctor's office** or can now be treated by a **pharmacist** with their expanded scope.



Niagara has the **third-highest older adult** population in Canada. Niagara residents have higher rates of **chronic conditions** than the provincial average



Importance of Primary Care

TYPES OF CARE

Primary Care (family doctor + team)	Urgent Care Centre	Emergency Department
<ul style="list-style-type: none">• Diagnosis and treatment for common illnesses and injuries• Referrals to healthcare specialists• Management of chronic conditions (such as diabetes or high blood pressure)• Prescriptions for medication• Regular check-ups including physicals and routine screening tests (e.g., for cancer)• Home to your full health record	<ul style="list-style-type: none">• Diagnosis and treatment for common illnesses and injuries:• Sprains, strains or sports injuries• Ear, nose, throat and eye problems• Minor cuts that may need stitches• Care is episodic, your full health record is not available	<ul style="list-style-type: none">• Treatment of severe illnesses and life-threatening injuries 24 hours a day, 365 days a year• Urgent medical attention for serious conditions and injuries• Access to a wide range of healthcare specialists and diagnostic equipment

Partnership with Local Primary Care Physicians

A **dedicated team of family physicians serving the local Port Colborne community** is prepared to expand their practice and attract allied health services with the City's full support.

Niagara Health can provide vacant space on the main floor of the west wing of the Port Colborne Site to accommodate their spacing needs, and can make it available for occupancy as soon possible.



Niagara has a shortage of 106 family doctors (primary care) resulting in 140,000+ unattached patients

Partnership with Primary Care Physician Group

This will help support:

- The retention and recruitment of physicians and allied health professionals to Port Colborne
- Increase access to family physicians for patients in Port Colborne and South Niagara
- Provide more space for the physician group to expand their roster as well as offer after-hours walk-in services for patients with and without family physicians

Future of the Port Colborne Site

In 2028, when the new South Niagara Hospital opens, programs and services will transition to South Niagara and Welland hospitals.

The City of Port Colborne will be offered first rights to purchase the Port Colborne Site for a nominal cost.



Transforming Care: Welland Hospital Redevelopment Update

Relocation of the New Port Residential Addictions Treatment Facility

- The sale and transfer of the Port Colborne Site to the City of Port Colborne is contingent upon approval from the Ministry of Health for a new standalone residential addictions treatment building to be constructed on the Welland Hospital Site to replace the current Port Colborne facility.

Renovations to accommodate additional Continuing Complex Care beds at the Welland Hospital

Future Welland Hospital Redevelopment

- Many opportunities for input and engagement to come.



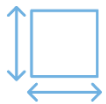
Regional Three-Site Hospital System (2028)

MAROTTA FAMILY HOSPITAL

24/7 Emergency Services
Critical Care
General Surgery
Outpatient Clinics & Surgical Services
Diagnostic Imaging & Laboratory
Children's Health
Kidney Care
Administration

CENTRES OF EXCELLENCE

Women & Babies
Cancer
Cardiac
Mental Health & Addictions



1 million
square feet



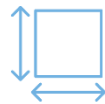
428
Beds

SOUTH NIAGARA HOSPITAL

24/7 Emergency Services
Critical Care
General Surgery
Outpatient Clinics & Surgical Services
Mental Health & Addictions
Diagnostic Imaging & Laboratory
Kidney Care
Joint Care
Indigenous Healing
Administration

CENTRES OF EXCELLENCE

Complex Care
Stroke
Wellness in Aging



1.3 million
square feet



469
Beds

WELLAND HOSPITAL

24/7 Emergency Services with 8-10 Observation Beds
90+ Complex Care Beds
Outpatient Clinics (Orthopedics/Fracture, Plastics, Chronic Disease Management, Geriatric)
Mental Health & Addictions
Diagnostic Imaging & Laboratory (X-ray, Ultrasound, CT, ECG, Echocardiography, Ontario Breast Screening)
Kidney Care
Administration Hub
Long-Term Care

CENTRE OF EXCELLENCE

Eye Care

Proposed programs and services for Welland are based on approved plans for the South Niagara Hospital. Further staff and community engagement is required to submit a proposal to the Ministry of Health for the Welland hospital site redevelopment.



Putting People First



Delivering Safe and Quality Care



Transforming How we Work

Transforming Care: South Niagara Hospital

- **With 469 single patient rooms**, the South Niagara Hospital adds 156 beds to the region.
- **The new state-of-the-art hospital** will help us retain and recruit staff and physicians as well as keep pace with advancements in care and technology.
- **Regional centres of excellence** in Stroke Care, Wellness in Aging, and Complex Care.
- **Full scope of acute care services** - Emergency Department, Intensive Care Unit, outpatient mental health and addiction services, surgery, kidney care, diagnostics and much more.
- **Emergency Department will be 3x the size** of the Emergency Department at the current Niagara Falls hospital.



South Niagara Hospital Local Share Commitment

Hospitals are responsible for:

10%

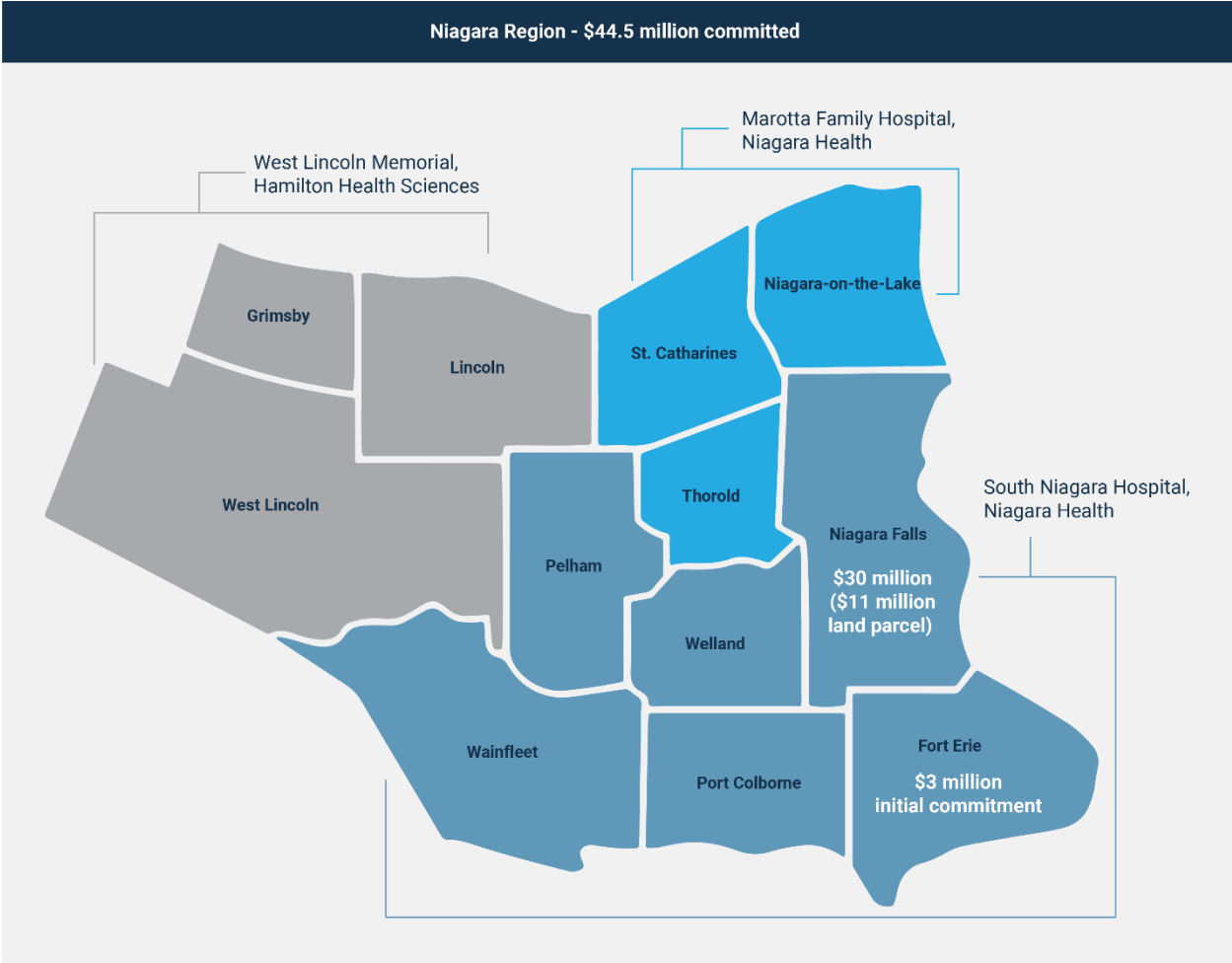
of the eligible construction costs and associated ancillary costs of new hospital builds.

100%

of the costs associated with the purchase of new and replacement furniture, fixtures and equipment.



Municipal Local Share Commitments and Forthcoming Requests



*Pelham, Fort Erie, Welland and Wainfleet Local Share commitments are to be determined.



South Niagara Hospital: Local Share Breakdown



*The cost of financing and Private-Public-Partnership (P3) costs are excluded from the calculation of the local share



Putting People First



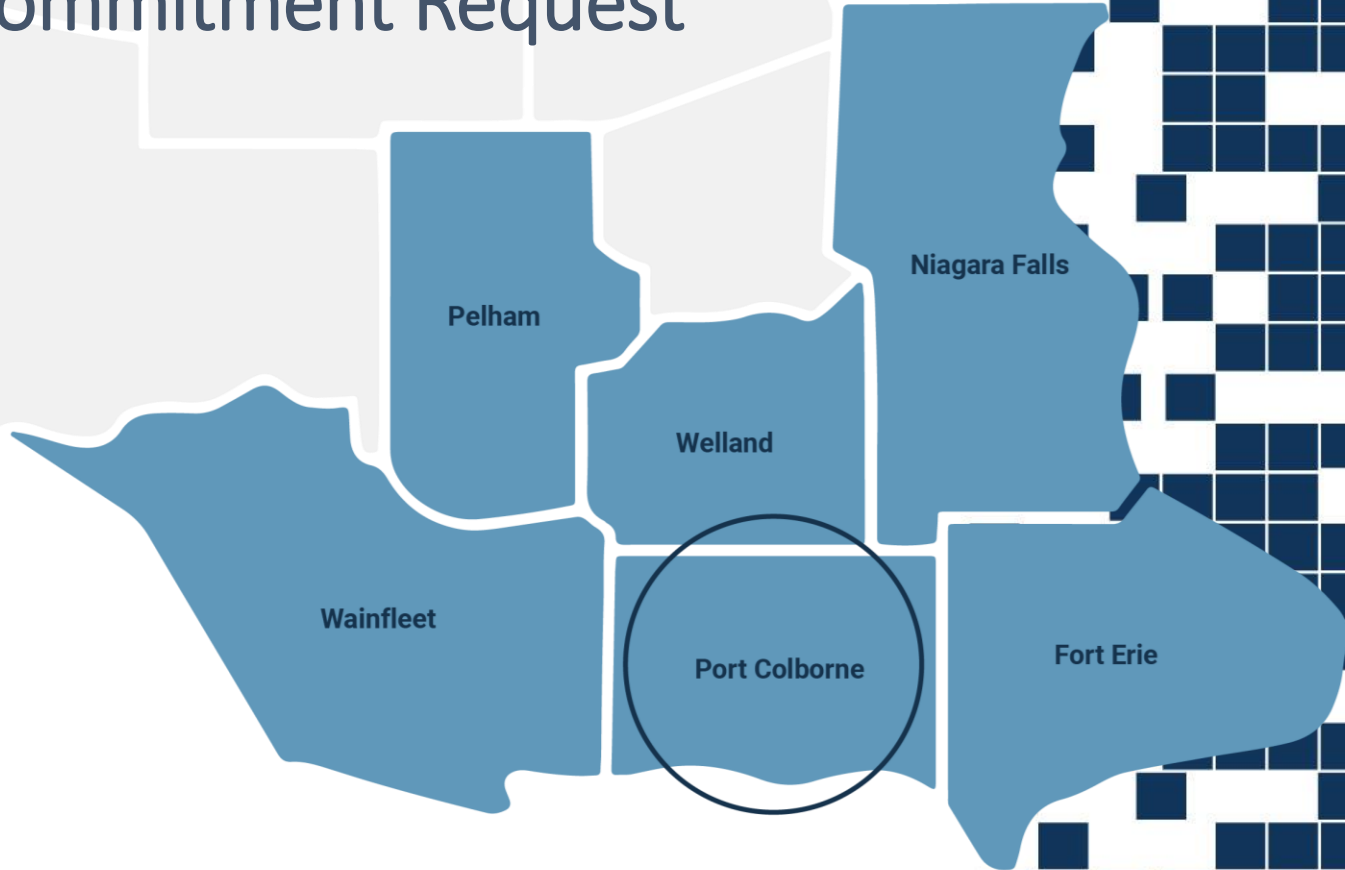
Delivering Safe and Quality Care

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Transforming How we Work

Local Share Commitment Request



Request

\$6.2 million

local share contribution for the
South Niagara Hospital

\$340.63

per capita (based on 2016 census)

Summary of Proposed Partnership

- **Cost neutral lease agreement** to enable vacant space in the main floor west wing within the Port Colborne Site to be used by primary care physicians as clinical space - providing a seamless transition of day- and after-hours care to the residents of Port Colborne
- **First rights to purchase the Port Colborne Site** for a nominal cost (\$2) when the programs and services are transferred to the Welland Hospital and when the South Niagara Hospital opens in 2028
- **Support for a South Niagara Hospital local share commitment** of \$6.2 million

YOUR PART

in the future of healthcare

Ensure the Port Colborne Site is used to **benefit the community** once the South Niagara Hospital is opened in 2028.

Transition the Port Colborne Urgent Care Centre (UCC) to an Interprofessional Care Team to ensure a **seamless transition** for the community once the UCC is closed.



Thank you

Questions?



Putting People First



Delivering Safe and Quality Care



Transforming How we Work



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APPENDIX



Putting People First



Delivering Safe and Quality Care



Transforming How we Work

Niagara Health Property Limits

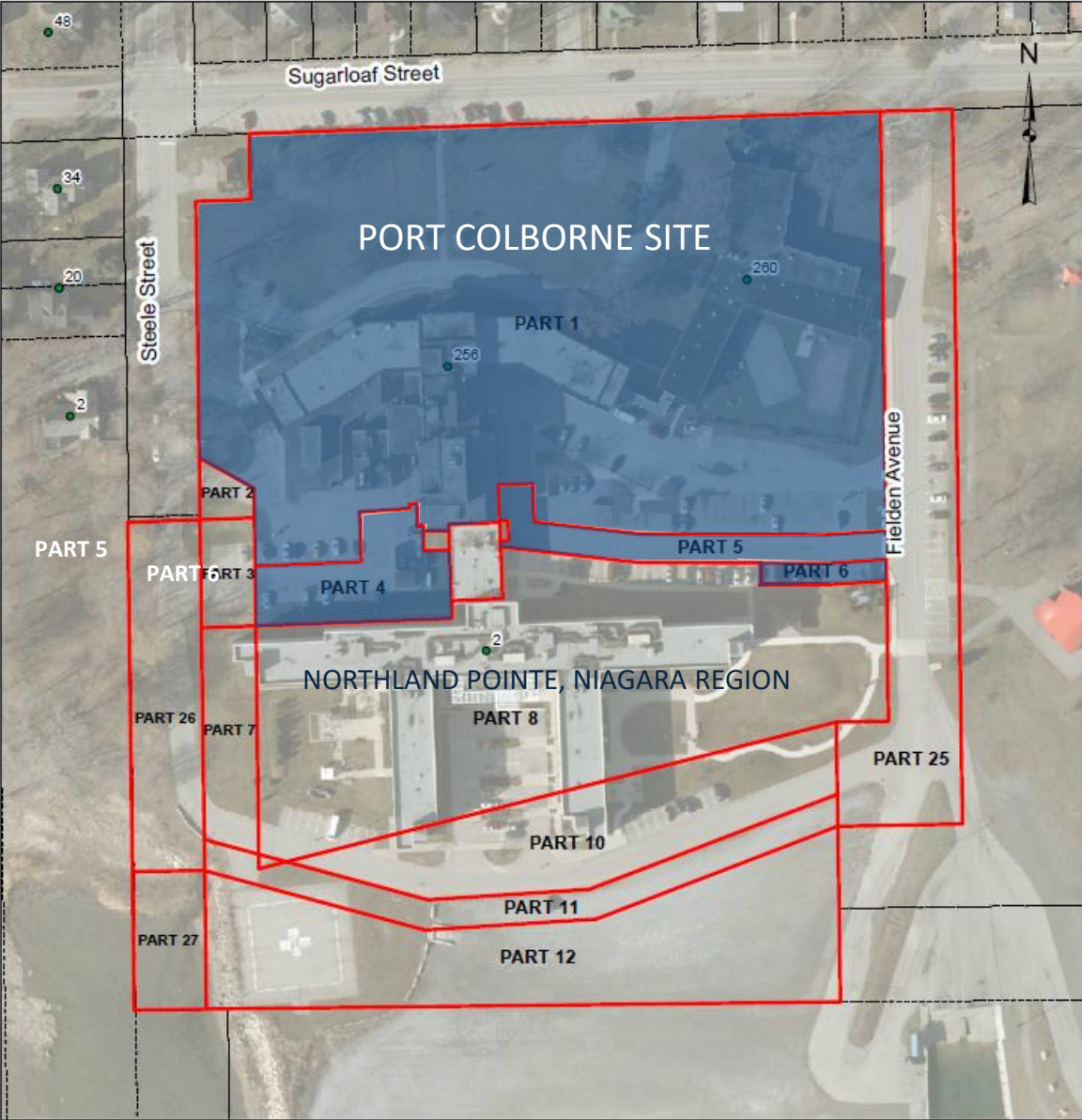


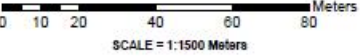


ILLUSTRATION SHOWING APPROXIMATE LIMITS OF THE DRAFT REFERENCE PLAN

LEGEND:

-  - DENOTES TERANET MAPPING
-  - DENOTES APPROXIMATE LIMITS OF THE DRAFT REFERENCE PLAN



DISCLAIMER
 This map was compiled from various sources and is current as of 2014.
 The Region of Niagara makes no representations or warranties whatsoever, either expressed or implied,
 as to the accuracy, completeness, reliability, and currency or otherwise of the information shown on this map.
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Subject: Port Colborne Hospital Update

To: Council

From: Office of the Chief Administrative Officer

Report Number: 2024-225

Meeting Date: December 3, 2024

Recommendation:

That Chief Administrative Officer Report 2024-225 be received; and

That Council approve option three, which entails the development of the Port Colborne hospital site to facilitate expanded primary care services, and the \$6.2 million local share contribution to the South Niagara Hospital.

That the Chief Administrative Officer and Director of Corporate Services be directed to negotiate and execute:

- An agreement with Niagara Health to transfer the ownership of the Port Colborne Hospital site to the City for \$2;
 - An agreement with Niagara Health to temporarily lease space within the current Port Colborne Hospital site, beginning as soon as possible, until Niagara Health vacates the site; and
 - An agreement with a primary care team to sublease the space within the current Port Colborne Hospital site to facilitate an expansion of primary care within the community.
-

Purpose:

This report seeks Council's support of Niagara Health's request for \$6.2 million to fund the City of Port Colborne's local share of the new South Niagara Hospital. The report considers options that address the request. The recommended option provides for the redevelopment of the existing Port Colborne hospital site as a way to secure expanded primary care services in the community.

Background:

Niagara Health is working towards having a three-hospital system that includes St. Catharines, Niagara Falls, and Welland. At the time of writing this report, a new Niagara Falls hospital referenced by Niagara Health as the South Niagara Hospital (SNH) is currently under construction.

When building a new hospital, there is a component of the funding referred to as local share. The local share funds 10% of eligible construction costs and 100% of the costs associated with the purchase of new and replacement furniture, fixtures, and equipment.

Niagara Health's \$6.2 million local share request of the City is based on a per capita allocation using the 2016 census. It is assessed as follows:

Niagara Region	\$44.5 million
Niagara Health Foundation (Donations) and Hospital own Funds	\$130 million - \$140 million
Municipal (Niagara Falls, Fort Erie, Welland, Pelham, Wainfleet and Port Colborne)	\$45 million - \$50 million
Total	\$230 million

Once the SNH opens in 2028, Niagara Health will begin a process to vacate the Port Colborne hospital site. This process is expected to be completed in 2029.

Until that time, Niagara Health will continue to operate the Urgent Care Centre (UCC) at the Port Colborne hospital site.

To prepare for this, the City, community partners, and Niagara Health have been working closely on a proposal to secure a future for enhanced primary care and support Port Colborne's growth, while ensuring expanded primary care options for residents.

In 2023, Mayor Steele formed a Health Services Working Group to discuss options to improve access to primary health care, attract more physicians, and ensure that Port Colborne residents have a local option for when the UCC closes. The Health Services Working Group is comprised of active and retired health care professionals, business and community representatives, City staff, and Mayor Steele. The Health Services Working Group has partnered with local physician Dr. Matt Vandenberg who has proposed that current vacant space in the west wing of the hospital be renovated and repurposed for primary care prior to Niagara Health closing the Port Colborne hospital site.

To facilitate this, staff propose pursuing an agreement between the City and Niagara Health that would allow the City to lease and sublease space within the Port Colborne hospital to Dr. Vandenberg and his team. The group would be responsible for all costs associated with the lease, unless Provincial or Federal funding became available.

Mayor Steele, City staff, and Dr. Vandenberg, with the support of the Health Services Working Group, have been actively lobbying the provincial government for funding to assist with renovations and upgrades. Niagara Health has been working with the Niagara Ontario Health Team and the Niagara Practitioners' Health Care Alliance to support expansion and leverage the City's designation for funding in the Ontario government's Interprofessional Primary Care Teams initiative for Niagara.

The primary care model proposed is designed to address Niagara Health's observation that Port Colborne needs an additional five family physicians to service its population.

Discussion:

To address the Niagara Health local share request of \$6.2 million from the City, staff have identified the following options.

Option 1

Turn down the local share request. Potential impacts may include but are not limited to:

- A negative impact on the SNH furniture, fixtures and equipment as 100% of that budget comes from local share;
- Our ability to live to our City's value of responsibility – we make tomorrow better. Having another state-of-the-art hospital in Niagara would make tomorrow better;
- Our ability to live to our City's value of collaboration – we are better together. The cities closest to the Marotta Family Hospital in St. Catharines contributed to that hospital. Once built, residents of Port Colborne will use SHN. A lack of support may be seen as a lack of community.

Option 2

Enter into a local share agreement with Niagara Health with a 15-year payment term. As the funds are needed by the SNH in 2028, Niagara Health would borrow the \$6.2 million. The borrowing would result in principal and interest payments. If we assume interest at 5% over 15-years the tax impact on the average residential property would be \$51.50. As the local share is not required until 2028 it would be possible to either wait until 2028 to include this local share contribution in the property tax levy or it could be phased in over a period of time. For example, \$17.15 in 2026, \$17.15 in 2027, and \$17.20 in 2028. This is a common model used by municipalities to make local share contributions.

Option 3

Niagara Health has agreed to transfer ownership of the Port Colborne hospital site to the City for \$2. It is expected that this transfer will occur after the site is vacated in 2029. The current Port Colborne hospital site consists of 5.9 developable acres when including the New Port Clinic (formerly the nurses' residence).

To facilitate funding the local share, a public process could be created with the goal of entering into an agreement with a developer that could:

- Build new multi-residential units on the current site (5.9 acres);
- Build a new medical clinic to ensure the primary care initiatives of the Health Services Working Group continue and grow after Niagara Health vacates the site;
- Build a shared use fitness centre for medical clinic users, multi-residential unit residents and the community;
- Make the \$6.2 million local share payment on behalf of the City;

A development would produce new growth-related property tax, water, wastewater and storm sewer rate payers. In the case of the new medical clinic and fitness centre, funding would come from lease payments, multi-residential unit residents with respect to the fitness centre, Development Charges, Community Benefit Charges fund (in the early stages of development) and growth-related property taxes, if required.

Should this model be pursued, staff would look to start the process of seeking a developer in 2025 and develop a project plan so development could begin as soon as Niagara Health would allow.

Additionally, should this model be pursued, staff would aim to, as soon as possible, enter into an agreement with Niagara Health to temporarily lease space within the west wing of the hospital, until Niagara Health vacates the site in 2029. If that is successful, staff propose entering into a sublease with Dr. Vandenberg and his primary care team, to facilitate the expansion of primary care within the community prior to Niagara Health completely vacating the Port Colborne hospital site.

Internal Consultations:

City staff from Public Works, Economic Development, Corporate Communications, Corporate Services, and the Office of the Mayor and CAO have been working collaboratively with Niagara Health, the Health Services Working Group, and Dr. Vandenberg on ensuring the best possible primary care services can be made available to Port Colborne residents.

Financial Implications:

Turning down the request, identified as option 1, would have no immediate cost, although staff highlight other municipalities have contributed to the local share and the City's lack of contribution could impact other future projects and decision making.

As identified, a common model to facilitate a local share contribution is through a 15-year local share agreement. Option 2 identifies this local share contribution as \$51.50 on the average residential property. In 2024 that would represent almost a 2.4% increase to the City's portion of property taxes.

The last option, option 3, proposes a process to pursue redeveloping the property. The goal here would be to make the \$6.2 million local share contribution through the developer while improving primary care through a new medical clinic and providing the multi-residential unit residents and the community with a fitness centre. The new residents would further provide for new growth-related property taxes, water, wastewater and storm users to help spread the fixed costs of our rate operations over.

Public Engagement:

Since 2011, there has been considerable public information provided regarding hospital restructuring to a three-hospital system in Niagara. Community discussions and capital submissions to the Ministry of Health for a new hospital in South Niagara were initiated in 2018 and there has been active and ongoing public engagement. According to information on Niagara Health's website, the community planning and public engagement for the South Niagara Hospital includes the following: 196 Subject Matter Experts involved in user group planning meetings in 2020; 550 hours of group planning meetings with stakeholders in 2020; 5000+ residents provided online feedback; and hundreds more shared their thoughts in person, through emails, phone calls and at public events.

The above engagement included Port Colborne. Niagara Health leadership gave a community update and held an open house in Port Colborne on March 21, 2024. A Health Care Committee was formed in 2023 to create a strategy and action plan to ensure that Port Colborne has access to primary care when the UCC closes. There has been media coverage about the Committee's work and updates in public at Council meetings.

The City's Social Determinants of Health Committee have also been discussing the future of health care and physician recruitment in Port Colborne at their meetings. Their agenda and meeting minutes are public information and on the City's website. It has also been reported in the media that the Mayor, Councillors, and senior staff have had delegation meetings at provincial conferences to discuss enhanced primary care and

this innovative model. Meetings have also been held with the provincial and federal Ministers of Health.

Strategic Plan Alignment:

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

- Welcoming, Livable, Healthy Community
 - Economic Prosperity
 - Increased Housing Options
 - Sustainable and Resilient Infrastructure
-

Conclusion:

As part of Niagara Health's new three hospital system, current programs and services at the Port Colborne Hospital site will transition to the South Niagara Hospital in 2028.

The City of Port Colborne, along with a local Health Services Working Group, and Dr. Vandenberg, have proposed an innovative model to support and expand primary care in the City as soon as possible by leasing current hospital space.

Staff recommend Council consider option 3 which would result in the eventual redevelopment of the Port Colborne hospital site, fund the City's local share contribution, and produce a new medical clinic and fitness centre.

Respectfully submitted,

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Director of Development & Government Relations
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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 Adopt, Ratify and Confirm the proceedings of the Council of The Corporation of the City of Port Colborne at its Special Meeting of December 3, 2024

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 Special Meeting of December 3, 2024, 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.
2. That where no individual by-law has been or is passed with respect to the taking of any action authorized in or with respect to the exercise of any powers by the Council, then this by-law is deemed for all purposes to be the by-law required for such authorization or exercise of any powers.
3. 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.
4. That the Clerk is authorized to affect any minor modifications, corrections, or omissions, solely of an administrative, numerical, grammatical, semantical, or descriptive nature to this by-law or its schedules after the passage of this by-law.

Enacted and passed this 3rd, day of December, 2024.

William C. Steele
Mayor

Charlotte Madden
City Clerk