



**The Corporation of the City of St. Catharines
CITY COUNCIL AGENDA
Regular, Monday, June 27, 2022
Council Chambers and Electronic Participation, 6:00 PM**

This Meeting of Council will be held in person at Council Chambers and electronically for the Members of Council. At this time, the public can only participate electronically.

This Meeting may be viewed online at www.stcatharines.ca/youtube

Public Comments: The public may submit comments regarding agenda matters to the Office of the City Clerk by contacting clerks@stcatharines.ca by Monday, June 27, 2022 before Noon. Comments submitted will be considered as public information and entered into public record.

Electronic Delegations: Those wishing to speak to an item on the agenda must complete the [City's Electronic Delegation Form](https://webforms.stcatharines.ca/City-Council-Electronic-Delegation-Application) <https://webforms.stcatharines.ca/City-Council-Electronic-Delegation-Application> by Monday, June 27, 2022 before 9:00 a.m. and attend a test session with City staff on Monday, June 27, 2022 at 10:00 a.m.

His Worship Mayor Walter Sendzik takes the Chair and opens the meeting with a Land Acknowledgement

Page

- 1. Mayor's Report**
- 2. Adoption of the Agenda**
- 3. Adoption of the Minutes**
 - 3.1 Special Council, minutes of [June 9, 2022](#)
[Addenda]
 - 3.2 Regular Council, minutes of [June 13, 2022](#)
- 4. Declarations of Interest**
- 5. Motion to Move Consent Reports**

Consent Reports are approved in one motion which approves all of the recommendations contained in each report. Prior to this motion, a councillor may request that one or more of the reports listed under Item 6 be moved to the list of Discussion Reports.

Page

6. Consent Reports

- 5 - 20 6.1 Community, Recreation and Culture Services
2022 St. Catharines Cultural Investment Program Funding
Recommendations – Rounds One and Two
- 21 - 65 6.2 Financial Management Services
Niagara Symphony Orchestra Line of Credit Extension Request
- 66 - 139 6.3 Planning and Building Services
Demolition Permit for a Non-Contributing Heritage Property in the Port
Dalhousie Heritage Conservation District: 3 Peel Street
- 140 - 201 6.4 Office of the Chief Administrative Officer
Update on Niagara Region Transit Commission – Establishment of the
Niagara Transit Commission as a Municipal Service Board
[Addenda]
- 202 - 218 6.5 Legal and Clerks Services, Clerks Department
Correspondence Report

7. Public Meetings

Two public meetings will be held. The first public meeting will be for Item 7.1.
The second public meeting will combine Item 7.2, Item 7.3 and Item 7.4.

- 219 - 321 7.1 Financial Management Services, Accounting and Payroll
2022 Community Benefits Charge Strategy
- 322 - 516 7.2 Financial Management Services, Director
2023 Schedule of Rates and Fees Recommendations
- 517 - 522 7.3 Financial Management Services, Director
Municipal Special Event Parking and Associated Rates
- 523 - 537 7.4 Community, Recreation and Culture Services
Fees and Food Trucks and Mobile Vending Carts on City-owned Parks
or Facilities

8. Presentations

9. Discussion Reports

- 538 - 565 9.1 Legal and Clerks Services
Public Appointments Policy (Committees, Boards and External Bodies)

10. Motions

- 10.1 **Federation of Canadian Municipalities (FCM) Funding**
Councillor Porter will present the following motion:
WHEREAS cities account for over 70% of global CO2 emissions;

WHEREAS the decarbonization of cities to meet GHG targets and become net zero requires significant planning, investment and innovation;

WHEREAS the Federation of Canadian Municipalities' Green Municipal Fund includes grants for feasibility studies, including but not limited to the GHG Reduction Pathway Feasibility Study;

WHEREAS the City's Conservation and Energy Demand Management Plan is scheduled to be renewed in 2024, providing an ideal opportunity to engage the consultants to work on a study in tandem with the CDMP and determine the feasibility of various climate change mitigation approaches, including new technologies, major capital projects, building retrofits, and solar, district or other green energy projects;

THEREFORE BE IT RESOLVED THAT staff submit proposals to FCM to fund an appropriate feasibility study, ideally coinciding with the Conservation and Demand Management Plan's (CDMP) renewal, to evaluate these opportunities and recommend impactful projects and partnerships that would support more aggressive climate change targets.

11. Call for Notices of Motion

12. Committee and Task Force Minutes

12.1 Minutes to Receive:

- Accessibility Advisory Committee, meeting of [May 25, 2022](#)
- Anti-Racism Advisory Committee, meeting of [May 18, 2022 \(draft\)](#)
- Designations, Plaquing, and Ceremonies Sub-Committee, meeting of [March 10, 2020 \(draft\)](#)
- Development Studies Task Force, meeting of [May 19, 2022](#) and [June 15, 2022 \(draft\)](#)
- Equity and Inclusion Advisory Committee, meeting of [May 10, 2022 \(draft\)](#)

[Addenda]

13. Closed Session

Council will meet in Closed Session for the following purpose(s):

- 13.1 Property Matter – Lease (*Closed Session Pursuant to Municipal Act, 2001, S.O. 2001, c. 25, Section 239 (2)(c), a proposed or pending acquisition or disposition of land by the municipality or local board*), Realty File No. 85-027 – Lease 85 Church Street and 26 Raymond Street

Page

- 13.2 Update on Niagara Region Transit Commission – Establishment of the
Niagara Transit Commission as a Municipal Service Board (*Closed
Session Pursuant to Municipal Act, 2001, S.O. 2001, c. 25, Section 239
(2)(d) labour relations or employee negotiations*)

[Addenda]

14. Motion Arising from Closed Session

15. By-laws

566

- 15.1 Reading of By-laws

[Addenda]

16. Adjournment



Corporate Report City Council

Report from: Community, Recreation and Culture Services, Programs and Cultural Services

Report Date: June 7, 2022

Meeting Date: June 27, 2022

Report Number: CRCS-080-2022

File: 35.65.12

Subject: 2022 St. Catharines Cultural Investment Program Funding

Recommendations – Rounds One and Two

Strategic Pillar:

This report aligns with the following St. Catharines Strategic Plan pillar: Cultural



Recommendation

That Council approve the recommendations for investment through the St. Catharines Cultural Investment Program (SCCIP) in the amount of \$302,850.00 as outlined in Table A; and

That staff be directed to make the necessary notifications to SCCIP applicants.

Summary

City Council's approval is being sought for rounds one and two of 2022 funding to be released through the St. Catharines Cultural Investment Program. As per the revised [St. Catharines Cultural Investment Policy](#), the Arts and Culture Advisory Committee (ACAC) established two SCCIP Review Committees. These committees consist of one to review the Culture Days Activity Program applications and one to review Sustaining - Core Program, Sustaining - Midsized Program and Arts Development Program applications. These committees finalized recommendations for Council's consideration totaling \$302,850.00.

Relationship to Strategic Plan

SCCIP supports the Cultural Renaissance section of the Strategic Plan in the following ways which are also included in section 4.1 of the [City's Culture Plan 2020](#):

- support of the creative cluster and promotion of cultural talent, festivals, events, and venues; and
- stable sustainable cultural support and funding.

Background

At the Council [meeting of February 16, 2004](#), the St. Catharines Cultural Investment Policy was approved through the following motion:

“That the report and the outlined recommendations from the Recreation and Community Services Department, dated February 6, 2004, regarding the St. Catharines Cultural Investment Policy, be approved; and

That the amount of funding be subject to a further recommendation of the Finance Ad Hoc Committee; and

Further, that the St. Catharines Culture Committee, be so advised.”

The revised Policy was approved by Council at the [meeting of May 2, 2016](#), through the following motion:

“That Council approve the revisions to the St. Catharines Cultural Investment Policy; and

That staff be directed to revise the SCCIP program materials and systems accordingly; and

That Council approve the Revised Terms of Reference for the Arts & Culture Advisory Committee, to add the Festival Review Sub-Committee.”

The Policy provides a framework for SCCIP, which is “designed to strengthen local arts creation, cultural distribution and engagement to improve the spirit and quality of life for its residents. The St. Catharines Cultural Investment Policy aims to serve long term community sustainability by strengthening cultural vitality, economic diversity, environmental awareness and social inclusion...”.

Report

This report provides recommendations for funding to SCCIP applicants to the Culture Days Activity Program, the Sustaining – Core and Midsized Programs, and the Arts Development Program.

The applications to the Culture Days Activity Program (CDAP) were reviewed by the SCCIP Review Committee on April 28, 2022. Applications to the Sustaining - Core and Midsized Programs and the Arts Development Program were reviewed by the SCCIP Review Committee on May 24, 2022 by the SCCIP Review Committee. Both committees evaluated the applications using pre-approved evaluation criteria.

Summary of Recommendations are attached as Appendix 1 and Appendix 2 and provide brief descriptions of applicant activities and projects, as well as a summary of the Review Committee conclusions. These documents were provided to the ACAC for their review and final approval of the recommendations. The final approval of the recommendations for the CDAP program was made by motion at the ACAC meeting held on May 4, 2022, and the final approval of the recommendations for the Sustaining – Core and Midsized Programs and the Arts Development Program was made by motion at the ACAC meeting held on June 1, 2022.

The following investments are being recommended for Council's approval:

TABLE A – SCCIP Applicants – Round 1 and 2 - Summary				
Applicant	First Time App.	Previous Funding Amount	2022 Request Amount	Recommended
Culture Days Activity Program – March 24 Deadline – Review Committee #1				
Rhiannon Barry		\$395.00	\$1,378.00	\$950.00
Jana Bergsma	✓		\$964.38	\$862.00
Carousel Players		\$1,000.00	\$1,250.00	\$1,000.00
Deena Colling Gelentso		\$647.78	\$804.12	\$600.00
The Foster Festival		\$500.00	\$1,200.00	\$1,000.00
Rajshree Jena		\$700.00	\$900.00	\$500.00
Marcela Lagunas	✓		\$845.00	\$650.00
Janice Low		\$513.00	\$650.00	\$600.00
Jelica Mijanovic		\$712.00	\$704.00	\$650.00
Luis Molina		\$850.00	\$885.00	\$650.00
Michelle Nicholls	✓		\$1,200.00	\$1,000.00
Neivin Shalabi		\$700.00	\$1,000.00	\$700.00
Silver Spire United Church		\$401.00	\$388.00	\$388.00
Angela Siracusa	✓		\$500.00	\$450.00
Sustaining – Core Program – April 14 Deadline – Review Committee #2				
Carousel Players		\$47,000.00	\$48,000.00	\$47,000.00
Chorus Niagara		\$17,000.00	\$17,850.00	\$17,850.00
Niagara Artists Centre		\$49,000.00	\$56,200.00	\$49,000.00
Niagara Symphony Orchestra		\$63,000.00	\$60,000.00	\$60,000.00
Suitcase In Point (Core)		\$33,000.00	\$40,000.00	\$33,000.00
Sustaining – Festival Program – April 14 Deadline – Review Committee #2				
Suitcase In Point – In the Soil Festival		\$15,000.00	\$15,000.00	\$15,000.00
Sustaining – Midsized Program – April 14 Deadline – Review Committee #2				
Essential Collective Theatre		\$33,000.00	\$35,000.00	\$33,000.00

The Gallery Players of Niagara	\$12,000.00	\$15,000.00	\$12,000.00
Willow Arts Community	\$10,000.00	\$25,000.00	\$18,000.00
Arts Development Program – May 19 Deadline – Review Committee #2			
Cicada Music & Arts	\$3,000.00	\$10,000.00	\$7,000.00
Amanda McDonnell Ad Hoc Group		\$3,000.00	\$1,000.00
Total SCCIP Funding Request by Applicants		\$337,718.50	
TOTAL SCCIP Funding Recommendation			\$302,850.00

Financial Implications

Funding recommendations are within the approved 2022 operating budget of \$400,000 for the St. Catharines Cultural Investment Program. Recommended funding for the Culture Days Activity Program, the Sustaining - Core and Midsized Programs and the Arts Development Program totals \$302,850.

The remaining balance in the approved 2022 SCCIP budget (\$97,150) will support applications to one more SCCIP deadline as follows:

- September 22 intake – Sustaining - Festival, Arts Development and Culture Builds Community Programs

Environmental Sustainability Implications

There are no environmental sustainability implications in this report.

Conclusion

The City's SCCIP funding program provides opportunity for investment in the cultural vitality of the community. Many of the SCCIP applicants partner with social service agencies to develop specialized programming that serves challenged and disadvantaged residents. SCCIP applicants also program events and activities that appeal to a wide range of interests, including diverse communities, to ensure that St. Catharines residents are provided with access to opportunities for professionally led arts experiences and creative self-expression.

Every year, SCCIP investment directly serves the implementation of Culture Plan 2020, cultivating the growth and development of the creative sector, fostering participation in arts, heritage, and cultural experiences, and communicating the experiences and value of culture to St. Catharines residents.

Notifications

Staff to notify SCCIP recipients accordingly.

Prepared by

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Culture Coordinator, Culture Services

Submitted by

Lori Mambella
Manager of Programs and Culture Services

Approved by

Phil Cristi
Director of Community, Recreation and Culture Services

Appendices

1. Appendix 1 – SCCIP Recommendations 2022 - Review Committee #1
2. Appendix 2 – SCCIP Recommendations 2022 - Review Committee #2

SCCIP COUNCIL REPORT

SCCIP APPLICANT RECOMMENDATIONS 2022 – Review Committee #1

1

CULTURE DAYS ACTIVITY PROGRAM (CDAP)

#	APPLICANT	Activity	Amount Req.	Culture Days Project	First Time App.	Recommendations & Comments
1	Rhiannon Barry	Large-Scale Bilateral Art Creation	\$1,378	Engage in the spontaneous drawing known as Bilateral Art Making. It is a practice in impulse control – delaying the dominant hand and initiating the other. Take a turn on our chalk wall and enjoy our bilateral art make-and-take station. Date: TBD Location: TBD (Library preferred)		\$950 – Activity aligns with Culture Days mission. The Committee is confident this activity can be presented at a no-cost venue and recommended a reduction in funds to accommodate other requests.
2	Jana Bergsma	Mastering Mixed Media	\$964.38	Join artist Jana Bergsma for a hands-on mixed media painting activity. We will experiment with collage, texture, and painting techniques using found objects. Participants will leave with their masterpiece and several new painting techniques to try at home – no experience required! Date: TBD Location: TBD (Library preferred)	✓	\$862 – Activity works well with Culture Days mission. The Committee is very supportive of this activity and only recommended a reduction in funds to accommodate other requests.
3	Carousel Players	The Drama Garden	\$1,250	The Drama Garden is an original promenade-style theatre experience throughout Jaycee Gardens Park. Culture Days attendees will stop at stations along the paved pathways and engage with a series of short live performances or be led through a participatory activity. Date: Sept.24 Location: Jaycee Gardens (TBD)		\$1,000 – Activity works well with Culture Days Mission. Committee was impressed with in-kind investment from the organization and the proposed high level of engagement. They only recommended a reduction in funds to accommodate other requests.
4	Dena Colling Gelentso	Crayon Mania	\$804.12	Crayon Mania will explore this wonderful media with different applications. Participants will draw and colour an autumn tree on paper and design with fabric crayons on a canvas bag. The artist will demonstrate techniques such as grating, melting, and scratching. Crayons are not just for colouring! Date: Sept. 24 Location: Dr. Huq Library at St. Catharines Kiwanis Aquatics Centre		\$600 – Activity works well with the Culture Days Mission. The Committee liked this fun, inclusive and accessible activity and only recommended a reduction in funds to accommodate other requests.

5	The Foster Festival	Help us Rewrite a Norm Foster Scene!	\$1,200	<p>Help us Rewrite a Foster Scene! Shh...don't tell Norm. We invite you to join us for a theatre game called Mad Libs! Foster Festival artists will ask audiences to call out a noun, adjective, pronoun, etc, which they will then insert into a Foster scene to "fill in the blanks." Once all the words are collected, the actors will then perform the scene as newly written by you! Family friendly.</p> <p>Date: Oct. 1 Location: Robertson Theatre, PAC</p>		\$1,000 – Unique idea and a good application that aligns well with the Culture Days Mission. The Committee only recommended a reduction in funds to accommodate other requests.
6	Rajshree Jena	Muguloo Workshop	\$900	<p>This workshop is based on an ancient art form and practice in India, which is used to enhance positivity. Participants will be able to understand the technique by using simple geometry lines and colourful art in a mindful state, with no prior experience required.</p> <p>Date: Oct.1 Location: TBD (Library preferred)</p>		\$500 – This make-and-take activity works well with the Culture Days mission. The Committee recommended funding the artist fees and materials costs but not the venue rental, as the library will be free for Culture Days activity organizers.
7	Marcela Lagunas	Kaleidoscope Chamber Music	\$845	<p>"Kaleidoscope Chamber Music" is set of musical events intended to gather different chamber music group configurations to illustrate the nature of the instruments and details about the music to be performed with them, such as composer, style, and time the music was written. Music performance and interaction with the audience are going to be part of the events.</p> <p>Date: TBD (Saturday/Sunday/evening preferred) Location: TBD (Library preferred)</p>	✓	\$650 – Activity aligns with Culture Days mission. The Committee is confident this applicant can work with Culture Office staff to present the activity at a no-cost venue and recommended a reduction in funds to accommodate other requests.
8	Janice Low	Winter Landscape Acrylic Painting	\$650	<p>The Winter Landscape Acrylic Painting activity is a visual arts, hands on, family friendly painting experience. Participants will have the opportunity to create a unique painting on canvas board using materials provided with guided instruction and lots of visual references. Support will be provided in drawing and mixing colours.</p> <p>Date: TBD (Sunday preferred) Location: TBD (Dr. Huq Library preferred)</p>		\$600 – Activity works well with Culture Days mission as it is hands-on and family friendly. The Committee recommended nearly the full amount of the request.

9	Jelica Mijanovic	Evergreen – Nature Inspired Guitar Concert and Quiz	\$704	<p>"Evergreen " interactive concert and quiz consist of classical guitar music inspired by nature, ranging through five centuries and six continents. From a frog in 16th century's England, through the Canadian landscapes, Indigenous villages of Venezuela, and Mara ecosystem in Kenya, the compositions vary in style, but the composers' fascination with nature remains unaffected through time and space.</p> <p>Date: TBD (Saturday/Sunday preferred) Location: TBD (Downtown Library preferred)</p>		\$650 – Activity works well with Culture Days Mission. The Committee recommended nearly the full amount of the request as this activity has the potential to reach new Culture Days participants.
10	Luis Molina	Canadian Meets Mexican Piano Music	\$885	<p>"Canadian Meets Mexican Music" is a concert/lecture gathering master piano pieces of iconic composers from Canada and Mexico, remarking contrasts and coincidences in the music styles from both countries across music history. This event will be open to questions from the audience after musical work explanations. Hand programs summarizing the event contents will be available too.</p> <p>Date: TBD (Saturday/Sunday/evening preferred) Location: TBD (Library preferred)</p>		\$650 – Activity aligns with Culture Days mission. The Committee is confident this applicant can work with Culture Office staff to present the activity at a no-cost venue and recommended a reduction in funds to accommodate other requests.
11	Michelle Nicholls	Exploration Into Printmaking	\$1,200	<p>Join local artists Michelle and Jana on a printmaking exploration. Explore both traditional printmaking equipment and techniques as well as how you can use everyday items at home to make beautiful art. At the end of this workshop you will have created multiple printed masterpieces that you can take home! Separate workshops will be provided for both family-friendly and adult participant groups.</p> <p>Date: TBD (2 days preferred) Location: TBD (Library preferred)</p>	✓	\$1,000 – Activity works well with Culture Days mission. The Committee liked the proposal of a fun and interactive activity with separate family-oriented and adult-oriented sessions. They only recommended a reduction in funds to accommodate other requests.

12	Neivin Shalabi	Gratitude Art Journal: Mixed media Method Designs	\$1,000	Would you like to ground yourself in a positive mode? Are you interested in building rewarding relationships with others? Are you keen on leading a meaningful and happy life? Join this workshop to explore simple, new, and fun mixed media techniques to develop your gratitude art journal that will help you be mindful, enjoy more, and inspire others! Date: TBD Location: TBD (Library preferred)		\$700 – Activity works well with Culture Days mission. The Committee is confident this applicant can work with Culture Office staff to present the activity at a no-cost venue and recommended a reduction in funds to accommodate other requests.
13	Silver Spire United Church	Postcards for Peace	\$388	Sending a postcard is a unique way to reach out to friends, family and even strangers. Create your own postcard in the style of artist, Sonia Delaunay. We will be exploring how she used colour and how it can be a tool to create positive, life affirming art. The theme will be Postcards for Peace. Date: Oct.1 Location: Silver Spire United Church Auditorium		\$388 – Activity aligns with Culture Days mission. As this was a small request, the Committee recommended the full amount.
14	Angela Siracusa	Open Mic hosted by Angela Siracusa	\$500	Open Mic is open to all ages! Come join in the fun and perform a song or two or three. Bring your instrument of choice or use our complimentary Taylor Guitar and we will do the rest. Solo, duo or bands welcome. Stand-up comedians and poets are also welcome. Join in the fun! Date: TBD (Sunday preferred) Location: TBD	✓	\$450 – Activity aligns with Culture Days mission. The Committee liked that this proposal was for multiple art forms and could engage people with different levels of expertise. They recommended nearly the full amount of the request as this activity also has the potential to reach new Culture Days participants.

SUMMARY

Program	# of Applicants	Requests for 2022	# of Recipients	Recommended Investments
Culture Days Activity Program (CDAP)	14	\$12,668.50	14	\$10,000

SCCIP COUNCIL REPORT

SCCIP APPLICANT RECOMMENDATIONS 2022 – Review Committee #2

2

SUSTAINING – CORE – APPLICANTS

APPLICANT	AMOUNT REQ.	UPCOMING PLANS	Recommendations & Comments
Carousel Players	\$48,000	<p>Carousel Players is an award-winning professional theatre for young audiences company, committed to presenting inspiring and creative plays for ages 4 to 18 in theatres, schools and other performance venues. Their 2022/23 season focus includes finalizing many projects that were deferred or only partially started over the past two years due to covid. Works slated for touring include: a musical adaptation of <i>The Velveteen Rabbit</i> for ages 4-8; and a remount of Tomson Highway's <i>The Incredible Adventures of May Jane Mosquito</i>. They plan to end their season with the launch of the Niagara Children's Festival in May 2023 – two days of digital and in-person performances and events for families which they see as a chance to build on the momentum of their 50th Anniversary Festival (held in April). They will perform their own plays, such as <i>Pop! Pop!</i> for ages 2-4; present works by other artists; and reaffirm their commitment to providing affordable access to theatre for all Niagara children.</p> <p>Previous SCCIP: \$47,000 (2021/22) \$42,798 (2020/21) \$42,000 (2019/20)</p>	<p>\$47,000 – Carousel is a well-established community-minded organization, working hard to expand both audience and artist access to participation. Through all the difficulties of their 2020-22 Covid-affected seasons, they have remained financially stable while consistently creating thought-provoking, timely, relevant and richly fulfilling arts experiences for local young people. They are making a conscious effort to prioritize diversity in multiple areas – from casting to audience demographics to arts practice – and the Committee applauds Carousel's continuous evolution. Their reach is beyond the city, hiring mostly local artists to tour their productions regionally and provincially with an eye to national and international touring. In addition to this, they continue to offer significant arts experiences to local children through diverse productions, school enrichment programs and their well-attended and highly educational summer and PA day camps.</p>
Chorus Niagara	\$17,850	<p>Chorus Niagara's goal is to create programs that are both engaging and eventful. Plans for their 2022/23 season include: Beethoven's "Missa Solemnis" – a first for Niagara, rescheduled from 2020 and in collaboration with Hamilton's Bach-Elgar Choir; a mixed festive seasonal program in collaboration with the CN Children's Choir and Niagara Youth Orchestra; "Jazz with Passion",</p>	<p>\$17,850 – Chorus Niagara continues to feature high quality musicianship and maintain a very engaged volunteer, donor and patron base. CN has made an effort to remain financially sound during revenue shortfalls caused by Covid-19 and has put in place solid strategies that have sustained them through the uncertainty of public performances and cancellations</p>

		featuring John Sherwood and his septet in a fusion of gospel, jazz and choral singing; and “River of Life” with scores by Canadian composers, including Métis composer Gregory Borton and performed with the Niagara Symphony Orchestra. They will also undertake several new initiatives including (among other plans) an Easter Sunday morning sing-in; a commission in cooperation with the Alzheimer Society of Niagara and the development of a Community Engagement Strategy. Previous SCCIP: \$17,000 (2021/22) \$16,304 (2020/21) \$16,000 (2019/20)	over the past two years. The committee noted the many opportunities they provide members of all ages, including both their CNCC and their 100-strong chorus of adult singers. Additionally, their pre-concert chats and concert notes help to engage audiences while bursaries are offered to young singers and free tickets are offered to community groups.
Niagara Artists Centre (NAC)	\$45,000 \$11,200 (The Mighty Niagara Film Fest 2022)	NAC’s 2022/23 season begins in summer 2022 with a sculpture exhibit in their Show Room Gallery. After two years of lockdowns, all NAC spaces – the Show Room, Dennis Tourbin, Plate Glass and Flea Market Galleries – are fully booked and will see multiple exhibits over the coming season. In spring 2023, NAC brings back their XCAVATE workshop/installation, which combines new generation talent with obsolete technologies and recent graduates with volunteer mentors. In addition to this core work, they will undertake the second year of their grassroots film festival, <i>The Mighty Niagara Film Fest</i> , in August 2022, which will showcase films made in, by, or about Niagara. Previous SCCIP: \$49,000 (2021/22) \$43,308 (2020/21) \$42,500 (2019/20)	2022/23 - \$44,000 (core) / \$5,000 (special project) NAC continues to be a member-focused, community-minded, innovative arts organization. NAC is recognized both within Niagara Region and in the broader contemporary arts community for the high quality, boundary-pushing work they program. They are resource-rich in terms of space, equipment and expertise and provide these resources at low or no cost to emerging artists, offering exceptional mentorship and development opportunities not readily available anywhere else. In addition to this, they are currently leading the feasibility study for a downtown arts hub project that Carousel Players is also involved with. The Committee praised NAC’s work and the variety of partnerships they have established, as well as NAC’s plans for the 2 nd Mighty Niagara Film Festival, noting it was an event that seems manageable.
Niagara Symphony Association (Niagara Symphony)	\$60,000	The NSO’s 2022-2023 season is programmed with all the initiatives that were planned before the pandemic but fine-tuned to reflect new opportunities. Scheduled programs include: a work co-commissioned with the Erie and Buffalo Philharmonic Orchestras, centering on Harriet	\$60,000 – The NSO continues to have excellent leadership – administrative, artistic and on their board. The NSO is working to make concerts more financially accessible to all community members, with a focus on new Canadians and disadvantaged youth. They continue to provide innovative programming performed

Orchestra, NSO)		<p>Tubman's legacy and narrated by Niagara Jazz Festival Executive Director Juliet Dunn; collaboration between Indigenous composer Jerod Tate and NSO mentor Cris Dirksen to promote new orchestral compositions by young Indigenous composers; a Pops series that features world music; performances of works by Canadian composers Jared Miller and Dinuk Wijeratne; and a standard repertoire program featuring Stravinsky's Rite of Spring and Mahler's Symphony No.4.</p> <p>Previous SCCIP: \$63,000 (2021/22) \$56,000 (2020/21) \$53,000 (2019/20)</p>	<p>by outstanding musicians. They are an anchor organization in the PAC and the committee was impressed with how the NSO has weathered the Covid-19 storm, making every effort to have artists safely engage with the public while also gradually reducing their deficit. The Committee was especially impressed the NSO's commitment to diversity, accessibility, and inclusion, with a clear focus on not only presenting but also commissioning new works from emerging and established BIPOC composers.</p>
Suitcase In Point Theatre / In The Soil Arts Festival	<p>\$40,000 (2022/23)</p> <p>\$15,000 (In the Soil Arts Festival, 2023)</p>	<p>For their 2022/2023 season, SIP plans to build on explorations of the last few years while inspiring a healthy future. They've themed the year around "hereafter," asking themselves and the community, what does the "next world" look like? Their season includes: a summer theatre series as part of In the Soil Arts Festival 2022; "Connecting Rods", a site-specific installation and literary publication; the co-production of a site-specific video and performance installation at the closed St. Catharines Standard building; Scratch Night Cabarets, a series of curated works-in-progress from December 2022 to April 2023, delivered both in person and online; the third iteration of RHIZOMES in February 2023; and the 15th annual In the Soil Festival in June 2023. In addition to these programs, they will continue the Nest Artist Residency for emerging arts professionals; and Electric Innovations, a 2-week theatre intensive for youths.</p> <p>Previous SCCIP: \$33,000 (2021/22) + \$15,000 (ITS 2022) \$25,475 (2020/21) + \$10,190 (ITS 2021) \$25,000 (2019/20) + \$10,000 (ITS 2020)</p>	<p>2022/23 - \$33,000 (core) \$15,000 (2023 festival)</p> <p>SiP continues to program innovative artistic work. Their Nest Artist Residency Program is a key resource for local students and emerging artists and they remain committed to creating comedy cabarets. During the height of the pandemic, they moved most of their shows, cabarets, presented works and nearly their entire 2020 In The Soil Festival online – and thrived. In 2021 In the Soil was a hybrid event, inhabiting may site-specific outdoor venues and bringing audiences back safely. But Suitcase's real focus and energy of late is actively working to engage a broader, more diverse artist and audience base. The Committee noted Suitcase is genuinely undertaking work to question the status quo and are succeeding in developing policies and programs to address equity and inclusion, potentially leading to significant and meaningful community engagement as we emerge from the pandemic.</p>

SUSTAINING – MIDSIZED – APPLICANTS

APPLICANT	AMOUNT REQ.	UPCOMING PLANS	Recommendations & Comments
Essential Collective Theatre	\$35,000	<p>ECT will start their 2022/2023 season with Artistic Planning Committee meetings to decide on the framework of their season. This artistic group will include Sodienye Waboso Amajor, who will be working at ECT as a creative technical director. In summer 2022, ECT will continue their popular Senior Stories, an intergenerational project pairing older adults with young emerging creators, with the final product performed outdoors as well as live-streamed to long-term care homes. In addition to this, they are planning for: offering Meisner performance technique classes; choosing a new playwright in residence; and workshopping two new Niagara plays-in-development.</p> <p>Previous SCCIP Funding: \$33,000 (2021/22) \$25,475 (2020/21) \$25,000 (2019/20)</p>	<p>\$33,000 – The past two covid-affected seasons have been a severe burden for ECT, and they had to reduce both artistic output and their staffing compliment – even closing their office for a while in 2020 – to survive. Through it all, however, the Committee noted that ECT made some great pivots and has continued with valuable outreach programming that reaches underserved members of the community, even undertaking a new film project to help tell local stories in a safe way. ECT provides new and unique experiences for their audiences and have established a programming committee to incorporate diverse artistic voices.</p>
The Gallery Players of Niagara	\$15,000	<p>The Gallery Players plan to present seven diverse concerts for their 2022/2023 season. This includes: “Schutz in Venice: Music in a Time of Plague”, a co-production with Hamilton’s Capella Intima; Niagara’s Glissandi Trio performing a holiday concert; the Eybler Ensemble; the Odin Quartet; a silent film movie night with musicians improvising the sound score for “The Scar of Shame” (1929); a ongoing project of symphonic music transformed for piano quintet; and “Bach on Turtle’s Back - Rebirth”, year 3 of an ambitious 3-year project, which revolves around the music of J.S. Bach performed by violinist Julia Wedman and the dance/choreography of Anishnaabe artist Brian Soloman.</p> <p>Previous SCCIP Funding: \$12,000 (2021/22) \$11,500 (2020/21) \$11,000 (2019/20)</p>	<p>\$12,000 – The Gallery Players consistently produce high-caliber performances and are growing both their administration and artistic program prudently. The Committee was particularly impressed with their ability to be creative and nimble in the face of Covid-19. They plan to increase their AD/GM salary, hire a part-time employee, and have begun to adopt an innovative new ticketing model with the intention of providing barrier-free access to all concerts by their 30th anniversary season in 2024/25. They are bringing diverse new artistic perspectives to a traditional repertoire and their commitment to education with pre- and post-concert talks highlights their goal of making chamber music more accessible to a wider audience. For an organization of their size, they attract excellent musicians and produce a full program of outstanding, intimate concerts.</p>

The Willow Arts Community**\$25,000**

Willow Arts Community is a multidisciplinary arts and mental health organization that provides free art classes, publication and exhibition opportunities to adults with lived experience of mental health / addictions. All artistic programs occur within their 3 seasons: Winter, Spring, and Fall. Activities and programs include: Multi-week courses; Workshop intensives; Seminars; Peer Support (formal and informal); Community Art projects; Art appreciation; Open Studio; and Member Artists Showcase. Their focus in 2023 will continue to be sustainability and maintaining their core arts training program, modeled from Workman Arts. They expect artistic activity to include music (song writing and choir), performance arts (theatre, improv, readings) literary arts (creative writing, short story/poetry) visual arts (acrylic and watercolour, pen and ink, photography) mixed media (collage, sculpture, fibre arts) and media arts (film, editing, animation - pending new equipment availability).

Previous SCCIP Funding: \$10,000 (2021/22) | \$6,114 (2020/21) | \$6,000 (2019/20) | \$5,000 (2018/19 – Arts Development Program)

\$18,000 – The Willow Arts Community’s work is well recognized as a component of healing through arts development and mentorship. The Committee strongly supports the organization and noted that they fill a unique need in St. Catharines for this type of programming for a community that is chronically under-served and under-funded. With Willow’s recent challenges in losing their venue partnership (Rodman Hall) as well as the conclusion of their funding partnership with Workman Arts/Ontario Trillium Foundation, they’ve begun to explore alternative revenue streams and have become a registered charity. Successfully negotiating a new program partnership with Silver Spire – which includes studio /education space, an office, and access to shared gymnasiums and performance spaces – is the right way forward to ensure sustainability for the organization. Their expansion plans are limited, however, without steady resources. The Committee agreed that providing Willow with a financial boost now could have a significant long-term effect and, as a result, recommended an increase in funding. Though this increase is not guaranteed in subsequent years, the Committee believes a one-time top-up now could substantially boost Willow’s efforts in obtaining additional funding from sponsors, donors and other public funders in the coming season.

ARTS DEVELOPMENT PROGRAM – APPLICANTS

APPLICANT	REQ.	PROJECT	Funding Recommendations and Review Committee Comments
Cicada Music & Arts	\$10,000	<p>Cicada Music & Arts 2022 Festival – Cicada is requesting funds for their 2022 Festival, which takes place at Henley Island on October 1, 2022 and is dedicated to the celebration of Canadian music in St. Catharines. Past years have included musicians such as Fred Penner, Joel Plaskett Emergency, Wintersleep, Born Ruffians and The Wooden Sky. Cicada 2022 features a diverse lineup of similar Canadian folk/roots/rock musicians, performing alongside a number of Niagara's up and coming musicians.</p> <p>Date: October 1, 2022</p>	<p>\$7,000 – Cicada is a second-time applicant to SCCIP and is a very focused organization with clear goals, good credentials among their leadership group and very successful 2018 & 2019 festivals under their belts. Though the event took a hiatus in 2020 & 2021 due to the pandemic, the Committee was impressed with organizers' plans to come back strong in 2022 with a lineup of well-known musicians and strong partnerships with local businesses. The Committee noted the importance festival organizers placed on providing paid opportunities for local emerging musicians to play with touring musicians for larger-than-usual crowds. The committee also liked Cicada's focus on an affordable ticket and family-friendly atmosphere, noting the potential for a high impact in the community.</p>
Amanda McDonnell Ad Hoc Group	\$3,000	<p>Both Sides of the Curtain – This ad hoc group led by Amanda McDonnell (with Marie Barros and Katey Gatta) is applying for SCCIP funds to work collaboratively on "Both Sides of the Curtain" – a musical web series that shares the comical adventures of an emerging artist as she explores the different facets of theatre. Originally conceived as part of a Suitcase in Point Nest Residency project, this stage of the project aims to further develop the series and premiere it at a live-viewing event at the Niagara Artists Centre in March 2023. It will then be released to the web for public viewing.</p> <p>Date: October 2022 to March 2023</p>	<p>\$1,000 – The Committee agreed that this project sounded interesting, is in a broadly accessible format, and that it could be a compelling story. The Committee also liked how driven the applicant is and how feedback from a previous unsuccessful application was incorporated into this application. As the Committee is unsure of how well the overall impact of the project is articulated, they are recommending only a portion of the funding. Still, they see potential in this applicant and want to provide encouragement to see how this project can take shape.</p>

SUMMARY

Program	# of Applicants	Requests for 2022/23	# of Recipients	Recommended Investments
Sustaining Program – CORE	5	\$222,050	5	\$206,850
Sustaining Program – MIDSIZED	3	\$75,000	3	\$63,000
Sustaining Program – FESTIVAL	1 (Suitcase In Point – ITS 2023)	\$15,000	1	\$15,000
Arts Development Program	2	\$13,000	2	\$8,000
Total	10	\$325,050	10	\$292,850



Corporate Report City Council

Report from: Financial Management Services, Accounting and Payroll

Report Date: June 7, 2022

Meeting Date: June 27, 2022

Report Number: FMS-101-2022

File: 65.45.99, 10.57.11

Subject: Niagara Symphony Orchestra Line of Credit Extension Request

Strategic Pillar:

This report aligns with the following St. Catharines Strategic Plan pillars: Cultural



Recommendation

That the Line of Credit (LOC) Guarantee for the Niagara Symphony Orchestra (NSO) be extended to July 31, 2025 at the following levels:

- \$120,000 until July 31, 2023
- \$90,000 from August 1, 2023 to July 31, 2024
- \$45,000 from August 1, 2024 to July 31, 2025; and

That the Line of Guarantee be subject to the following conditions:

- A member of City Council remains appointed to the NSO's Board of Directors for the term of the guarantee;
- Cash flow forecasts prepared internally by the NSO, including variances from prior versions, be provided to City staff on a quarterly basis;
- Monthly reports be provided to the City from the applicable financial institution on the amounts advanced against all LOC accounts;
- The LOC that is secured by the NSO's Board of Directors must be used to its maximum before using the LOC that is guaranteed by the City;
- In the case of default, the LOC that is guaranteed by the City be given first priority for settlement over the LOC that is guaranteed by the Directors of the NSO;
- The NSO's Treasurer and Executive Director attend a quarterly update meeting with City Staff; and

Further, that the Acting City Solicitor be directed to prepare the necessary by-laws authorizing the execution of any agreements and other related documents.

Summary

The NSO has requested an extension of the City's guarantee on their LOC (Appendix 1). Since their last request, the COVID-19 pandemic has had significant impact on the performing arts industry, providing challenges to organizations small and large. The NSO has provided several supporting documents that were identified when they made their previous request, including their most recent audited financial statements (Appendix 2) and Strategic Plan (Appendix 3). Staff support the extension request provided, which moves towards eliminating the LOC guarantee by August 1, 2025, keeping it in line with the Council approved policy.

Relationship to Strategic Plan

The recommendations of this report support the strategic goal of celebrating the City's rich history, diversity, arts and cultural assets through leadership, promotion and investments that support measurable, sustainable creative growth.

Background

Founded in 1948 as the St. Catharines Civic Orchestra, the NSO is incorporated as a corporation without share capital and is a registered charitable organization. The NSO employs over 50 musicians as a professional orchestra with the goal to "serve the residents of Niagara, by providing concerts and educational programs."

At the February 22, 2010 City Council meeting, Council provided the NSO with a guarantee for a working LOC obtained from the Royal Bank of Canada in the amount of \$60,000 for a period not to exceed thirty months. The following extensions were granted by Council at the NSO's request:

- One-year extension – approved at the July 23, 2012 Council meeting.
- One-year extension – approved at the July 22, 2013 Council meeting.
- 16-month extension – approved at the August 11, 2014 Council Meeting.
- One-year extension – approved at the January 25, 2016 Council Meeting.
- Two-year extension – approved at the January 16, 2017 Council Meeting.
- Two-year extension – approved at the January 28, 2019 Council Meeting.
- Two-year extension with increase to \$120,000 guarantee – approved at the January 27, 2020 Council meeting.

The staff [Report FMS-008-2020](#) related to the January 27, 2020 extension included a policy regarding Line of Credit guarantees, which was also approved by Council. That policy states that the City shall not provide guarantees for Lines and Letters of credit, and that any existing lines of credit should be reduced over a period of five years, such that no guarantees remain effective 2025.

Report

The NSO has submitted a request to the City of St. Catharines seeking to maintain the City's guarantee on the Line of Credit at \$120,000 until July 31, 2023, and phase out the guarantee by July 31, 2025. The request is included as Appendix 1 to this report.

Financial Results

Despite the COVID-19 pandemic, the NSO's financials (Appendix 2) indicate they were able to realize an excess of revenues over expenses of \$17,057 in 2020, and despite an Impairment Loss for the write-down of the Music Library, an excess of revenue over expenses of \$17,910 in 2021.

Liquidity

Liquidity was an area of significant concern for the NSO that has seen a significant improvement in 2021. A generally accepted financial ratio used to assess a company's ability to pay back liabilities due within the year is the Current Ratio which compares the amount of near cash type assets (Current Assets) to the amount of liabilities due within the year (Current Liabilities). Below is a table which outlines the NSO's liquidity situation.

Year	Current Assets	Current Liabilities	Current Ratio
2014	\$73,278	\$400,611	5.47
2015	\$91,984	\$419,605	4.56
2016	\$168,701	\$517,861	3.07
2017	\$117,570	\$486,665	4.14
2018	\$139,132	\$501,931	3.61
2019	\$152,312	\$517,727	3.40
2020	\$137,190	\$444,009	3.24
2021	\$149,437	\$216,546	1.45

The current ratio has continued to improve since 2017 and is now in the strongest position it's been since 2014.

Reliance on Lines of Credit

The NSO has two operating LOC's for short-term borrowing. One with \$120,000 guaranteed by the City and the other with a current \$70,000 limit is secured by members of the NSO's Board of Directors. The City guaranteed LOC had a balance of \$0 at July 31, 2021, however as of March 31, 2022 the City guaranteed LOC had been fully utilized.

The NSO has begun to invest funds into a GIC, which they intend to grow in order to cover the LOC guarantee from the City as the City's guarantee is reduced and eventually eliminated.

Deferred revenue represents amounts collected from grants and donor funds for future year operations. At the end of July 2021, the NSO has collected \$153,607 in deferred revenue with a cash balance of \$51,956. As has been the case in prior years, this indicates that the NSO is continuing to fund current year operations with money collected for future year performances, however, the increase in cash and reduction in deferred revenue does reflect an improvement over prior years.

Improving Cash Flows

The NSO has provided staff with a monthly cash flow forecast that for the term of requested LOC extension. The forecast indicates the continued need for an LOC to be required at certain points of the year, but also reflects those needs and requirements will be reduced over the next three years. The combination of a reduction in LOC requirements and the NSO setting aside funds for investments to secure its own LOC to replace the City's should allow for the NSO to remain a going concern into the future.

Strategic Plan

The NSO's strategic plan (Appendix 3) covers a five-year period setting out values, strategic directions, goals and key performance indicators. From a financial perspective the plan includes increasing revenues by 33% compared to 2019 levels, and long term, breaking even or achieving modest surpluses on an annual basis. The plan focuses on strategic directions, which are:

- Develop a Culture of Excellence
- Grow the Brand
- Build Audiences
- Engage through Education
- Secure Funding

Grant Funding

While the COVID-19 pandemic has created numerous challenges for organizations the past few years, it has also brought forward many grant funding opportunities, several of which the NSO has been successful at applying for. As a result, the City was the fourth largest grant provider to the NSO in 2021 whereas it had historically been the largest grant provider to the NSO. The NSO receives more St. Catharines Cultural Investment Program (SCCIP) funding than any other organization. The following chart identifies the total grant funding received since 2016.

Year	2016	2017	2018	2019	2020	2021
	Audited	Audited	Audited	Audited	Audited	Audited
Grants	\$166,274	\$154,675	\$141,849	\$172,569	\$210,826	\$457,535

Financial Implications

A loan or line of credit does not have an immediate financial impact for the City, however, it does create risk for a potential automatic grant in the future should the NSO encounter financial difficulties and default on their Line of Credit. The financial exposure to the City would be the lesser of the amount guaranteed by the City, or the amount actually advanced against the Line of Credit.

Environmental Sustainability Implications

There are no environmental implications associated with this report.

Conclusion

The NSO has requested the City extend its guarantee on the Line of Credit at \$120,000 in order to sustain its operations until July 31, 2023 and reduce the guarantee annually over the following two years, eliminating the guarantee by August 1, 2025. Given the relationship with FOPAC and the City's strategic goal of celebrating the City's rich history, diversity, arts and cultural assets through leadership, promotion and investments that support measurable, sustainable creative growth, staff have recommended extending the City's guarantee on the Line of Credit.

Notifications

Daryl Novak, Chair, NSO Board of Directors
Stephen Bedford, Chair, NSO Planning and Development Committee
Gerry Callaghan, Executive Director, NSO
Carmen Rossiter, Treasurer, NSO
Tina McLeod, McLeod Accounting

Prepared and Submitted by

Adam Smith
Manager of Accounting and Payroll / Deputy City Treasurer

Approved by

Kristine Douglas
Director of Financial Management Services / City Treasurer

Appendices

1. NSO Extension Request
2. NSO 2021 Financial Statements
3. NSO Strategic Plan



NSO LINE OF CREDIT GUARANTEE DELIVERABLES 2022

Adam Smith CPA, CMA

Manager of Accounting & Payroll

City of St. Catharines

PO Box 3012, 50 Church Street, St. Catharines, ON L2R 7C2

Via Email: asmith@stcatharines.ca

Thank you for the City's ongoing support of the Niagara Symphony Orchestra through the line of credit secured with the Royal Bank of Canada. This letter is to accompany the many documents provided to you to support an additional extension on our January 2020 guarantee of \$120,000 and our wind down strategy.

As noted in your email the ongoing waves of the pandemic have certainly impacted the Symphony's day to day operations, but in many ways the last two years have allowed for solid planning to eliminate the need for a City guaranteed line of credit. This package will include reporting on how the Symphony has progressed over the last 2 years and our strategy to eliminate the need for any guarantees beyond 2025 as requested in your last approval.

Included in the package are:

- Fiscal 2020 and Fiscal 2021 Year End Financials
- NSO Strategic Plan including 5-year budget
- Line of credit usage reports from December 2020 to Date for both credit lines
- 2022-2025 long range cashflow projections

From our last reporting period in December of 2020, the NSO took the first half of 2021 to continue its plan of minimal staff and minimal activities to work down our accumulated deficit and then start to staff up to manage towards a more stable financial framework. Fiscal 2020 financials were provided in December 2020 and included again here, demonstrate that the gradual improvement in liquidity (3.24 for 2020) was being sustained, and the 2021 financials with strong expense control delivered the desired course correction with a much healthier 1.45 ratio.

Also, during fiscal 2021 and into fiscal 2022 the NSO embarked on a re-write of the strategic plan, including a 5-year budget forecast. The plan was formalized late November 2021 and includes as one of the 5 core objectives financial stability under the heading of "Secure Funding". This section reflects heavily on a post pandemic analysis and cautious approach to

ticket sales forecasts and audience appetite to return to live performance over the next few years.

While not specifically stated the 5-year budget plan, the Symphony has begun to prepare for the eventual need to eliminate the City Guaranteed line by 2025. In fiscal 2021 the Symphony set aside \$20000.00 in a GIC to back the board line of credit and will continue to add to the internal security over the next 3 years in our to fully self-fund our operating lines.

The 3-year cash flow projections demonstrate that March-July of each year is where cash flow strain is most significant, and where the symphony has the greatest need for the City backed line for the next few years.

The Symphony requests an extension of guarantee with the following wind down schedule:

\$120,000 extension to July 31,2023

\$90,000 guarantee August 1,2023-July 31,2024

\$45, 000 guarantee August 1,2024-July 31,2025

Line closed permanently August 1,2025

The Symphony continues to have a member of City Council on its board and Bill Phillips has been a valuable addition to the leadership team.



Financial Statements

The Niagara Symphony Association

July 31, 2021

Contents

	Page
Independent Auditor's Report	1 - 3
Statement of Financial Position	4
Statement of Operations	5
Statement of Changes in Net Assets (Deficiency)	6
Statement of Cash Flows	7
Notes to the Financial Statements	8 - 15



Independent Auditor's Report

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To the Members of
The Niagara Symphony Association

Qualified opinion

We have audited the financial statements of The Niagara Symphony Association, which comprise the statement of financial position as at July 31, 2021, and the statement of operations, changes in net assets (deficiency), and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

Except as noted in the following paragraph, in our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the as at July 31, 2021 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for qualified opinion

In common with many not-for-profit organizations, the entity derives revenue from donations and fundraising activities the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of the entity. Therefore, we were not able to determine whether any adjustments might be necessary to fundraising revenues, excess of revenues over expenses, and cash flows from operations for the years ended July 31, 2021 and 2020, current assets as at July 31, 2021 and 2020, and net assets as at August 1 and July 31 for both the 2021 and 2020 years. Our audit opinion on the financial statements for the year ended July 31, 2021 was modified accordingly because of the possible effects of this limitation in scope.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained The Niagara Symphony Association is sufficient and appropriate to provide a basis for our qualified opinion.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

Independent Auditor's Report (continued)

Those charged with governance are responsible for overseeing the entity's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Independent Auditor's Report (continued)

Report on other legal and regulatory requirements

As required by section 96(2) of the Ontario Corporations Act, we report that, in our opinion, these principles have been applied on a basis consistent with that of the preceding year.

Grant Thornton LLP

St. Catharines, Canada
November 23, 2021

Chartered Professional Accountants
Licensed Public Accountants

The Niagara Symphony Association

Statement of Financial Position

July 31

2021

2020

Assets**Current**

Cash	\$ 51,956	\$ 21,176
Accounts receivable	37,919	93,056
Short term investments	20,000	-
Government remittances receivable	3,085	2,529
Prepaid expenses	<u>36,477</u>	<u>20,429</u>
	<u>149,437</u>	<u>137,190</u>

Long-term

Restricted cash (Note 3)	3,294	3,294
Property and equipment (Note 4)	22,716	22,616
Music library (Note 5)	<u>43,052</u>	<u>264,952</u>
	<u>69,062</u>	<u>290,862</u>
	<u>\$ 218,499</u>	<u>\$ 428,052</u>

Liabilities**Current**

Credit facilities (Note 6)	-	42,500
Accounts payable and accrued liabilities	53,665	100,330
Government remittances payable	9,274	1,845
Deferred revenue (Note 7)	<u>153,607</u>	<u>299,334</u>
	<u>216,546</u>	<u>444,009</u>

Long-term

CEBA loan (Note 8)	<u>40,000</u>	<u>40,000</u>
	<u>256,546</u>	<u>484,009</u>

Net assets (deficiency)

Women's committee instrument endowment fund (Note 3)	4,524	4,524
Unrestricted net deficiency	<u>(42,571)</u>	<u>(60,481)</u>
	<u>(38,047)</u>	<u>(55,957)</u>
	<u>\$ 218,499</u>	<u>\$ 428,052</u>

On behalf of the board


 Director


 Director

The Niagara Symphony Association

Statement of Operations

Year ended July 31

2021

2020

Earned revenues		
Ticket sales	\$ -	\$ 187,451
Sold services	11,325	62,772
Education and outreach	12,925	4,158
Endowments, interest and other	17,122	21,332
HST rebate	-	13,489
	<u>41,372</u>	<u>289,202</u>
Fundraising revenues		
Individual and other	276,441	317,120
Sponsorship	24,136	50,539
	<u>300,577</u>	<u>367,659</u>
Grants		
Ontario Arts Council	52,061	52,061
City of St. Catharines	56,000	53,000
Canada Council for the Arts	87,500	52,300
Human Resources Development Canada	7,488	1,397
Ontario Arts Council Relief	52,061	-
Ontario Small Business Grants	40,000	-
New Horizons	4,167	16,667
COVID-19 subsidies	138,258	35,401
Debt forgiveness from CEBA	20,000	-
	<u>457,535</u>	<u>210,826</u>
Total revenues	<u>799,484</u>	<u>867,687</u>
Expenses		
Production, artists and conductors	130,720	352,029
Production, technical	41,366	140,979
Sold services	3,034	54,268
Education	78,461	36,948
Marketing	44,395	46,647
Fundraising	55,568	69,322
HST expense	9,914	13,624
Administration	189,315	118,411
Amortization	6,901	18,402
Total expenses	<u>559,674</u>	<u>850,630</u>
Excess of revenue over expenses before other revenues (expenses)	<u>239,810</u>	<u>17,057</u>
Other revenues (expenses)		
Impairment loss (Note 5)	(221,900)	-
Total other revenues (expenses)	<u>(221,900)</u>	<u>-</u>
Excess of revenues over expenses for the year	<u>\$ 17,910</u>	<u>\$ 17,057</u>

The Niagara Symphony Association Statement of Changes in Net Assets (Deficiency)

Year ended July 31	Endowment Fund	Unrestricted Net Deficiency	Total
2021			
Net assets (deficiency), beginning of year	\$ 4,524	\$ (60,481)	\$ (55,957)
Excess of revenue over expenses for the year	<u>-</u>	<u>17,910</u>	<u>17,910</u>
Net assets (deficiency), end of year	<u>\$ 4,524</u>	<u>\$ (42,571)</u>	<u>\$ (38,047)</u>
2020			
Net assets (deficiency), beginning of year	\$ 4,524	(77,538)	\$ (73,014)
Excess of revenue over expenses for the year	<u>-</u>	<u>17,057</u>	<u>17,057</u>
Net assets (deficiency), end of year	<u>\$ 4,524</u>	<u>\$ (60,481)</u>	<u>\$ (55,957)</u>

The Niagara Symphony Association

Statement of Cash Flows

Year ended July 31

2021

2020

Increase (decrease) in cash

Operating

Excess of revenues over expenses for the year	\$ 17,910	\$ 17,057
Amortization	6,901	18,402
Government grant portion of CEBA loan	(20,000)	-
Impairment loss	<u>221,900</u>	<u>-</u>
	226,711	35,459
Change in non-cash working capital items		
Accounts receivable	55,137	33,211
Government remittances payable / receivable	6,872	4,013
Prepaid expenses	(16,048)	(14,908)
Accounts payable and accrued liabilities	(46,665)	119
Deferred revenue	<u>(145,727)</u>	<u>(20,682)</u>
	<u>80,280</u>	<u>37,212</u>

Financing

Credit facilities repayments	(42,500)	(55,000)
CEBA loan advances	<u>20,000</u>	<u>40,000</u>
	<u>(22,500)</u>	<u>(15,000)</u>

Investing

GIC purchased	(20,000)	-
Musical instruments purchases	<u>(7,000)</u>	<u>(16,889)</u>
	<u>(27,000)</u>	<u>(16,889)</u>

Increase in cash

30,780 5,323

Cash

Beginning of year	<u>24,470</u>	<u>19,147</u>
End of year	<u>\$ 55,250</u>	<u>\$ 24,470</u>

Cash consists of:

Operating cash	\$ 51,956	\$ 21,176
Restricted cash	<u>3,294</u>	<u>3,294</u>
	<u>\$ 55,250</u>	<u>\$ 24,470</u>

The Niagara Symphony Association

Notes to the Financial Statements

July 31, 2021

1. Nature of operations

The Association was established in 1948 to make music accessible and cultivate its appreciation and enjoyment in the Niagara Region. Its activities include providing professional live entertainment, encouraging local professional musicians to perform and teach as well as providing musical education and training for youth in the community. It is incorporated by Letters Patent as a corporation without share capital under the laws of Ontario, and is a registered charity under the Income Tax Act.

2. Significant accounting policies

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations. The significant policies are detailed as follows:

Property and equipment

Property and equipment are initially measured at cost and subsequently measured at cost less accumulated amortization. Amortization is provided on a declining balance or straight-line basis over the estimated useful life of the asset.

The amortization rates used for each class of property and equipment are:

Computer hardware	30%
Furniture and equipment	30%
Musical instruments	7 years straight-line

Music library

The music is initially measured at cost. The music library has an indefinite life and therefore is not amortized.

The Association tests for impairment whenever events or changes in circumstances indicate that the carrying amount of an item may not be recoverable. An impairment loss is recognized when the carrying amount of the asset exceeds the sum of the undiscounted cash flows resulting from its use and eventual disposition. The impairment loss is measured as the amount by which the carrying amount of the long-lived asset exceeds its fair value.

Revenue recognition

The Association follows the deferral method of accounting for contributions which include donations and grants. Unrestricted contributions are recognized as revenue when received or receivable if the amount can be reasonably estimated and collection is reasonably assured. Externally restricted contributions are recognized as revenue in the year in which the related expenses are recognized.

The Niagara Symphony Association

Notes to the Financial Statements

July 31, 2021

2. Significant accounting policies (continued)

Contributed services

A substantial number of volunteers contribute a significant amount of their time each year. Because of the difficulty of determining the fair value, contributed services are not recognized in the financial statements unless the fair value is readily determinable.

Cash and cash equivalents

The Association's policy is to present bank balances under cash, not including overdrawn bank accounts. Any overdrawn account balances are included in bank indebtedness.

Endowments

Endowment contributions consist of restricted donations received by the Association. The endowment principal is required to be maintained intact. Investment income generated from the endowment must be used in accordance with purposes established by the donors. Investment income earned on the endowment principal and the expenditures made are charged directly to the endowment fund.

Financial instruments

The Association initially measures its financial assets and financial liabilities at fair value. The Association subsequently measures its financial assets and financial liabilities at amortized cost.

Financial assets measured at amortized cost include cash, restricted cash, short term investments and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable.

Impairment

Financial assets measured at cost are tested for impairment when there are indicators of impairment. Previously recognized impairment losses are reversed to the extent of the improvement provided the asset is not carried at an amount, at the date of reversal, greater than the amount that would have been the carrying amount had no impairment loss been recognized previously. The amounts of any write-downs or reversals are recognized in excess of revenues over expenses.

The Niagara Symphony Association

Notes to the Financial Statements

July 31, 2021

2. Significant accounting policies (continued)

Use of estimates

Management reviews the carrying amounts of items in the financial statements at each statement of financial position date to assess the need for revision or any possibility of impairment. Many items in the preparation of these financial statements require management's best estimate. Management determines these estimates based on assumptions that reflect the most probable set of economic conditions and planned courses of action.

These estimates are reviewed periodically and adjustments are made to excess of revenue over expenses as appropriate in the year they become known.

Items subject to significant management estimates include the useful lives of property and equipment and the indefinite life of the music library.

3. Restricted cash

In 2003, the Association received a cash contribution along with five troubador harps from the Women's Committee Instrument Endowment Fund. The Association has ensured that this significant assistance to young musicians in the Niagara Region is continued by establishing an endowment fund. The endowment fund represents the original cash contribution of \$6,752 plus any income earned from the rental of instruments. Costs to maintain these instruments are charged to this fund.

4. Property and equipment

			<u>2021</u>	<u>2020</u>
	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	<u>Net Book Value</u>
Computer hardware	\$ 50,188	\$ 47,287	\$ 2,901	\$ 5,076
Furniture and equipment	16,396	14,645	1,751	3,064
Musical Instruments	23,889	5,825	18,064	14,476
	<u>\$ 90,473</u>	<u>\$ 67,757</u>	<u>\$ 22,716</u>	<u>\$ 22,616</u>

During the year ended July 31, 2021, management determined that the instruments previously acquired in prior years hold value and should be reflected accordingly on the Statement of Financial Position. This adjustment in value has been reflected in the prior year comparative amounts.

The Niagara Symphony Association

Notes to the Financial Statements

July 31, 2021

5. Music library

	<u>2021</u>	<u>2020</u>
Opening balance	\$ 264,952	\$ 264,952
Write down	<u>(221,900)</u>	<u>-</u>
Closing balance	<u>\$ 43,052</u>	<u>\$ 264,952</u>

During the year, management determined that a significant portion of the carrying amount may not be recoverable due to uncertainties in their environment from COVID-19 and discussion with Orchestra's Canada. Included in the balance are potentially impaired music sheets totalling \$221,900 (2020 - \$nil). These music sheets are presented net of an impairment allowance of \$221,900 (2020 - \$nil).

6. Credit facilities

The Association has two operating lines of credit for purposes of short-term borrowing and financing its working capital. Both lines of credit are secured by a general security agreement and guaranteed investment certificates held by current and past members of the board of directors, plus additional security for the individual lines of credit described below.

The first line of credit has a limit of \$120,000 of which \$nil (2020 - \$nil) was outstanding at year end. It bears interest at prime plus 2%, is due on demand and is secured by a guarantee and postponement of claim in the amount of \$120,000 signed by the City of St. Catharines.

The second line of credit has a limit of \$70,000 (2020 - \$82,500) of which \$nil (2020 - \$42,500) was outstanding at year end. It bears interest at prime plus 2%, is due on demand and is secured by additional guaranteed investment certificates held by current and past members of the board of directors.

The Niagara Symphony Association

Notes to the Financial Statements

July 31, 2021

7. Deferred revenue

The deferred revenue reported represents ticket sales, sponsorship, advertising and contributions revenues received for subsequent performance seasons, restricted contributions and grant revenues received that are related to subsequent periods. Changes in the deferred revenue balance are as follows:

	<u>2021</u>	<u>2020</u>
Balance, beginning of year	<u>\$ 299,334</u>	<u>\$ 320,016</u>
Received in year		
Ticket sales	-	118,650
Grant revenue	<u>106,687</u>	117,031
Sponsorship received	-	6,000
Restricted contribution received	<u>100,000</u>	150,000
Advertising revenue	-	880
Summer camp	<u>23,385</u>	<u>3,000</u>
Total received in year	<u>230,072</u>	<u>395,561</u>
Amounts recognized as revenue during the year	<u>(375,799)</u>	<u>(394,692)</u>
Amounts refunded during the year	<u>-</u>	<u>(21,551)</u>
Balance, end of year	<u>\$ 153,607</u>	<u>\$ 299,334</u>

8. CEBA loan

	<u>2021</u>	<u>2020</u>
Canada Emergency Business Account ("CEBA") term loan, 0% interest, no principal payments required, matures December 31, 2022.	<u>\$ 60,000</u>	<u>\$ 40,000</u>
Forgivable portion recognized	<u>(20,000)</u>	<u>-</u>
Balance, end of year	<u>\$ 40,000</u>	<u>\$ 40,000</u>

During the year ended July 31, 2021, the Association applied for and received the additional \$20,000 under the CEBA loan program to cover current year expenses impacted by the COVID-19 pandemic. At year end, management believes that they will be able to repay 75% of the initial loan of \$40,000 and 50% of the extended loan of \$20,000. Therefore, the forgivable portion of the loan has been recognized as grant income. No principal payments are required until 2022, but voluntary payments can be made at any time without fees or penalties.

In the event that there is a remaining balance after December 31, 2022, it shall be converted to a non-revolving three-year term loan at 5% interest, maturing on December 31, 2025.

The Niagara Symphony Association

Notes to the Financial Statements

July 31, 2021

9. Contributed services

The Association recognizes the following amounts in revenue and expenses to reflect the value of in-kind contributions where the fair value is readily determinable. During the year, the Association did not pursue sponsorships as the ability to hold physical performances were severely limited.

	<u>2021</u>	<u>2020</u>
Revenue		
Sponsorship	\$ -	\$ 24,175
Expenses		
Guest artist	-	11,300
Fundraising	-	12,875
	<u>\$ -</u>	<u>\$ 24,175</u>

Contributions are typically for summer camp rent, guest artist and fundraising costs that would have otherwise been purchased.

10. Financial instruments

The Association is exposed to various risks through its financial instruments. The following analysis provides a measure of the Association's risk exposure and concentrations at July 31, 2021:

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Association's accounts receivable are due mainly from donors.

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Association is exposed to this risk mainly in respect of accounts payable and accrued liabilities.

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. The Association is mainly exposed to interest rate risk.

(i) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Given that the credit facilities are all at floating interest rates, the instruments subject the Association to cash flow risk.

The Niagara Symphony Association

Notes to the Financial Statements

July 31, 2021

11. Arts Endowment Fund Program

The Association together with the Ontario Arts Council Foundation have established an Arts Endowment Fund to contribute to the future financial viability of the Association. The Ontario Arts Council Foundation previously contributed a total of \$165,861 to the Niagara Symphony Association Arts Endowment Fund. The Ontario Arts Council Foundation is completely responsible for investing and administering this separate trust fund. As the Niagara Symphony Association has no element of control or administration of this trust fund, this amount has not been reported on these financial statements.

The market value of the Niagara Symphony Association Arts Endowment Fund at July 31, 2021 is \$249,546 (2020 - \$212,136). The Association is entitled to investment income from this fund at March 31 annually as allocated by the Ontario Arts Council Foundation. This investment income is recognized when it is received. During fiscal 2021, the Association received \$11,425 (2020 - \$14,987) in investment income from the fund.

12. Niagara Symphony Organization Legacy Society

The Niagara Symphony Association together with the Niagara Community Foundation established an endowment fund to contribute to the future financial viability of the organization. The Niagara Symphony Association is entitled to investment income from this endowment fund at December 31 annually as allocated by Niagara Community Foundation. This investment income is recognized when it is received.

During fiscal 2021, the Association received \$5,542 (2020 - \$5,850) in investment income. At the end of the year, the fund had a market value of \$135,158 (2020 - \$132,671).

13. Comparative figures

The comparative figures have been adjusted to conform to changes in the current year presentation.

14. Impacts of COVID-19

Since March 2020, the spread of COVID-19 has severely impacted many local economies around the globe. In many countries, including Canada, organizations and businesses are being forced to cease or limit operations for long or indefinite periods of time. Measures taken to contain the spread of the virus, including travel bans, quarantines, social distancing, and closures of non-essential services have triggered significant disruptions to organizations worldwide, resulting in an economic slowdown. Governments and central banks have responded with monetary and fiscal interventions to stabilize economic conditions.

Due to COVID-19, the Association was unable to hold live performances, which significantly impacted their ability to generate revenue through ticket sales and sold services. The inability to hold live performances has resulted in a sharp decrease in earned revenues and related expenses. However, the Association applied for, and received, financial assistance from various programs and grants aimed at reducing the effects of the pandemic. The Association is continuing to monitor COVID-19 developments and financial assistance programs.



Niagara Symphony Orchestra

Strategic Plan

2021-2025

Table of Contents

Executive Summary	3
Intent of Plan Document.....	4
History.....	4
Mission.....	4
Vision	4
Core Values	5
Stakeholders.....	5
External Environment	5
SWOT Analysis.....	6
Business Model.....	8
Human Resource Delivery Model	9
Five-Year Strategic Directions	11
Goals	12
Develop a Culture of Excellence	12
Grow the Brand.....	13
Build Audiences.....	13
Engagement Through Education and Outreach.....	14
Secure Funding.....	15
Key Performance Indicators	16
Develop a Culture of Excellence	17
Grow the Brand.....	17
Build Audiences.....	17
Engagement Through Education	18
Secure Funding.....	18
Financial Summary	18
Plan Usage & Maintenance	19
Board Approval	20
Appendix: Financial Projections	21

Executive Summary

The Niagara Symphony Orchestra (NSO) has developed a Strategic Plan ("Plan") for the years 2021-2025. This Plan is intended to serve as a roadmap to outline the Strategic Directions and specific Goals covering this 5-year period.

The Mission of the NSO is to "entertain and educate, enriching the quality of life in the Niagara Region, with imaginative and diverse concert programming and a broad range of educational programs".

In undertaking the initiatives outlined in this Plan, the NSO aspires to attain its future Vision, which is to be "widely known, throughout the Niagara region and beyond, as the leading producer and advocate of orchestral music that educates and entertains, in a fiscally sustainable manner, a diverse community with an ongoing commitment to enhance the quality of life within the Niagara Region".

In undertaking its activities in order to achieve its Vision, the NSO subscribes to the following core Values, namely: Excellence, Diversity, Innovation, Collaboration, Respect and Relevance.

To help confirm the Strategic Directions and resulting Goals and activities, the NSO conducted a review of the internal and external environment, with a view to assessing its current Business and Human Resource Delivery models, as well as to identify various opportunities and potential challenges to its Plan.

The Strategic Directions highlighted in the Plan are as follows:

- Develop a Culture of Excellence
- Grow the Brand
- Build Audiences
- Engage through Education
- Secure Funding

The Plan incorporates various specific Goals under each of these Strategic Directions and also identifies various Key Performance Indicators (KPI's) that will be used to assess progress against these Goals.

From a financial perspective, the Plan seeks to increase revenue from \$1.2M in 2019 (the most recent pre-covid year) to \$1.6M by 2025 (an average increase of 4.3% per annum). To achieve this, various investments are planned to be undertaken in the period 2021-2025 in order to re-engage patrons post-pandemic, increase awareness of the NSO throughout the Niagara region and beyond and prepare for the 75th anniversary of the NSO in 2024 (which is intended to increase both the patron and donor base going forward). Longer term the NSO plans to break even or achieve modest surpluses on an annual basis.

It is intended that the Plan be reviewed and updated (if required) on an annual basis in order to ensure its continued viability and relevance.

Intent of Plan Document

The Strategic Plan describes the Niagara Symphony Orchestra's Mission and establishes its Vision to be achieved over the next 5 years. The Strategic Plan will serve as a Roadmap and to formally document, primarily for the benefit of Management and the Board, the Strategic Directions of the Orchestra as well as specific Goals and Actions designed to meet specified quantitative and qualitative performance targets over the next 5-year period, in order to fulfill the Orchestra's Mission and achieve its Vision. This document will be foundational in our communications with our many stakeholders

History

The Niagara Symphony Orchestra (NSO) was established in 1948 and has evolved from being a small community ensemble, serving primarily the St. Catharines area, to the large professional organization it is today, providing diverse orchestral performances and musical educational programs throughout the Niagara Region.

The majority of symphonic performances are held in a premiere venue, the First Ontario Performing Arts Centre located in downtown St. Catharine's. Musical programming includes all of the classics as well as contemporary compositions featuring the best of Canadian talent.

As a registered Not-for-Profit Arts Organization, the Niagara Symphony Association (operating as the NSO) receives support from patrons, donors, corporate sponsors and all levels of government.

The Music Director (since 2010) is Bradley Thachuk, while the Executive Director is Geraldine Callaghan and the Chairman of the Board is Daryl Novak.

Mission

The Niagara Symphony Orchestra entertains and educates, enriching the quality of life in the Niagara Region, with imaginative and diverse concert programming and a broad range of educational programs.

Vision

The Niagara Symphony Orchestra will be widely known, throughout the Niagara Region and beyond, as the leading producer and advocate of orchestral music that educates and entertains a diverse community with fiscal sustainability, and an ongoing commitment to enhance the quality of life within the Niagara Region.

Core Values

- **EXCELLENCE:** We strive for the highest standards in all artistic, educational, and organizational endeavours.
- **DIVERSITY:** We embrace and exemplify diversity, inclusivity, and accessibility in all areas of our organization and community.
- **INNOVATION:** We are creative, forward-thinking, and agile, adapting to the evolving needs of our community.
- **COLLABORATION:** We engage with our community; listening, serving, and partnering to achieve great outcomes.
- **RESPECT:** We build and maintain relationships with our multifaceted constituency with dignity and integrity.
- **RELEVANCE:** We strive to understand the changing needs of our community and beyond, and evolve to meet and exceed expectations.

Stakeholders

Orchestra members, Management & Staff, Patrons, Music Students, Corporate Sponsors, Donors, four levels of Government, other Regional Arts Organizations.

External Environment

The following briefly describes the macro-economic environment, demographic profile and competitive set within the arts sector, of the Niagara region, to provide some context for the following SWOT analysis and development of long-term goals.

At the time the Strategic Plan was being developed (Q2 2021) Ontario real GDP was contracting 0.8% for the quarter, following 3 consecutive quarterly gains and was running at 2.5% below the level prior to the start of the pandemic. While this would normally result in reduced disposable income for discretionary spending for the arts (due to job uncertainty etc.), the savings rate for Ontarians has increased to 13.5% in Q2 hinting at resources available to satisfy pent up demand for spending in discretionary areas such as the arts (and live orchestral performances) once the government-imposed restrictions are fully lifted.

Inflation within Ontario rose 1.7% in Q2 (following a 2.8% increase in Q1) impacting consumer expectations of general price increases (most visible of which are food and fuel). This may impact potential concert goers understanding of future ticket price increases to correspond with inflationary expectations. While central bank authorities currently view these inflationary pressures as temporary (primarily related to supply-chain disruptions and labour shortages) and are thus not pushing for interest rate increases (which may dampen consumer spending), not everyone is in agreement with this view.

With respect to the demographics of the Niagara region, the total population in 2021 is 482,000, which is expected to increase to 510,000 by 2026 (increase of approx. 5.8%), although the impact of the pandemic and its consequent increase in the extent of “work from home” opportunities, may make this estimate seem conservative. Of the population within the region, approximately 30% are in St. Catharines and 4% in Niagara-on-the-Lake (NOTL), thus our current pool of potential patrons / music school attendees represents approx. 34% of the region. The potential growth areas are Welland (representing 12%) and Niagara Falls (representing 20%) and Grimsby (currently 6% but growing fast). These trends will impact outreach efforts to secure additional patrons and donors from outside the St. Catharines area. The makeup is 52% female / 48% male, and the median age is 46. With respect to potential donors, the average age (based on CRA databases) of donors is 59 and they have median income of \$58,000 (Niagara-specific data show median family income of \$72,000). With further incoming transfers from retiring baby-boomers from the GTA, these figures are expected to increase within the Niagara region over the coming decade, creating a larger potential patron and donor base. Longer term, however, demographics will be more affected by national immigration patterns. Currently 17% of Niagara Region’s population consists of immigrants. With respect to education levels, 51% of Niagara residents have a post-secondary education and another 31% are high school graduates, fairly high levels that are supportive of the arts such as symphonic music.

Other arts-based organizations compete with the NSO for discretionary entertainment dollars within the region. In addition to other regional orchestra’s, organizations such as Music Niagara and the Shaw Festival compete with the NSO, yet are also complementary, and thus afford opportunities for collaboration as noted below.

SWOT Analysis

The following analysis of the current strengths and weaknesses of the NSO, as well as potential opportunities and threats that could affect it in the future (otherwise known as the SWOT analysis), is helpful in assessing the current situation of the organization and helping guide its future strategic direction, long-term goals and specific initiatives.

In planning for the future, it is important to understand the present strengths of the NSO (so that these may be leveraged) and the current weaknesses (so these may be addressed). It is also important to have a forward-looking view of the potential opportunities (that may be taken advantage of) and the constraints that may be imposed by potential threats (which must be well managed).

The effective use of the SWOT analysis in forward planning will help move the NSO to continue to achieve its current Mission and attain its long-term Vision.

Strengths:

1. The Music Director is viewed as a very good conductor and communicator
2. The Performing Arts Centre (PAC) is viewed as a high-class venue with good acoustics and an elegant setting

3. There is a variety of programming with broad range of offerings to attract attendees with varied musical interests
4. There are strong educational programs that develop orchestral music appreciation such as Summer Camp

Weaknesses:

1. The same program format every year (7 Classics, 4 Pops!, 3 Family) may not be aligned with changing regional demographics
2. Perceived by some as lacking in diversity from musicians to staff to board
3. Lack of visibility beyond St. Catharines. The NSO is seen as St. Catharines-centric rather than representing and serving all 12 municipalities of the Niagara Region through performance. (Note: NSO education programs serve all 12 municipalities)
4. Website out of date and fails to give sufficient prominence to key information, such as links to musical performances or corporate and government sponsors
5. Current core NSO audience base is primarily from an aging demographic, which may see growth over the short term, due to migration from the GTA, but will decline in the long term
6. Parking logistics in and around the PAC (especially for those with accessibility challenges)
7. Inconsistent ticket pricing. Attendees who pay full price question pricing fairness when compared with heavily discounted seats for some. Some people view tickets as too expensive for young families and cross generational families

Opportunities:

1. Put in place a succession plan for key personnel such as Music Director, musicians, Executive Director, and Board Chair
2. Update website to bring all current personnel, mission, vision, values, strategic directions, and goals up to date; provide greater information about the Orchestra; make it simple to link to online programming, musical extracts, purchasing tickets for performances and making donations
3. Increase focus on forming strategic partnerships/alliances with other organizations within the Arts, such as Brock, The Shaw Festival, Niagara College etc.
4. Selectively perform free outdoor concerts on special occasions (e.g., Canada Day) to increase exposure to new audiences and potentially convert them into paying concertgoers in the future
5. Increase concerts in outlying areas (outside of the PAC) especially outdoor concerts, to increase awareness and reach of the NSO throughout the Niagara Region
6. Increase advertising on multiple platforms to create greater awareness of the NSO within the Region to sell more tickets to concerts in the PAC
7. Set up a Symphony Docent /Volunteer program to assist and more fully enrich the experience of patrons and donors (valet parking, etc.)
8. Consider having 'Family Days' and/or 'Grand Parent Days': photo ops while learning about instruments and music making, encouraging cross-generational attendance, to experience diversity, inclusivity and innovation in the realm of orchestral music while making it fun

9. Restructure, at least temporarily, the programming and business model for the post-covid period to incorporate technological innovations such as simulcasts with areas beyond NSO's current reach or unique on-line programs which feature direct conductor/composer/musician interaction and teaching
10. Strategically price to attract and 'hook' to increase youth student attendance at concerts (nurturing future musicians, composers, conductors, music teachers and audience members)
11. Increase 'profit-centered' thinking to the marketing, fundraising, and financial planning: i.e., auctions/raffles/contests/fundraisers
12. Revise business model to ensure that direct costs of concert production and educational programming are substantially covered by earned revenues (tickets and fees). This will allow overhead/marketing/outreach to be covered by donations and government grants
13. Increase engagement with municipal, federal and provincial governments to educate them on the value of music in people's lives. This will ensure that music gets equal share of government support as sports and other forms of artistic, entertainment, and cultural endeavours
14. Improve recognition of donors, both corporate and private, beyond simple "thank you" notes. Increase visibility for material donors on websites/programs, special recognition days etc.

Threats:

1. Uncertainty about musician retention due to the financial impact of Covid
2. When planning to expand reach, relevance and profile to a changing demographic/musical taste, be aware of the risk of alienating existing audiences. These are the most faithful, loyal, and engaged patrons of the orchestra (as audience members and donors)
3. Evolving competition from newer chamber orchestras as well as other entertainment vehicles within the PAC
4. Evolving competition of a vast array of on-line options. During the Covid-19 pandemic, regular audience members may have developed a preference of listening to music online rather than attending in-person concerts
5. Another pandemic that forces venue closures or impacts willingness of audiences to return to indoor concerts and/or large gatherings for outdoor concerts for a long period of time
6. Aging (75-95) of the most supportive major donors. Younger generation (45-65) may not yet have the interest, nor the financial capability, of providing a similar level of support
7. Strained government finances and shifting government priorities at all levels may similarly curtail future funding for the arts.

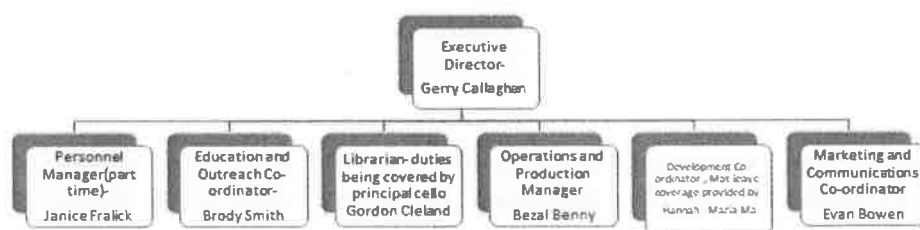
Business Model

The business model of the NSO is to fund the majority of direct performance and educational program costs through earned revenues (ticket sales and program fees), allowing non-reciprocal revenues (grants and donations) to cover marketing, outreach and administrative costs. So designed, the business model will help ensure the ongoing financial viability of the NSO and (appropriate for a not-for-profit organization) result in small annual surpluses or deficits, as circumstances permit.

Human Resource Delivery Model

The NSO's administrative team is led by the Executive Director (ED). Working collaboratively with the Music Director and reporting to the Board, the ED is responsible to the Chair for all organizational planning, audience development, budgeting, artist engagement, negotiations, marketing, corporate and community relationships, and oversight and direction of the staff.

The Executive Director is the NSO's chief liaison with community partners, donors, sponsors, and speaks on behalf of the Niagara Symphony Association's public - municipally, regionally and nationally. [August 2021 Organization Chart below.]



[In addition, Canada Summer Jobs grants are accessed for the Summer Music Camp staff (three in 2021).]

The NSO's Production & Operations Manager coordinates all concert and event operations, venue liaison and preparation, concert running, and performance-related organization, serving as a conduit for musicians to the administration.

Education programming, outreach and community engagement, and fostering relationships with education partners are among the responsibilities of the Education & Outreach Coordinator.

Corporate and individual fundraising initiatives, donor events, stewardship, and giving campaigns are executed by the Development Coordinator with support from the ED and Fundraising Volunteers.

The Marketing & Communications Coordinator is responsible for corporate sponsorship relationships, ticket sales, communicating with the media, copy-writing for promotional materials, maintaining the NSO's digital media presence, managing the patron data base, and coordinating all marketing initiatives for the orchestra.

The NSO Bookkeeper operates under overall direction of the ED and Treasurer. The part-time Music Librarian and Personnel Manager are responsible for the sourcing and the delivery of music, and scheduling musicians respectively.

These responsibilities intersect across artistic and administrative platforms; the entire team is fully integrated, working toward the ultimate goal of supporting the successful delivery of all NSO artistic and outreach programming.

The NSO is governed by a volunteer Board of Directors of engaged citizens from across the Niagara Region. The current board consists of 12 members, a functional balance of long-serving members who bring their wealth of experience, contacts and institutional memory, and more recent additions,

contributing new perspectives and fresh energy. New and continuing board members, committee chairs, and executive officers are presented and confirmed at the NSO's Annual General Meeting. The Board meets six times a year; the Executive meets at the call of the chair.

Financial oversight is provided by external auditors and members of the Board's Audit and Finance Committees.

The Executive of the Board consists of the Chair, Vice-Chair, Secretary and Treasurer and there are currently the following committees: Artistic Advisory, Audit & Risk, Education & Outreach, Finance, Nominating & Governance, Planning & Development and Volunteer, each chaired by a board member and supplemented by community participants.

The NSO board also includes a Brock University liaison, and a Niagara Youth Orchestra representative, sitting as ex-officio non-voting members; two members of the NSO Players Committee attend board meetings in ex-officio, non-voting capacity.

It is the responsibility of the board to facilitate and implement the artistic vision of the Music Director (MD). Long range planning is the purview of the members of the board, in consultation with the Music Director and Executive Director. After discussions with the Artistic Advisory and Players' Committees, the Music Director presents details of future years concert programming and new projects or initiatives to the board members, who then exercise their obligation to review the proposal. The board is responsible for ensuring the NSO has the financial and human resources to go forward with the MD's artistic vision within the bounds of fiscal prudence.

With the conclusion of the organization's previous strategic plan in 2018, members of the NSO Board and staff are collaborating to develop an updated Strategic Plan to guide the organization's vision and mission for the next five years. This Plan will be presented for Board approval in November 2021. Operational plans and budgets based on this Plan will be prepared by management to guide the detailed operations annually. In addition to these planning activities, a Risk Assessment is being formulated to identify potential vulnerability, artistic or administrative and set mitigation actions for such. With all of this information in hand, possible succession in key positions in the symphony hierarchy will be developed. Options are always kept open, and prospects noted for future reference. For example, possible future staff members are developed and encouraged through mentorships, internships and project-based employment; guest conductors are scrutinized for qualities that could appeal to the NSO; and professional connections are maintained throughout the arts community.

Concerted efforts are made by the Nominating committee to secure representation from across the 12 municipalities in the Niagara Region, with prospective members solicited for skills, diversity and area of interest and experience. The current make-up of the board includes musicians, business professionals, educators, lawyers, past and present elected civic officials, and philanthropists. Board members are encouraged to contribute at the level they are capable, both in time and financial support and fundraising. Staff recruitment has been ongoing and responsive to the developing needs of the symphony under the direction of the ED who joined in 2020. When applicable, funding is sought for specific endeavours, responsibilities are realigned to match employee interests and growing areas of expertise; internal shifts are implemented to mirror expectations of management and the Board.

The NSO engages members of the Canadian Federation of Musicians under a collective agreement which reflects standards of compensation and conditions of employment. Orchestra members contribute feedback through the Players' and Artistic Advisory Committees and working with guest artists and conductors presents a variety of different opportunities to expand professional horizons. In all venues, the safety of all NSO performers and staff is paramount, i.e., proper lighting, riser railings, safe and secure dressing rooms. The NSO is committed to maintaining respectful and inclusive working environments at all times as per its Human Resource, Governance and Security policies.

The NSO is a cultural catalyst in the region and continues to expand its collaborations. Federal, provincial, regional and municipal governments support the NSO with operational and project funding. Corporate sponsors offer both tangible investment and an opportunity to engage and connect with businesses at a local and national level. The NSO fosters mutually beneficial professional relationships with Brock University, Chorus Niagara, the Niagara Youth Orchestra, Ridley College and the broader arts community in Niagara. Philanthropic giving is expanding as patrons are stewarded from concert attendance, to becoming subscribers, to donors, often becoming significant contributors to the orchestra.

Five-Year Strategic Directions

The NSO has outlined five Strategic Directions that will enable it to fully realize its Vision. Each Strategic Direction follows a core element, ensuring our stability as an organization and ability to evolve as an orchestra. The Goals will provide direction and Key Performance Indicators will help measure our progress against those Goals.

- **Develop a Culture of Excellence:** The NSO will deliver the highest level of music-making and nurture a values-based culture for all whose lives are touched by the NSO.
- **Grow the Brand - Quality, Reliability, Consistency:** The NSO will expand its relevance and profile to build and grow its reputation throughout the Niagara Region and beyond.
- **Build Audiences:** The NSO will secure larger, more engaged, diverse, and loyal audiences in the PAC, other venues, and on-line, with a variety of performances throughout Niagara Region.
- **Engagement through Education:** The NSO is a Learning Centre that awakens and nurtures a life-long appreciation of orchestral music and the desire to attend or participate in live concerts.
- **Secure Funding:** The NSO will implement a strong and sustainable financial structure and business model to ensure its ongoing viability.

Goals

Develop a Culture of Excellence

The NSO will deliver the highest level of music-making and nurture a values-based culture for all whose lives are touched by the NSO.

Goals:

1. The NSO will increase audience-perceived quality of the orchestra by 10% in 2025 from our 2022 baseline.

Actions:

- a. Implement a survey process to assess the perceived quality of the orchestra
 - b. Install a diverse committee of patrons who attend shows and provide feedback for improvement
2. The NSO will attract, develop, and retain the highest quality of musicianship, management and oversight.

Actions:

- a. Program a wide range of orchestral works in various musical genres that provide variety, professional challenges and growth to the orchestra as an ensemble, and to musicians as individuals
 - b. Ensure competitive compensation for musicians in order to attract the highest quality subs and full-time members
 - c. Continue to improve the audition process to ensure that the highest quality musicians are accepted into the core
 - d. Continue to develop the relationship between NSO musicians, admin team, and Board
 - e. Maintain strong relationships with Brock University, Chorus Niagara, and Niagara Youth Orchestra
3. The NSO will demonstrate the diversity and inclusivity found within the Niagara Region throughout our orchestra, management and board.

Actions:

- a. Implement a cultural advisory process to explore how the NSO can create opportunities, explore collaborative partnerships, and create a platform for members of Niagara's various communities
 - b. Commission new works from historically underrepresented groups in our industry (e.g., Indigenous, female, persons of colour)
 - c. Continue to present and/or commission a significant number of Canadian works each season
 - d. Continue to feature Canadian artists of diverse backgrounds each season
 - e. Consult with local indigenous communities on implementation of pre-concert land acknowledgment

Grow the Brand

The NSO will expand its relevance and profile to build and grow its reputation throughout the Niagara Region and beyond.

Goals:

1. Increase advertising across multiple platforms, and explore, with the intent to add, a quality strategic partnership

Actions:

- a. Increase artistic partnerships to support programming initiatives
 - b. Use digital advertising platforms and the data they provide to increase efficiency of ad-spending
 - c. Implement digital initiatives that allow patrons to better know the orchestra and understand the repertoire and personnel
 - d. Increase television and radio interviewing opportunities for orchestra members and leadership
 - e. Increase paid media spots and advertising
2. Increase aided awareness of the NSO within the Niagara Region to 50% by 2025

Actions:

- a. Develop low/no-cost ticketing initiatives (e.g., outdoor concerts)
 - b. Foster a more profound understanding of the vital role all art forms play in our society through partnerships with other arts and culture organizations in the region
3. Increase unaided awareness within Southern Ontario to 10% by 2025

Actions:

- a. Increase opportunities for NSO musicians to perform in community settings across the region
4. Increase unaided awareness of NSO to be amongst top 5-10 tourist attractions/entertainment destinations within the Niagara Region by 2025

Actions:

- a. Explore strategic partnerships with popular tourist venues and tourism boards

Build Audiences

The NSO will secure larger, more engaged, diverse, and loyal audiences in the PAC and on-line, with a variety of performances throughout Niagara Region.

Goals:

1. Increase reach by conducting 20% of performances outside the St. Catharines area by 2025 to engage the entire Niagara Region.

Actions:

- a. Increase consistency of concert schedule for the region outside of St. Catharines

- b. Implement a regular series that brings NSO musicians to communities beyond St. Catharines
- 2. Achieve an average paid occupancy of 75% within the PAC for orchestral performances by the end of the year 2025.

Actions:

- a. Use the pre-concert timeslot to expand what it means to attend an NSO event by hosting conversations featuring various members of the community, “prelude” concerts, and other arts and cultural events by invitation
 - b. Provide a platform and opportunities for engagement with our diverse community
 - c. Incorporate elements of film, dance, multi-disciplinary arts, and traditional Indigenous music with the orchestra
- 3. By 2025, reduce the average age of orchestral music audiences within the PAC by 10 years to address the aging demographic profile of the patron base.

Actions:

- a. Create a marketing initiative for younger audiences, including exploring alternate venues and programming youth-focused events (e.g., video game music, drag performers, youth-oriented popular music guest artists)
 - b. Ensure concerts and the language surrounding NSO events is more accessible to younger and more diverse audiences who are unfamiliar with orchestral jargon
- 4. Increase digital programming revenue to 10% of total earned revenue by 2025.

Actions:

- a. Secure funding to present performances digitally for supporters no longer able to attend NSO concerts in person

Engagement Through Education and Outreach

The NSO is a Learning Centre that awakens and nurtures a life-long appreciation of orchestral music and the desire to attend or participate in live concerts.

Goals:

- 1. Increase Summer Camp Educational program retention rate to 70% by 2025

Actions:

- a. Implement a multi-year cycle for SMC so that returning campers are always learning something new
- 2. Grow, reimagine, and increase participation in student and adult educational programs by 25% by 2025

Actions:

- a. Consult with music educators to see what is useful for them and how we can offer/complement their programs
 - b. Increase accessibility for students with developmental disabilities
 - c. Introduce a series of masterclasses and musician workshops
 - d. Explore the need for educational programs designed for adults and seniors

- e. Explore, and make available, opportunities for Brock University, co-op students, music education and practicum placements
- f. Explore how to implement a Youth Concerto Competition
- g. Explore how to strengthen relationship with NYO

Secure Funding

The NSO will implement a strong and sustainable financial structure and business model.

Goals:

1. Have earned revenues cover 80 - 85% of the direct costs of musical performances and educational costs by 2025.

Actions:

- a. Increase number and quality of Corporate Sponsorships
 - b. Increase engagement with NSO sold services (e.g., education, ticketing)
2. Optimize government grants to cover administrative overhead, marketing, outreach and debt reduction costs and objectives.

Actions:

- a. Be strategic in targeting and timing of grants to ensure that resources are maximized and Return on Investment (ROI), particularly concerning resources such as time spent on grant-writing, reporting and follow up is within reason
 - b. Look at less obvious channels for grants an orchestra would obtain by laterally examining what the NSO and music can provide in terms of enrichment to a community
 - c. Build stronger donor database to see if there are interests, connections, partnerships that can be developed or capitalized upon to partner for grants we may not qualify for on our own
3. Aim to increase annual fundraising revenues by 10% per year 2022-2025 through donor acquisition, donor retention, increase in average donation per donor.

Actions:

- a. Broaden the base of donors through targeted acquisitions campaigns that bring in donors at the one-time \$10-\$100 range
 - b. Attempt to convert long-time donors who give once annually to convert to monthly giving
 - c. Refine, and increase participation in, Ovation 365
 - d. Use accessible donor matrix for acquisition and tiered donation matrix based on previous giving history for donors, LYBNT, SYBNT (last year/some years But Not This)
 - e. Integrate more community-based initiatives or appeals during or following our events in each of the 12 municipalities, in addition to having our outreach to more diverse communities and partnership initiatives guide targeted campaigns that really speak to the donors interest and goals for entrusting us with their financial resources and trust to manifest a shared goal
 - f. Ensure every donor is stewarded and recognized accordingly with all information documented to better inform appeals and potential opportunities

4. Achieve 10 committed bequests by 2024-2025.

Actions:

- a. Increase promotion of legacy giving within our current long-term donor segment
 - b. Collaborate with the Niagara Community Foundation in order to connect with individual foundations that are a fit.
 - c. Attempt promotion of program with local financial advisors to raise awareness of the NSO and its benefits, its history, etc.
5. Secure Sponsor/Strategic Partners for 3-5 years (=> \$50,000 per year by 2022)

Actions:

- a. Capitalize on successful and prospective community outreach initiatives to demonstrate regional and community focus of NSO to prospective partners
6. Develop a high revenue special event (cost vs energy) to contribute \$75,000. For the 75th Anniversary in 2023-2024 a suggested goal is \$150,000.

Actions:

- a. Work to establish regional awareness and engagement leading up to the 75th anniversary of the NSO
 - b. Reach out to past members, participants, or patrons to collect their memories to share in various channels and different formats to re-invigorate interest
 - c. Aim to really tell the story and connect to those who haven't come to a concert in a long time, or don't really know the NSO exists (TVO, local media, and beyond), which can potentially lead to new connections and initiatives
 - d. Engage primary stakeholder in the process of creating one or a series of smaller events that cater to the different donor groups to ensure that any event considered has sufficient buy-in and return on investment
7. Build ancillary (repeatable) revenue streams (e.g., Bingo)

Actions:

- a. Look to expand the reach within the region and increase participation in the municipalities where we could be beneficiaries of local BINGO's, (Fort Erie, Welland)
- b. Re-engage with Service Groups/Community Organizations (i.e., Maycourt Club, Rotary Club)
- c. Investigate Giving Circles and local initiatives that have a connection (however remote)
- d. Utilizing the resource of Niagara Community Foundation and other municipal, regional bodies to seek information on opportunities
- e. Revisit endowment structure to optimize revenue

Key Performance Indicators

The NSO has developed a number of Key Performance Metrics, or Indicators (KPI's), that will be tracked and reported on, to help determine whether we are making progress against the specific Goals, noted below, in moving the organization forward to attain our stated Vision. The following KPI's have been aligned with our above-noted Strategic Directions.

Develop a Culture of Excellence

Key Performance Indicators:

1. The proportion of NSO musicians taking advantage of professional development opportunities each year
2. Performance ratings (satisfaction scores) derived from surveys/exit interviews conducted with attendees after performances
3. The proportion of the annual concert program works written and/or performed by living Canadian, indigenous and/or female composers/artists

Grow the Brand

Key Performance Indicators:

1. Website click-through rates per annum
2. Number (and proportion) of first-time attendees at performances (based on ticket tracking data or exit surveys)
3. The number of performances undertaken in collaboration with other arts organizations
4. The number of performances (16 or more players) outside the PAC
5. Orchestra awareness ratings based on surveys conducted by Chamber of Commerce and third-party tourism bodies

Build Audiences

Key Performance Indicators:

1. Number of ancillary performances at wineries, museums, universities, and outdoor venues when seasonally appropriate
2. Ticket sales revenue per available seat (total ticket revenue / max. seating capacity)
3. Season ticket holder retention rate. (% of prior year's season ticket holders that renewed).
4. Paid attendance ratio per event (seats sold as a percentage of tickets issued, including complimentary tickets (comps))

Engagement Through Education

Key Performance Indicators:

1. Student retention rate - percentage of Summer Camp students each year that also attended in the immediately preceding year
2. Number of participants in music educational programs
3. Number of in-house and in-school performances undertaken by orchestra members

Secure Funding

Key Performance Indicators:

1. Percentage of total production costs covered by earned revenue.
2. Average revenue per attendee at summer music camp.
3. Average donation \$ per donor
4. Donor retention rate (% of prior year's donors that also gave in current fiscal year)
5. Administrative costs as a percentage of total revenue
6. Government grant acceptance rates – percentage of grants applied for that were approved

Financial Summary

A financial summary covering the historical results from the 2017-2018 season to the most recent fiscal period ending July 31, 2021, as well as the forward projections, based on the actions and initiatives in the Strategic Plan, for the period 2021-2025, is included as Appendix 1.

The key assumptions underlying those financial projections are as follows:

- No further government-imposed lockdowns due to covid-19 (or subsequent pandemic) throughout the planning period
- Existing patron base (an older demographic) feels comfortable returning to indoor live performances operated in accordance with government-mandated protocols for the period 2021-2022 and reverts to full "business as usual" (pre-covid) behavior by 2023. PAC seating capacity increases from the covid protocol-constrained 390 seats to full capacity of 770 by the 2022-2023 season. Paid occupancy increases from 52% to 65% (for Masterworks) in the period 2022-2025
- Programming within the planning period includes 6 Masterworks, 4 Pops! and 2 Rock series concerts types with the exception of the 2023-2024 (75th Anniversary) year which features 7 Masterworks, 4 Pops! and 3 Rock series.
- Summer camp attendance increases from the 70 attendees in the covid-impacted season gradually up to 250 by 2025.

- Other than covid-related subsidies, no substantial reduction in government support for the arts, with respect to grants provided to the NSO throughout the planning period. Additional government support sought for the 2024 75th anniversary year.
- The changes to ticket pricing tiers (and consequent increase to average ticket selling price), being implemented for the shortened 2021-2022 season, takes and does not result in a loss of seat sales volume (considered reasonable due to the loosening of the remaining capacity constraints and pent-up consumer demand for entertainment vehicles). Ticket pricing increases implemented for subsequent years (in line with inflation) take and are supported by increased marketing activities to attract an expanding regional and demographic base.
- Expansion in donor base and average donation levels due to concerted efforts by staff and fundraising initiatives targeting new potential donors. Special efforts to highlight 75th anniversary year results in specified increases in corporate sponsorships and donations.
- Special activities planned for the 2023-2024 (75th Anniversary) year include incremental fund and awareness -raising performances outside of the PAC, incremental drive to secure corporate sponsorships for the 75th anniversary year, special fund-raising events (in both the 2022-2023 leadup season and 2023-2024 anniversary year) and special increase in heritage program grant in the anniversary year. To support these activities additional investments allotted for musician and guest artist fees, advertising and fundraising.
- General inflation factor applied to ongoing costs (that were not “zero base budgeted”) were 3% for 2023 and reverting to recent historical average of 2% by 2024-2025.
- No changes to key personnel (including Executive Director and Music Director)
- RBC financing (supported by both the city of St. Catharines line and the Directors’ line) remains in place to support the seasonal variability in operating results and consequent working capital requirements throughout the period as well as financing required to support investments in advertising and outreach to attain the goals pursuant to the orchestra’s Vision statement.

The financial projections reflect an increase in revenue from \$1.2 million projected for the 2021-2022 re-opening season to \$1.6M for the 2023-2024 season. Bottom line results are expected to improve from a deficit of \$21 thousand in 2021-2022 to a surplus of \$ 36 thousand by the 2023-2024 season.

It should be noted that the deficits in the early years of the Plan reflect investments required to bring patrons back to live indoor performances in the post-Covid era, preparations to celebrate the 75th anniversary year and marketing and outreach activities to reach potential new audiences. These will reflect the changing demographics of the region and the focus in our strategic intent to expand in the Niagara region and make the orchestra less St. Catharines-centric, increasing awareness throughout the region and beyond, consistent with our Vision statement.

Plan Usage & Maintenance

This Strategic Plan should be used, by both Management and the Board of the NSO, as a blueprint or guide when choosing to undertake specific strategic initiatives in the future, in order to help ensure that such proposed actions remain consistent with the organization’s mission, vision and values and

contribute, on a risk-adjusted basis, to the organization's financial standing and reputation within the community.

This Plan should be reviewed and updated (if required) on an annual basis in order to ensure its continued viability and relevance. Circumstances that may warrant major revisions or a re-write may include (but not be limited to); continued pandemic-related lock-downs that severely constrain the NSO's ability to operate in an effective manner, major changes to government finances impacting arts-related grants relevant to the NSO or tax policy changes that restrict the tax-deductibility of donations to the arts, major demographic shifts within the region that negatively impact the target audience, musician availability or donor base etc.

Plan updates are the responsibility of Management, however the ultimate accountability for ensuring the NSO operates within the parameters of a current Strategic Plan rests with the Board, through its Strategic Planning & Development Committee.

Board Approval

This Plan has been approved by the Board as of the date indicated.

Date: Nov. 23, 2021



Daryl Novak

Chair, NSO Board of Directors

Date: Nov. 23, 2021



Stephen Bedford

Chair, NSO Planning and Development Committee

Appendix: Financial Projections

<u>Revenues:</u>	<u>2018 A*</u>	<u>2019 A*</u>	<u>2020 A*</u>	<u>2021 LE**</u>	<u>2022 PB***</u>	<u>2023 SP</u>	<u>2024 SP</u>	<u>2025 SP</u>
Box Office Sales	286,390	301,975	187,451	0	270,000	344,800	485,300	453,580
Sold Services	27,000	31,972	62,772	11,325	35,000	51,000	87,500	52,500
Education & Outreach	135,253	130,856	5,555	20,618	119,500	92,100	114,100	135,850
Corporate Sponsorships	189,148	138,751	49,239	24,136	75,000	105,000	165,000	105,000
Donations	284,832	388,502	267,752	258,415	355,000	360,000	370,500	398,500
Government Grants & Subsidies	138,330	159,114	234,430	430,047	294,500	247,500	260,000	267,500
Special Events	58,910	46,750	22,169	18,076	65,000	137,500	116,000	94,000
Other Revenue	42,376	37,686	37,020	37,122	32,450	35,900	49,900	43,900
Total Revenue	1,162,239	1,235,606	866,388	799,739	1,246,450	1,373,800	1,648,300	1,550,830
<u>Expenses:</u>								
Artistic Production	478,314	491,779	345,401	130,720	490,400	581,939	754,659	658,023
Technical Production	168,299	172,370	175,698	41,367	206,100	213,452	228,699	227,543
Sold Service Expenses	22,422	21,986	54,269	3,034	25,000	35,000	50,000	45,000
Education & Outreach	143,642	124,874	36,949	78,461	149,200	155,845	156,047	158,548
Marketing	55,791	58,517	48,126	45,151	104,450	103,850	108,277	112,223
Fundraising	75,365	128,916	67,842	54,561	79,000	83,804	85,302	83,320
Administration	124,788	133,579	61,774	122,008	111,500	120,592	120,226	123,402
Office Expenses	70,388	83,044	60,015	72,107	86,600	87,667	88,940	91,729
Interest & Finance Fees	13,908	12,201	10,246	5,224	10,500	10,000	10,500	11,000
Depreciation & Amortization	7,114	4,975	3,488	4,000	4,200	4,500	4,000	4,000
Net Asset Impairment Provision				222,488				
Total Expenses	1,160,031	1,232,241	863,808	779,121	1,266,950	1,396,649	1,606,650	1,514,788
Net Income (Loss)	2,208	3,365	2,580	20,618	(-20,500)	(-22,849)	41,650	36,042

* Per internal financials statements rolled up from G/L account level (statutory external audited financial statements may vary)

** Per preliminary internal financial statements - to be adjusted, if necessary, based on final audited results.

*** Preliminary Budget - to be submitted for approval at the Nov.23 Board meeting.



Corporate Report City Council

Report from: Planning and Building Services, Planning Services

Report Date: May 31, 2022

Meeting Date: June 27, 2022

Report Number: PBS-094-2022

File: 22 104922 HERT

Subject: Demolition Permit for a Non-Contributing Heritage Property in the Port Dalhousie Heritage Conservation District: 3 Peel Street

Strategic Pillar:

This report aligns with the following St. Catharines Strategic Plan pillars: Cultural



Recommendation

That Council approve the Heritage Permit application to demolish the residential building at 3 Peel Street, a property located within the Port Dalhousie Heritage Conservation District and designated under Part V of the Ontario Heritage Act. The property is a non-contributing property within the Heritage Conservation District as it was constructed after 1950.

Summary

Staff are recommending the approval of a demolition permit for the existing residence at 3 Peel Street, an early-1950s residence located in the Port Dalhousie Heritage Conservation District.

Staff concur with the recommendation from the St. Catharines Heritage Permit Advisory Committee (SHPAC) that the proposed demolition should be approved. The building has significant structural issues having likely been constructed using materials that were scavenged from other buildings. These structural issues restrict the ability to make alterations to the residence that would bring the building up to a suitable living standard. The demolition will allow the applicant to build a new residence which has not yet been designed or brought to the Heritage Advisory Committee for consideration.

Relationship to Strategic Plan

The recommendation of this report directly supports the Cultural Renaissance Goal in the City's Strategic Plan:

4.1: Addressing Heritage Preservation.

Background

In December 2003, the Port Dalhousie Heritage Conservation District (The District) designation received final approval from the Ontario Municipal Board. The District is one of the largest heritage conservation districts in Ontario. The District has the natural boundaries of Lake Ontario and Martindale Pond, and the southwestern boundary runs variously along Corbett Avenue, Johnston Street, and Shelley Avenue.

The *Ontario Heritage Act* (OHA) requires that Council approval be obtained for new construction, additions to existing structures, and demolition within a Heritage Conservation District. The St. Catharines Heritage Permit Advisory Committee (SHPAC) was appointed in May 2015 to review applications and provide advice to Council to facilitate this process. The Port Dalhousie Heritage District Advisory Committee (PDHDAC) provided this function from 2004 to early 2015.

By-law 2020-156 delegated the approval of heritage permits to the Director of Planning and Development Services; however, this authorization does not include the approval of demolitions, as is proposed with this application.

In accordance with Section 42(4) of the *Ontario Heritage Act*, when a heritage permit, including demolition, is applied for, Council may give the applicant:

- (a) the permit applied for;
- (b) notice that the Council is refusing the application for the permit; or
- (c) the permit applied for, with terms and conditions attached.

If Council refuses the heritage permit, or approves the application with conditions, the owner may appeal to the Ontario Land Tribunal (OLT). If Council does not take any of the actions specified in Section 42(4) within 90 days after notice of receipt of the application is served on the applicant, Council is deemed to have given the applicant the permit.

Report

An application has been submitted to demolish the existing residence at 3 Peel Street. Appendix 1 shows an aerial view of the structure proposed for demolition. Appendix 2 provides a photographic overview of the property as supplied by the Heritage Consultant in the accompanying Heritage Impact Assessment.

St. Catharines Heritage Permit Advisory Committee

The proposed application was brought before the SHPAC in at its meeting in May 2022. The owner provided a Heritage Impact Assessment completed by Bruce Cowley, which was in support of the demolition (Appendix 2). The Heritage Impact Assessment was thorough in its exploration of the history of the property and identified in great detail

the significant issues with the structure, including the absence of a foundation, the use of scavenged materials and a floor that sloped significantly. The research into the residence confirmed that the building was constructed after 1950, which is the cut-off date for contributing / non-contributing heritage buildings within the Heritage District. As such, the building was determined to be a non-contributing building within the Heritage District. The owner wished to tear down the residence based on this evaluation and replace the residence with a new home for a senior family member. The new residence has not been designed yet, but the Owner advised that their intention is to follow the Heritage Conservation District's Guidelines with regards to the design of the new home, and an application will be brought to the Heritage Advisory Committee at a later date, should the demolition be approved by Council. The SCHPAC were supportive of the demolition application and had no significant concerns.

At the SCHPAC Committee meeting of May 26, 2022, Committee voted unanimously on the following motion:

“That the SCHPAC recommends approval of the proposed demolition of 3 Peel Street.”

Garden City Plan

The City of St. Catharines Garden City Plan contains policies that guide the City's approach to conserving cultural heritage. A number of general policies within Section 3 can be applied to the proposed demolition application. Most importantly, Section 3.1.4 states that “All development / redevelopment shall have regard for identified cultural heritage resources and shall wherever feasible, incorporate these resources into any development plan.” Though located within the Heritage Conservation District, the property was determined to not be a contributing heritage property, and therefore no cultural heritage resources will be affected by the demolition of the residence.

Section 3.2 of the Garden City Plan addresses policies within the City's Heritage Districts. Section 3.2.6 states that “Within a designated district, it is the intent of the City to conserve and enhance its unique heritage character. The City, in consultation with the district committee will encourage property owners to maintain, repair and restore heritage buildings and seek government grants, loans and other incentive programs for eligible conservation work.” In this regard, the residence is in a state of disrepair and was poorly constructed in the first place. There is little to no opportunity to maintain, repair or restore the building.

Port Dalhousie Heritage Conservation District Guidelines for Conservation and Change (The Guidelines)

The property at 3 Peel Street is located within the Port Dalhousie Heritage Conservation District. According to the District guidelines, any structure built prior to 1950 is considered a contributing heritage property within the district. The demolition of pre-1950 structures is discouraged. The residence at 3 Peel Street was constructed after

1950 and as such, the building is considered a non-contributing building within the heritage district and its demolition is permitted.

Financial Implications

There are no direct financial implications associated with this report.

Environmental Sustainability Implications

There are no environmental implications associated with this report.

Conclusion

The *Ontario Heritage Act* requires that the respective Municipal Heritage Committee be consulted prior to Council making a decision on a heritage permit application for demolition within a Heritage Conservation District. In this regard, the SCHPAC has been consulted with respect to the application to demolish the dwelling at 3 Peel Street and recommends that the application be approved. Due to the age and structural issues with the residence, the recommendation being made to Council is consistent with the cultural heritage policies within the Garden City Plan and the guidelines of the Port Dalhousie Heritage Conservation District Guidelines for Conservation and Change.

Planning and Building Services concurs with the recommendation of the SCHPAC based on the policies of the Official Plan and the District Guidelines and recommends the demolition permit be approved.

Notifications

It would be prudent to notify the owner of the property.

Prepared by

James Neilson
Heritage Planner

Submitted by

Margaret Josipovic
Manager of Planning Services

Approved by

Tami Kitay
Director of Planning and Building Services

Appendices

1. Location Plan for 3 Peel Street
2. Heritage Impact Assessment, prepared by B. Corley dated March 2022

3 Peel Street – Aerial





RESIDENCE at 3 PEEL STREET

PORT DALHOUSIE HERITAGE DISTRICT OF ST CATHARINES ONTARIO
Heritage Impact Assessment March 2022

For Submission to:

Heritage Preservation Services

City Planning Division City of St Catharines

50 Church St, PO Box 3012,

St. Catharines ON L2R 7C2

Prepared for:

[REDACTED]

[REDACTED]

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Contents

1.0 Executive Summary	4
2.0 Introduction and Background to the Report.....	5
2.1 Definition of Historic Importance	5
2.1.1 General	5
2.1.2 Specific	6
2.2 Sources of Information.....	7
3.0 Development Site	9
3.1 Location of the Subject Property.....	9
3.2 Property Site Plan	11
3.3 Surrounding Context Streetscape and Building.....	11
3.3.1 Streetscape	11
3.3.1.1 Waterfront.....	12
3.3.1.2 Piecemeal Development of the Paxton Farm	12
3.3.1.3 Laneways	12
3.3.1.4 Street and Lane Nomenclature	12
3.3.1.5 Lane Surface and Width.....	13
3.3.2 Buildings	13
3.3.2.1 Buildings: Area Height and Number	13
3.3.2.2 Economic Stratification	13
3.3.2.3 Year-Round Occupation.....	14
3.3.2.4 Cottages, Camp and Summer Homes definitions.....	14
3.3.2.5 Current Architectural Forms.....	14
3.4 Surrounding Cultural Heritage Resources	15
4.0 Background Research and Analysis ...	15
4.1 History and Development of Port Dalhousie	15

4.1.1 The End of One World and the Beginning of Another.	16
4.1.2 United Empire Loyalist European Settlement	17
4.1.3 The Canals.....	17
4.1.5 Port Dalhousie.....	24
4.1.6 The Cottage Enclave	25
4.2 The Chain of Title	27
5.0 Construction Information	29
5.1 Architectural Drawings.....	29
5.2 Construction Investigation	30
5.3 Original Zoning and Structural Analysis	33
5.3.1 Zoning By laws	33
5.3.2 Building Code	34
5.3.3 Foundation	35
5.3.4 Walls	36
5.3.5 Roof.....	36
5.3.6 Structural Summary.....	37
5.3.7 Structure Adaptive Reuse	37
6.0 Statement of Significance.....	38
6.1 Physical or Design Value.....	38
6.2 Historical or Associative Value.....	38
6.3 Contextual Significance	39
7.0 Description of the Development Proposal	39
7.1 The Impact of the Development Proposal.....	39
7.2 The Balance of Conservation and Development	40
Appendix A Photographs.....	41
Elevations.....	41
Building Interior	43
Building Detail and Visible Structure....	45



Location Context and Street Views	52
Investigation into the Structure.....	58
Appendix B Measured Drawing.....	62
Appendix C Bruce Corley CV	63



1.0 Executive Summary

This Heritage Impact Assessment (HIA) has been prepared by Bruce Corley for [REDACTED] and [REDACTED] to evaluate the structure at Three Peel Street in St Catharines Ontario. Heritage Planning provided the owner with some preliminary guidance, based on a cursory street view, regarding the potential heritage value of the location and recommended an HIA.

In March 2001, a report entitled: *Port Dalhousie Heritage Conservation District Guidelines for Conservation and Change* was completed for the city of St Catharines. The report covered the full extent of the town of Port Dalhousie's heritage, and it defined the geographical limits and the architectural significance of the cottage enclave in particular. The heritage district was subsequently created by BY-LAW 2003-63 and the subject property is one of 615 properties listed in Port Dalhousie as DESIGNATED PROPERTIES UNDER THE ONTARIO HERITAGE ACT REVISED April 2019.

This HIA report discusses the site and the subject structure through background research, site and building development alterations, condition analysis, history and significance, and the conservation vs demolition strategies within the context of the above referenced reports, bylaws and the relevant legislation. Three Peel Street is located within the "cottage enclave" of the Port Dalhousie Heritage District and contains a one storey, clapboard, mid `1950s residential building with a small shed addition on the east side.

The evolution of the cottage enclave was analyzed and the site and building evaluated in context. The building was carefully investigated, measured and documented with photographs and measured drawings commencing in October 2021. All architectural detail was studied, and the work included opening up walls to determine structure, chronology and the condition. A thorough investigation was then undertaken into the property ownership from the original crown grant to establish the chain of title. Research was undertaken in the Brock University photographic archives with numerous aerial photographs examined. Consideration was given to the building's current condition and structural integrity.

The investigation found the building does not fall within the context of the definition of a heritage structure and does not meet the criteria as an early twentieth century cottage. Clear title, documentary, photographic, and constructional evidence show the building was not built prior to the mid 20th century. The building was built using salvaged and recycled materials. The design is structurally inadequate in every conceivable way and alterations have exacerbated the problem and accelerated the process of decay. There is no foundation system or sufficient floor beam, joist, lintel, ceiling and rafter sizes upon which that can resist normal static and dynamic design loads of the building materials and occupancy, and external environmental loads of snow, wind and rain.

For the first time in thirty years of evaluating, documenting and restoring heritage structures across southern Ontario, demolition is the recommended course of action by the author as neither the structure, its history or its condition warrants preservation. The primary goal of preserving the defining characteristics of the cottage enclave would be best suited with an appropriate new building, properly built within the scope of the Ontario Building Code and the current zoning by laws with a design form and materials found in the cottage enclave.

4



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2.0 Introduction and Background to the Report

This Heritage Impact Assessment (HIA) has been prepared by Bruce Corley for [REDACTED] and [REDACTED] who own the property at 3 Peel Street which is listed in St Catherine's Ontario.

The purpose of this HIA is to evaluate the primary single storey residential structure, and determine its heritage value based on the criteria defined in the applicable legislation

The subject property was purchased by [REDACTED] in 2021 who wishes to provide nearby accommodation for his parents who are endeavoring to live independently despite mobility issues.

2.1 Definition of Historic Importance

2.1.1 General

The heritage attributes that apply to the building located at 3 Peel Street are defined and circumscribed in the following documents.

In 2000, the Port Dalhousie Heritage Conservation Study Area By law 99-380 identified the cottage enclave as significant.

In that report the authors identified the Cottage enclave as an important sub district. of the Residential District

The Residential Area

The residential area, which comprises a substantial portion of the proposed Port Dalhousie Heritage Conservation District, is arranged around an elongated road grid with Main Street and Dalhousie Avenue serving as major east-west spines with many north-south cross streets. This area comprises predominantly dwellings occasionally interspersed with commercial, institutional and open space features. Residential buildings are for the most part an eclectic range of single detached residences that historically accommodated an equally eclectic mix of inhabitants including sailors, canal workers, carpenters, industrialists, business people, locktenders, rubber workers, store owners and farmers. Most were built as year round dwellings although some were originally constructed as late nineteenth century and early twentieth century seasonal summer homes (see Cottages following).

The subject property is within the Port Dalhousie Heritage District as proscribed by BY-LAW 2003-63, which adopted the recommendations within the March 2001 report entitled *Port Dalhousie Heritage Conservation District Guidelines for Conservation and Change*

The subject property is within the COTTAGE ENCLAVE which is defined as follows:

The cottage area, generally bounded by Paxton Avenue, Bayview Drive and Shelley Avenue contains numerous small cottages established as summer homes at the turn of the twentieth century. Considine, Abbey, Masfield and Paxton Avenues in particular formed a compact grid of narrow (now oneway) laneways serving a variety of one storey, vernacular frame, structures clad in a variety of materials.

The register of historic places in Canada lists the surviving early 20th century summer cottage enclave as a character defining element of Port Dalhousie.



"With a variety of architectural styles of the residential buildings from the canals era of the village (1820's to present) ranging from modest, frame cottage style c. 1820's to c. 1930's Tudor revival style to the present."

The subject property is listed in the ST. CATHARINES REGISTER OF NON-DESIGNATED CULTURAL HERITAGE PROPERTIES which was approved by Council on July 13, 2009.

A Heritage Impact Assessment (HIA) has been requested by the City of St Catherine's Heritage Planning Department to evaluate any proposed changes to the site.

2.1.2 Specific

Specific information about the specific building was provided by St Catharines Heritage Planner Michael Seaman in an email to the owner's contractor, Brent Pym, on August 1, 2021.

"Thank you for your question. The property is located in a heritage district, designated under Part V of the Ontario Heritage Act.. The property in question is in the sub-area known as the cottage enclave where the contributing building stock are small frame cottages from the first half of the 20th Century of the type that you see at 3 Peel Street. These structures are simple but that's the prevailing character that is intended to be protected.

A key intent of this and all heritage districts is to conserve the authentic historic building stock, such as the dwelling at 3 Peel Street. Change is permitted however, where dealing with a contributing historic building change is in the form of sensitive additions and restoration which maintains the character, architecture and landscape of the district and any sub-districts.

The only exception would be a structure which is so badly deteriorated that repair is impossible. The building below might be considered to meet this threshold; however, 3 Peel Street is not in that category."

The cottage is old, most contributing structures in a heritage conservation district are. The lines of the house appear true and it appears outwardly to be well maintained. If there are any issues that I can't see they would likely be repairable. A small frame wood house is probably the easiest of heritage buildings to repair. Port Dalhousie heritage district and cottage enclave in particular are full of small frame houses, reflective of the modest character of the canal village. The community of Port Dalhousie and St.Catharines Council saw value in preserving this character of the area through establishing a heritage district.

Here is an example of a small frame cottage that has been successfully added onto in a heritage district. Consideration of angular planes continues to give the historical cottage prominence on the street. The house has been sensitively raised to accommodate a basement, colour has been used to ensure that the heritage building maintains visual prominence, they have also used landscaping and traditional fencing to reinforce the area character.

Based on past experience I can't see how demolition of the existing building could be supported. Improvements in alignment with the district plan could be considered so long as they maintain the heritage character of the home and overall character of the cottage enclave with attention to preserving historical elements, the design of new elements, materials, colours, landscaping etc.

There are two specific heritage objectives in these guidelines and in the blanket coverage of the heritage district.



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The first is a general intent to preserve the nature and character of the cottage enclave. These are designed to preserve the nature and character of the area.

Secondly, there is the site-specific question as to whether the building fits the definition of a historic building. The blanket designation of all buildings in the district places the onus on the owner to prove the building is specifically not a heritage building within the defined terms. Related to this is the question of condition and the capacity for preservation.

2.2 Sources of Information

For the completion of this HIA, several background materials were provided by the owner-client and/or their consultants, related to the development of their lands, including:

- Law firm title search
- Kirkup Mascoe and Ure Surveyors Ltd.
- Entuitive Engineering

Archival research was also conducted to obtain the following documents:

- Brock University Archives
- City of St Catharine's Archives
- The Niagara Settlers online land grant petition transcripts

Several visits to the site were also undertaken during the following dates:

- October 29, 2021
- November 19, 2021

Official documents related to heritage policies were also consulted, including:

PD HCSA	Port Dalhousie Heritage Conservation Study Area By law 99-38, 2000
PDHCDG	Port Dalhousie Heritage Conservation District Guidelines for Conservation and Change, 2001
PPS 2005	Provincial Policy Statement, Province of Ontario, 2005, 2006, and subsequent amendments
SC RNDCHP	ST. CATHARINES REGISTER OF NON-DESIGNATED CULTURAL HERITAGE PROPERTIES, 2009
GCHPC	Standards and Guidelines for the Conservation of Historic Places in Canada, Parks Canada, 2010
SC OP	The St. Catharines Official Plan (The Garden City Plan) adopted 2010; final



	approval 2012; amended to number 24 December 28, 2018
BYL 2003	BY-LAW 2003-DESIGNATED PROPERTIES UNDER THE ONTARIO HERITAGE ACT REVISED April 2019.

No Council resolutions, specifically relevant to the site were found or referenced:

The building's design, structure, materials and condition have been analyzed.

The design layout and evolution of the cottage enclave has been analyzed.

The chain of title has been analyzed and placed in the context of the Port Dalhousie history in general and the cottage enclave in particular.

The need for an HIA arises because of the subject property location and the building appears to fit the definition of a cottage because it is a one storey, vernacular frame structure clad in clapboard. Heritage planning has only been able to provide a preliminary analysis of the property and suggest probable support for preservation pending an HIA.



3.0 Development Site

3.1 Location of the Subject Property

The all-encompassing nature of the heritage district designation, and the general definition of heritage attributes, necessitates consideration of the development of the town and the cottage enclave within it to provide perspective on the subject property.

Three Peel Street, is located on the south side of Peel Street at the intersection of Masefield Ave, within the narrow lanes of the “cottage enclave” at the west end of the Village of Port Dalhousie. The village was incorporated in to the City of St Catharines in 1961. The cottage enclave is defined by the Heritage Report as bounded by Lake Ontario to the north, Shelley Avenue to the west, Bayview Avenue to the south, and Paxton Avenue to the east.



Figure 1 Aerial Photograph 1969 (Brock University Archives). This view shows the west end of the Port Dalhousie peninsula with the cottage district and the subject property outlined in red. Lake Ontario is to the north (top) and Martindale Pond is to the south (bottom).





Figure 2. Aerial Photograph 1921 The cottage enclave prior to creation of the subject property



Figure 3. Enlargement of the 1931 Aerial Photograph The cottage enclave 10 years later with no development on Block 12. The lanes are unpaved and Abbey Avenue does not extend to Bayview.



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3.2 Property Site Plan

The property is a slightly irregular quadrilateral and has 15.12 M of frontage on the south side of Peel Street. It is 29.35M deep on the east side and 29.42 M on the west with a rear yard width of 15.24.

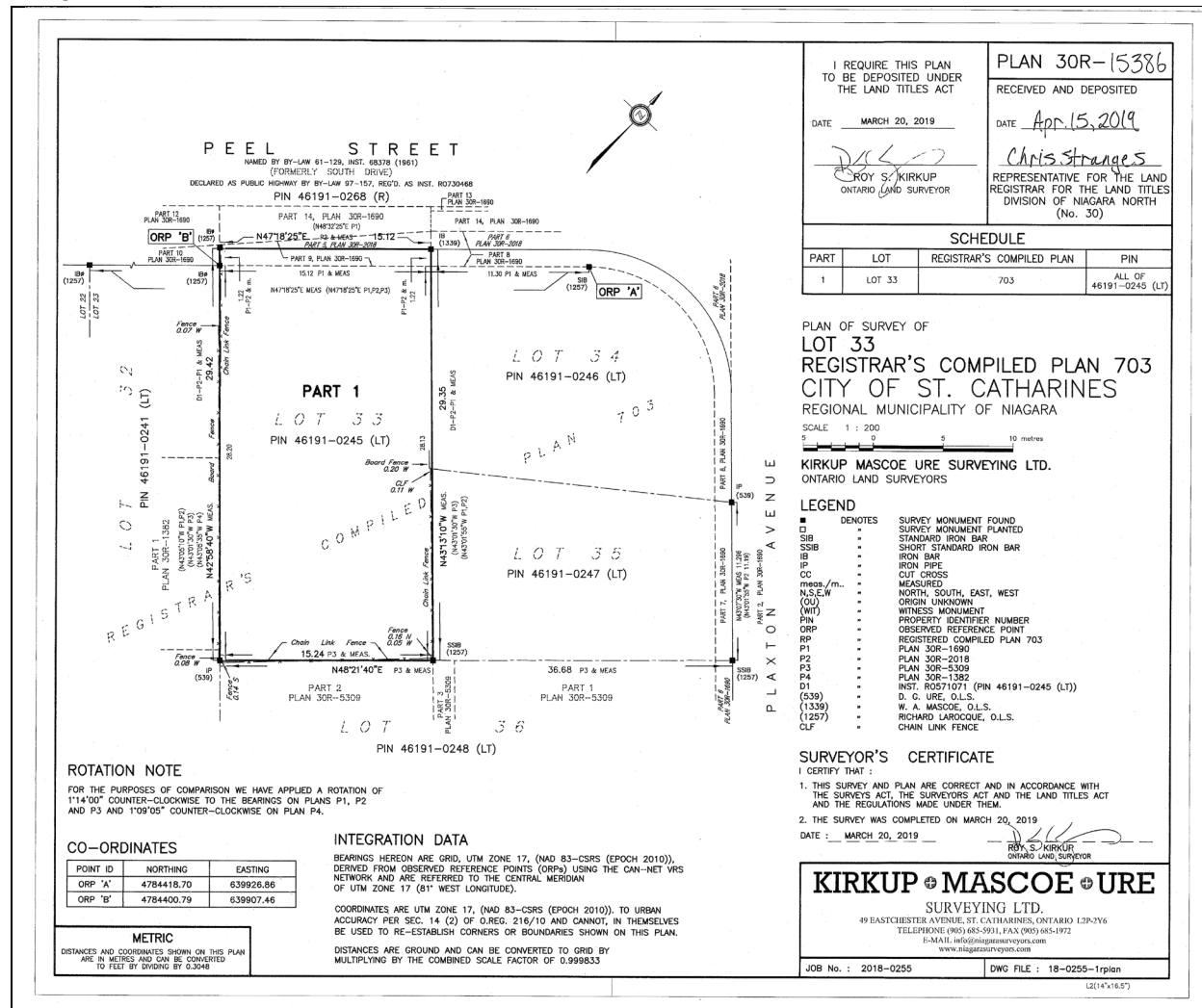


Figure 4. Kirkup Mascoe and Ure Survey 2021 The subject property.

3.3 Surrounding Context Streetscape and Building

The subject property is located within this streetscape of laneways identified as, the "cottage enclave". The context of the streetscape and the size and density of the buildings are defining heritage elements in the 2001 Port Dalhousie Heritage Conservation District Report definition of the cottage enclave.

3.3.1 Streetscape

Several crucial elements of the surrounding context that define the cottage enclave as a community have changed fundamentally since the turn of the 20th century, when numerous one



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storey small cottages were established as summer homes. Most importantly, the seasonal nature of the community and the environment have changed.

3.3.1.1 Waterfront

- The beach along the lake front has eroded away and the access to the waterfront is limited. The waterfront was one of the principal tourist attractions from the turn of the century.

3.3.1.2 Piecemeal Development of the Paxton Farm

- The extent of cottage enclave has evolved considerably since its inception on the western edge of turn of the century Port Dalhousie. In 1894 John Paxton, a Scottish immigrant born in 1836, purchased eight contiguous lakefront lots which comprised the whole of Section 6 on the north west corner of Albert Street (Bayview Drive) and Welland Street (Christie Street). The cottage enclave refers to an area that was better known as the “camps” which were built on the unofficial subdivision as part of the piecemeal development of the Paxton farm. By 1921 development was well underway with about fifty wood frame cottages averaging about 52 M square (560 square feet) on very small lots.
- The land parcels were known as Blocks 12, 12 A, 12B, 12C, 12D 12E, 44 and 9. These primary lakefront parcels contained most of the development prior to the depression. Block 12, south of Peel Street, was the largest parcel of land, remaining largely vacant. Block 12 was diagonally bisected with the road county line road allowance. 3 Peel Street is located on Parcel 3 within Block 12 and the road allowance crossed over and covered most of it.

3.3.1.3 Laneways

- The pattern of dusty laneways evolved and fluctuated with some being added and others disappearing. The lots were accessed by a series of numbered laneways across a complex network of right of ways, which were laid out and randomly altered to suit fluctuating use and ownership, prior to their assumption by the municipality in 1951. Eighth Avenue (Shelly Avenue) which defines the western extent of the enclave is not evident until 1929.
- Today Fourth Avenue has disappeared and Fifth Avenue (Muir Avenue) was closed and sold in 1978. Third Avenue (Abbey Avenue) was extended, at some point after 1934 and before March 1948, to connect to Albert Street (Bayview Avenue). This is important because these two laneways served seventeen addresses of which seven remain. The highest concentration of cottages in the cottage enclave have disappeared.

3.3.1.4 Street and Lane Nomenclature

- The report further defines the heart of the cottage enclave as “Considine, Abbey, Masfield and Paxton Avenues in particular formed a compact grid of narrow (now oneway) laneways”. This grid of laneways has evolved and altered over time away from many of the attributes that characterized the context of the first half of the twentieth century. The laneway widths, road surface, nomenclature, number and extent have changed.
- The City of St. Catharines By-Law 61-129, passed on June 19, 1961, changed the street names to facilitate the amalgamation of Town Port Dalhousie into the City of St Catharines. This information and the relevant history behind the names is detailed in the *St Catharines Street Naming Project*. The original early twentieth century cottage

12



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enclave lane way system was numbered from First Avenue to Sixth Avenue save Peel Street which was called South Drive. South Drive defined the southerly limit of most of the cottage laneways. The original street names are; First Avenue, (Paxton Avenue) Second Avenue (Masfield Avenue), Third Avenue (Abbey Avenue), Fourth Avenue, Fifth Avenue (Muir Avenue) and Sixth Avenue (Considine Avenue).

3.3.1.5 Lane Surface and Width

- Aerial photographs taken between 1921 and 1954 reveal the original laneways were unpaved and without curbs.
- The original laneways allowances were only 16 feet wide, in contrast to the usual surrounding 60 or 66 feet wide road allowance. Over time, the laneway widths have been expanded to their current width with intermittent parking areas. Title documents in 1950 and again in 1979 show the owners of the subject property transferring ownership of a parcels to the municipality for road widening.

3.3.2 Buildings

As with the ephemeral nature of the narrow dusty lanes, the construction of turn of the century summer homes is less substantial and permanent. The context of the surrounding buildings have also changed from the defining type described in the Heritage Report, which says the area “contains numerous small cottages established as summer homes at the turn of the twentieth century. Analysis of the 1929 Insurance Map shows that in 1929, at the height of the turn of the century cottage enclave, the area was comprised of approximately 97 dwellings, a school, a garage and the Hiefield Tennis Club. They were in general a “variety of one storey, vernacular frame, structures”. All the properties were detached save 27/29 Considine Avenue. The average single storey density is now one and half storeys with a significant height and size bias towards waterfront properties.

3.3.2.1 Buildings: Area Height and Number

- The buildings which comprised the “camps” were generally very small and lightly built single storey wood frame structures averaging 52 M sq (560 sq ft) The smallest were less than 18.5 M sq (200 sq ft) and only one was larger than 93 M sq (1000 sq ft) until four more were built on Eighth Ave.
- By 1921, all were one storey save four which were storey and a half. By 1929 three more buildings on Eighth Avenue were storey and a half and one was two storey, and the average size had grown to 52 M sq.(604 sq ft).
- Between First and Eighth Avenue there were 82 dwellings, and if Welland Street above Albert Street (Bayview Drive) is included there were 89 dwellings in 1929.
- Prior to the Great Depression most of the dwellings were clustered north of South Drive (Peel Street). The trend toward larger and higher buildings began in the later half of the 1920s on Eighth Street.

3.3.2.2 Economic Stratification

- The streetscape and buildings in the cottage enclave are economically defined by location and, in particular, proximity to the water. The change in density, number and distribution over time reflects a process of economic stratification. This is evident in the original concentration of buildings north of Peel Street. Before 1930, the “turn of early twentieth century summer homes” share a similar size, density, proximate distribution to the water with the majority (2/3) having access to a view of Lake Ontario. Today that has changed. As noted above, the number of buildings north of Peel Street has been



dramatically reduced with property consolidation so their size, height and density drastically reduces the lake view. A marked economic stratification is evident, with lower density one storey and more original buildings found further from the lake

3.3.2.3 Year-Round Occupation

- The cottage enclave is no longer an enclave of seasonally occupied summer homes. All the properties in the area are year-round residences. The original purpose and life of the community no longer exists, just as the canal related activity elsewhere in Port Dalhousie has disappeared. That is a profound cultural change, and most all the buildings have evolved in various ways or have been replaced to accommodate year-round life. The environment in winter has necessitated indoor plumbing, heating and insulation. The affluent have consolidated lakefront property and rebuilt larger and better-quality residences. The poorer residents have adapted and renovated with varying levels of quality and success.

3.3.2.4 Cottages, Camp and Summer Homes definitions

- A brief consideration of the vernacular terminology of “cottage camps and summer homes” as it is used in Canada is useful.
- The word cottage has a complex derivation but it evolved from an Anglo Norman term meaning hut and referred to a cot as a humble habitation fit for a farm labourer. The term was used in the nineteenth century to describe new picturesque small residential buildings in a self-deprecating way and to capture the romanticized Victorian vision of honest, humble and antiquated rural homes. In Ontario the term Regency cottage is used to define a specific period, building designs often favoured by retiring military officers and usually found in locations of outstanding natural beauty. Cottages today are usually seasonal and most often are waterfront properties.
- A summer home is a grander term and does not always have the association with water.
- Camps and cabins are terms more common in the United States for similar types of structures. Camps can range in size from the mansions in the Adirondacks to small temporary shacks. In Canada the term “camps” usually refers to tented or very modest temporary structures or summer holiday retreats for children. The historic local description and reference to the cottage enclave as camps may reflect both an American influence and their extremely modest size.
- To place the size of the buildings built in the early twentieth century in context it is instructive to consider the current Ontario Building Code specification of minimum room sizes. There is some variation depending on whether the occupancy is more or less than two people and if the building is of a seasonal nature, but a simplification of the areas means a 2 bedroom 3 person occupancy cannot be less than 50 M sq and a three bedroom building would be 58 M sq.¹

3.3.2.5 Current Architectural Forms

¹ Ontario Building Code Section 9.5.4 The smallest conceivable 2 person habitation is about 20 M sq where living dining, kitchen, and bedroom are in a single space with separate washroom. For an occupancy of three the areas are: kitchen 4.2 M dining room 7 m , living room 13.5 primary bedroom 9.8 m and bedroom 7 m plus washroom and wall areas



- The cottage enclave area today is a mix of renovated and new architectural forms which have evolved away from the small single storey frame cottages that once defined the area in 1929.
- Almost all of the buildings in the area have additions or extensive renovation or have been rebuilt with new foundations or replaced by much larger structures in conformance the OBC to provide adequate structural safety and healthy energy efficient year-round habitation.
- To establish the changing nature of the buildings in the cottage enclave a visual walking survey was undertaken to categorise the structures (original, renovated, new) and compare them to the original buildings. Today the average building is storey and a half and the 22 waterfront cottages average 2 storeys. Today only two of the original structures have not been extensively renovated or rebuilt.
- Most of the surrounding properties have been substantially redeveloped especially those, closer to the lake, north of Peel Street. The number of cottages has halved since 1929 from 26 to 13 between Paxton Avenue and Considine Avenue.
- On Paxton Avenue three cottages are shown in 1929 and today two (numbers five and seven) remain. The building at number three Paxton has been rebuilt.
- To the west of the subject property the (6) post war buildings fronting on Abbey Avenue were expropriated and demolished to create Abbey Mews Park in an effort to spark urban renewal. The social and economic stratification has clearly intensified over the intervening ninety-three years with only a few original buildings left.

3.4 Surrounding Cultural Heritage Resources

As the previous review has shown all the cultural heritage resources all still exist in a diminished or altered form. The surrounding cultural resources fall into two categories: built heritage and environment, all of which have significantly evolved from the original turn of the century cottage enclave.

The beach along Lake Ontario no longer exists and access to the waterfront is limited and often unsafe. The lake view is shared with fewer but large cottages and for many of the other structures it is blocked. The network of laneways has been reduced, widened and set in concrete to fixed plan. Several older structures were demolished by the municipality to create Abbey Mews Park. The tennis club building still exists, as a residence, but the club and courts are gone. The neighborhood is no longer a seasonal summer community. The building size and density is one and a half times higher. The cottage enclave community relationship to the Port Dalhousie of the canal and steamer tourist life has disappeared. The rough equivalence of wealth has disappeared with a clear stratification of the community with a bias toward the waterfront.

The crucial point is the cottage enclave has evolved away from its origins in many dimensions.

4.0 Background Research and Analysis

4.1 History and Development of Port Dalhousie and the Cottage Enclave

This report cannot encompass the depth of local knowledge embodied in the local heritage community of heritage volunteers, committee members municipal officials however a very brief



overview of a longer view of time may provide some perspective. The title research back to the crown grant encapsulates and directs the focus on the subject property while revealing its gradual disassociation from primary historic events.

In one sense the subject of the HIA is the importance of a 62 M sq frame building but the contextual focus should begin with a brief look at events in the early 1600s. This was a time of profound global change when exploration, trade, war, disease, conquest and settlement took place that led to where we are today.

4.1.1 The End of One World and the Beginning of Another.

The Iroquoian speaking indigenous inhabitants who lived in villages of long houses between the Niagara and Grand Rivers were known as the Chonnonton (People of the Deer). They hunted, fished and grew corn, squash and beans. Later referred by the French as Neutrals, they lived an uncertain existence between the Wendat (Huron) and the Haudenosaunee (Iroquois) Confederacy. In 1626, French colonial contact and trading began when Etienne Brule visited Niagara and Father Joseph de la Roche-Dallion came to preach in the villages. In the 1640s after an epidemic of smallpox ravaged the Neutral tribes the Iroquois and Huron tribes went to war, which displaced and ultimately destroyed the Neutrals, who ceased to exist by 1653.

Five hundred kilometers away the Dutch founded the colony of New Holland on the island of Manhattan in 1624. Thirty-five years later, in 1659, the sailing ship Faith arrived New Amsterdam and on board was Wessel Wessels, a native of Munster, Westphalia. He was probably an employee of the Dutch West India Trading Company and would soon adopt the last name of Ten Broeck (from the swamps). Six generations and five major wars ²later his great great great grandson chose to remain loyal to the British crown, and served as a company commander in Butlers Rangers during the American Revolutionary War. He fought with Butler in the bloody battle of Oriskany on August 6, 1777 and he and Butler spent time together as prisoners of war. His loyalty and service was rewarded with 3000 acres of land in Canada. One of the grants comprised most of modern-day port Dalhousie.

Part of the land once occupied by the Neutral Tribe was now in the possession of British Canada and described as Lincoln County within the Home District (after July 16 1792). Township 3 was surveyed between 1787 and 1789 prior to being renamed Grantham. Grantham and the adjacent Louth Township were being settled by members of Butlers Rangers and other United Empire Loyalists. This where the title documents and the local history begins.

² The Dutch surrendered New Netherlands to the English in 1664 during the Second Anglo Dutch war and then again after the Third Anglo Dutch War in 1674. The English fought the French for the control of North America during the French and Indian War as part of the Seven Year Wars. On July 26 1759 the British took Fort Niagara and the French surrendered in September of the next year. The American colonies revolted against the British rule in 1776 and the American Revolution lasted until the treaty of Paris in 1793.



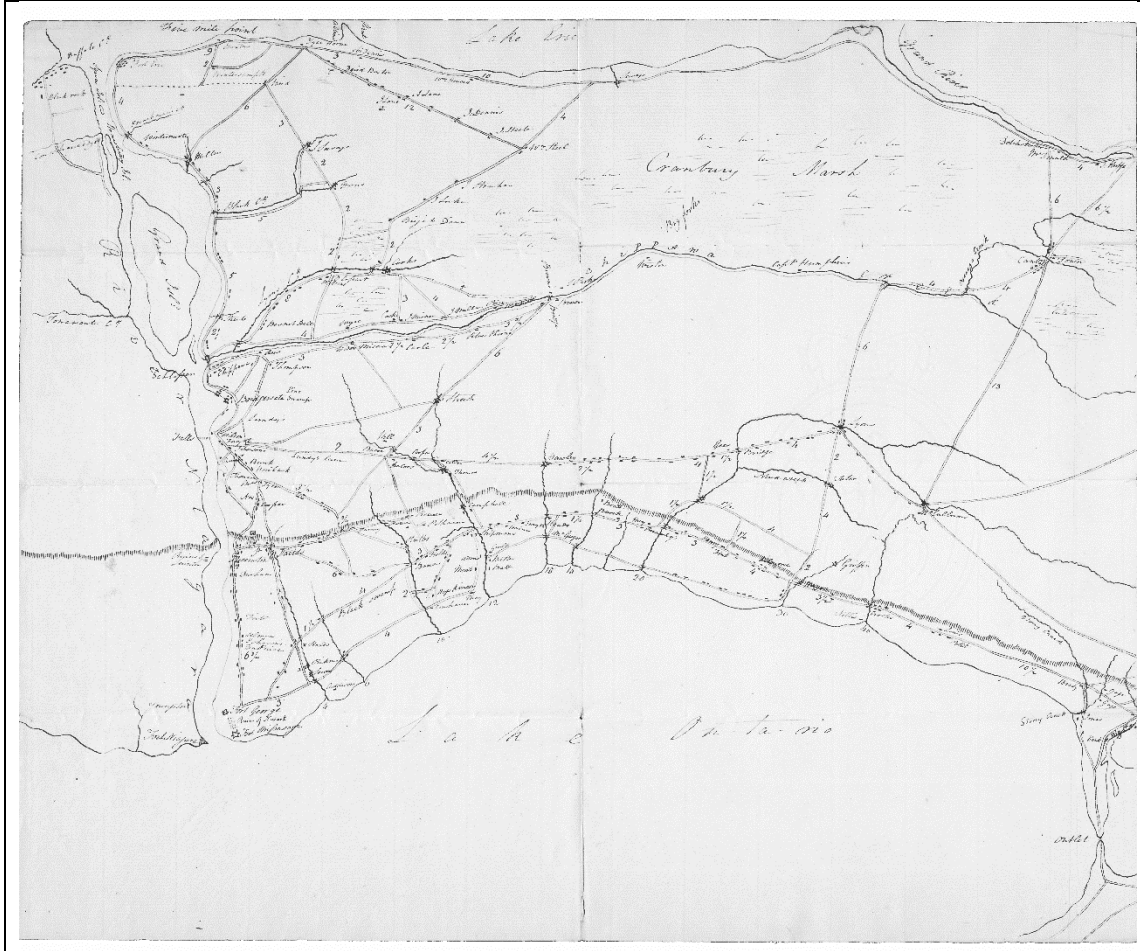


Figure 5. Survey of the lakefront from Niagara to Hamilton 1863 (Brock University Map Archives) The view reflects the first settlement of the area at the time of the crown grant

4.1.2 United Empire Loyalist European Settlement

August 24, 1796 Captain Peter Ten Broeck was granted a crown grant after petitioning (15 times between March 15, 1793 and 15 July 1800) the government for compensation of lands lost and service rendered to the British. His son and heir Jacob Ten Broeck sold 250 acres to Henry Pawling in 1821. Henry Pawling's father fought in Butlers Rangers,

4.1.3 The Canals

The Village of Port Dalhousie on the south shore at the west end of Lake Ontario was founded in 1826 and is historically significant as the northern terminus of the first three iterations of the Welland Canal which commenced operating November 19, 1829. The fourth route of the Welland canal which opened on August 6th 1932 moved the northern, Lake Ontario terminus to Port Weller. War and commerce created the demand for a marine passage between the Great Lakes.



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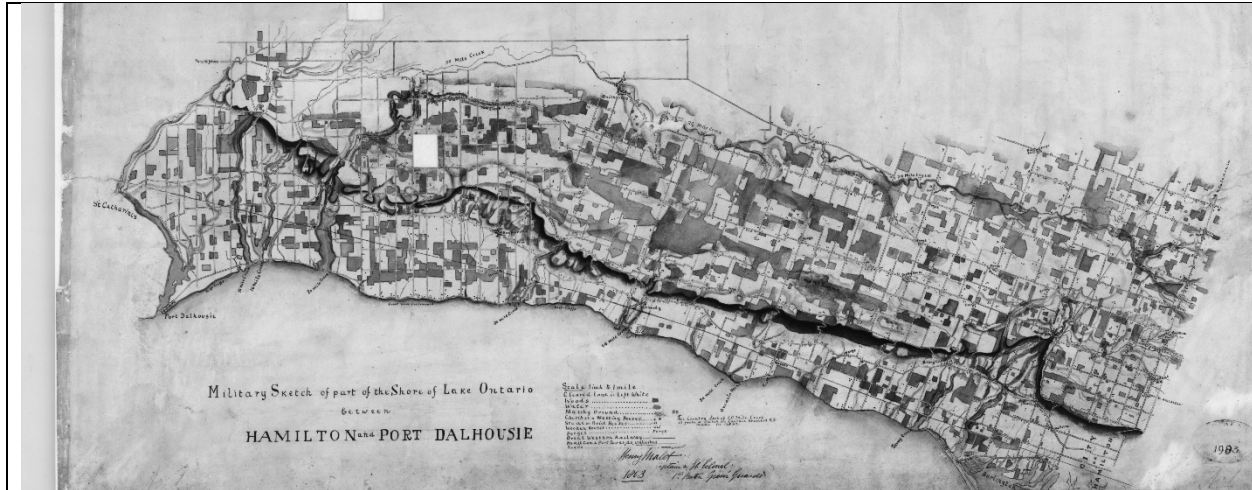


Figure 6. Survey of the lakefront from Port Dalhousie to Hamilton 1863 (Brock University Map Archives) The view reflects the early agriculture settlement of the area and the prominence of Port Dalhousie



Figure 7. County Atlas Map of Louth Township (Brock University Archives)



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Figure 8 County Atlas Map of Grantham Township (Brock University Archives).The town of Port Dalhousie straddles the township line.



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4.1.4 The Subdivision of the Paxton Farm

The subject property is located within Block VI of the Village Port Dalhousie. Block VI was originally to be divided into eight waterfront lots as shown on this 1876 survey. They were diagonally bisected by the Louth and Grantham township line with an unopened road allowance.

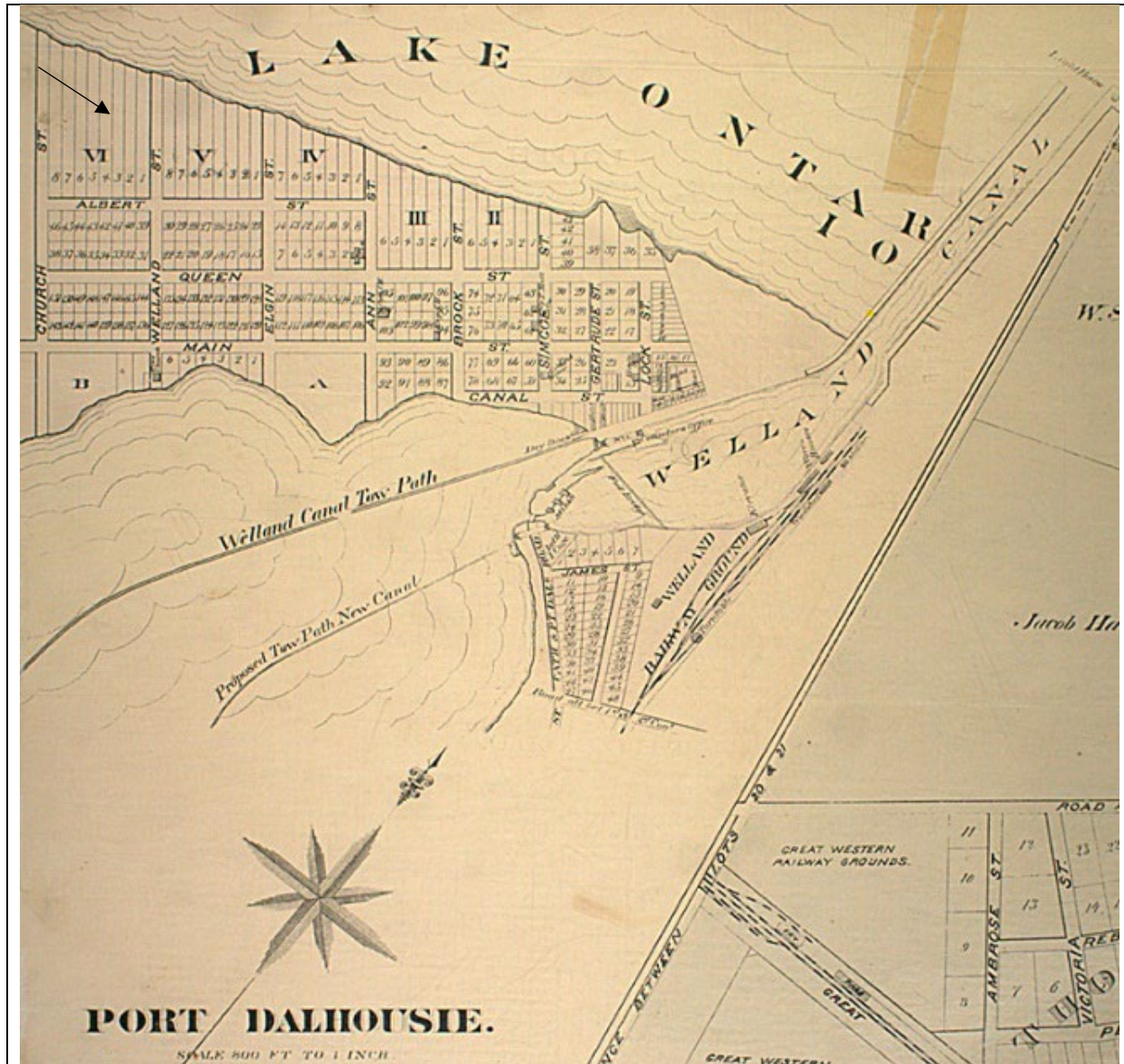


Figure 9 Town Survey Plan Underwriters Survey Bureau 1929 Plan 4 (Brock University Archives). This view shows the cottages and year round houses in April of 1929, annotated with arrow to indicate the vacant subject property.

The plat nomenclature has evolved with the development of the village. Block VI was redesignated Block 12 with a few numbered streets roughly corresponding to the original lots. In 1894 the Paxton family bought the farm and gradually subdivided into a series of lots accessed by dirt laneways. The first cottages were on waterfront lots or clustered on the series of short numbered avenues close to the water. South Drive, (renamed Peel Street in 1961), linked these numbered avenues, via First Avenue, (Paxton Avenue) to the main throughfare, Albert Street (Bayview Drive). These avenues are preserved as laneways.



The subject property 3 Peel Street is opposite the south end of Second Avenue (Masfield Avenue). Later Third Street (Abbey Avenue) was extended to Albert Street and Fourth Avenue (Keats Street) and Fifth Avenue (Muir Avenue) have disappeared. Sixth Avenue (Considine Avenue) was linked to Seventh Avenue (Graham Avenue) via a laneway.

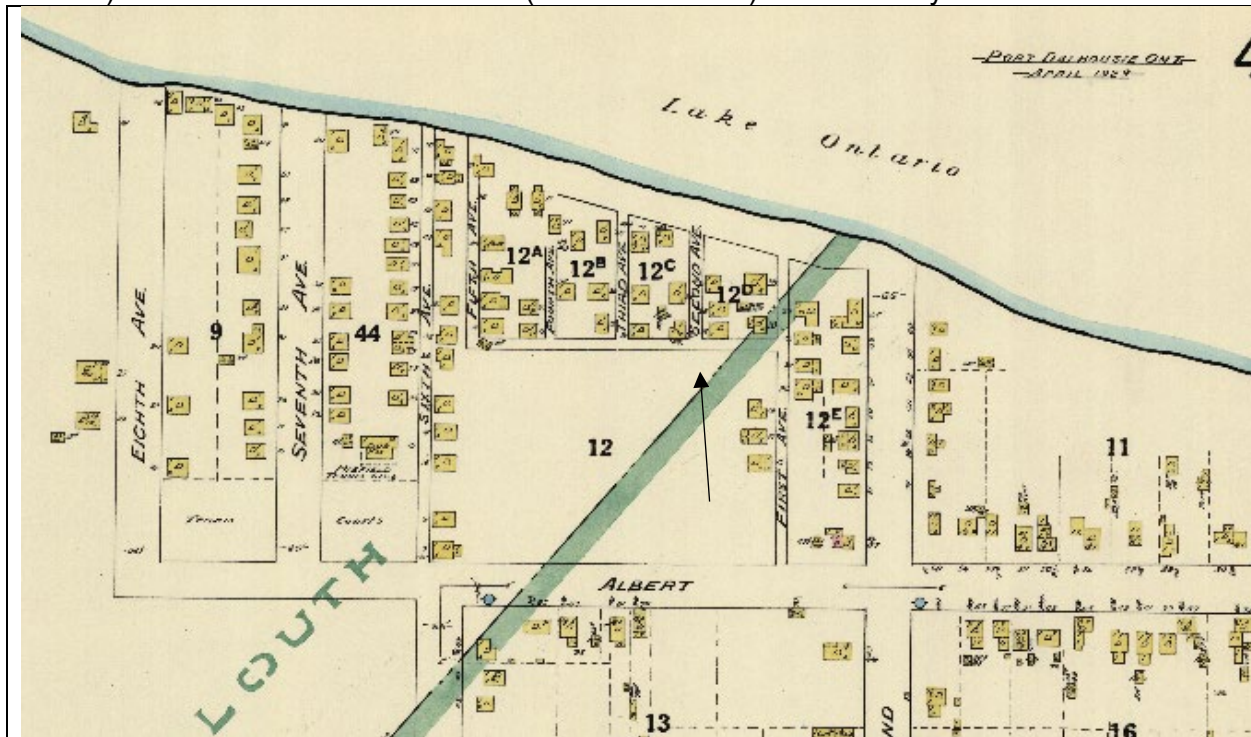


Figure 10 Fire Insurance Plan Underwriters Survey Bureau 1929 Plan 4 (Brock University Archives). This view shows the cottages in April of 1929, annotated with arrow to indicate the vacant subject property.

In 1929 Block 12, a large portion of the Paxton Farm, remained undeveloped and the lot at 3 South Drive (Peel Street) did not exist. By 1930 the subdivision was named Maple Leaf Park and registered as Plan No. 90. The unopened county road allowance between Grantham and Louth which ran diagonally through the property was closed in 1952. The comparison of this 1929 plan to the following current Registrars plan is revealing. The existence and location of the rights of way helps to explain the lack of development on the property until after the rights of way were closed. The underlying, original, subdivision of very small lots is evident and these two plan can be compared to the current development. The very high density of very small building that comprised the “camps” is clear. The documentation of this informal subdivision development was apparently very difficult to document in this official municipal plan. The Peel Street lane widening is show in the detail.



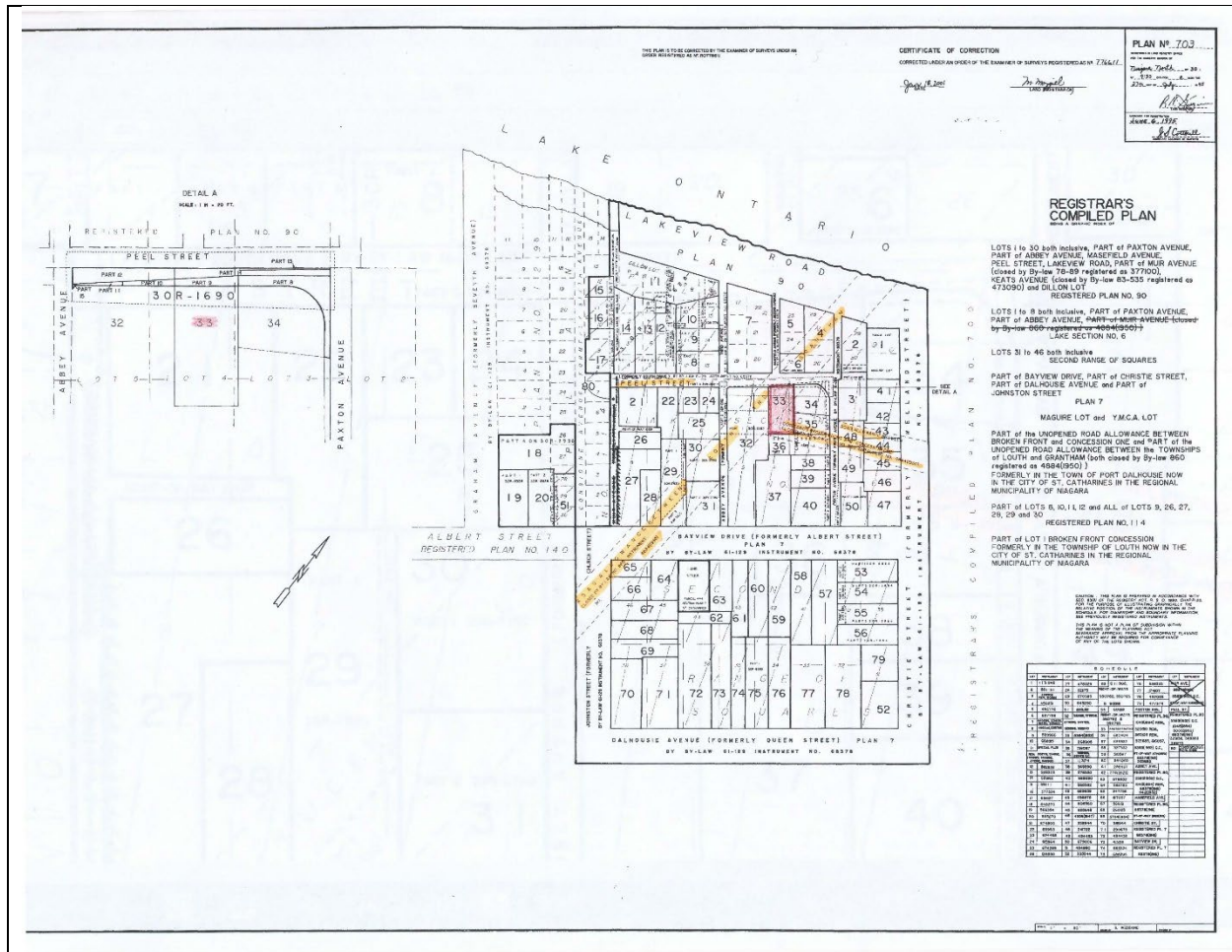


Figure 11 Plan 703 Registrar's Compiled Plan 703 1995 (Corrected Jan 2001). This view shows the large portion of the cottage enclave with the subject property in red and the two rights of way highlighted in yellow that covered the property until 1952. The road widenings are shown in the detail.



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Figure 12 Aerial Photograph (Brock University Photographic Achieves) The subject lot within Block 12 had not been subdivided.

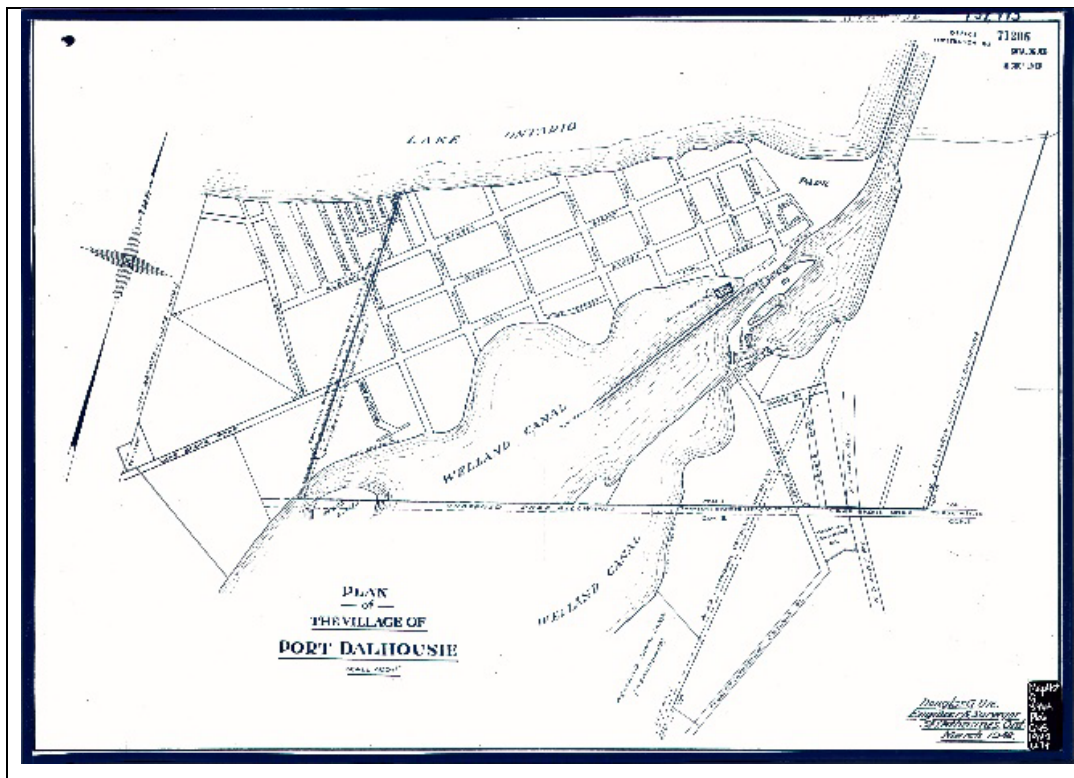


Figure 13 Plan of Port Dalhousie Richard G Ure 1948 (Brock University Achieves) The unopened road allowance till exists. The plans shows that development within the community had not extended from the onset of the Great Depression to the end of the Second World War.





Figure 14 Aerial Photograph (Brock University Photographic Achieves) The subject lot within Block 12 had not been subdivided.

4.1.5 Port Dalhousie

The early history of Port Dalhousie was a working harbour dominated by industry, shipping and boat building, with taverns that catered to the sailors and canal workers. Port Dalhousie was connected to Niagara Falls with a streetcar service in the 1880s.

In 1884 the St. Catharines, Grimsby and Toronto Navigation Co. began operations with the paddle steamer the Empress of India. She was joined in 1892 by the paddle steamer Garden City. In 1902 Lakeside Park was established. Canadian National Railways took over the Niagara St. Catharines & Toronto and by 1920 the community was well served by the twice daily stops of the steamers City of Dalhousie and the Northumberland and the NS&T street railway.

In 1925 the NS&T railways purchased Lakeside Park and expanded its amusements beyond the attraction of the beach and the lake. Each year the celebration of Emancipation Day was a very important occasion. Port Dalhousie thrived in the 1920s as a canal town and tourist destination both to visit Lakeside Park and in transit to Niagara Falls.

Port Dalhousie survived and prospered by adapting and incorporating the rapid pace of technological ship and rail development, until series of events and changes gradually resulted in the decline of the community. First, the Great Depression was exacerbated by the move of the canal from Port Dalhousie to Port Weller. The change in transportation away from steamers and light rail to busses and cars meant that Port Dalhousie was no longer necessary as a transportation hub. After the Second World War two steamers, Dalhousie City and the Northumberland continued until the steamship Northumberland burned June 22, 1949 and the cross-lake service ended on April 21, 1950.



In the early 1950s, the automobile was becoming an increasingly important mode of transportation. This made it possible for people to visit other tourist destinations and the prospect of a day at the beach was not the attraction it once was. Rail and steamship service to Port Dalhousie was replaced by buses. The effects of pollution in the Great Lakes and the erosion of the beaches was becoming more and more evident.

Lakeside Amusement Park closed in 1969 and the land was taken over by the city.



Figure 15 Aerial Photograph 1969 (Brock University Archives) The maximum density prior to the Abbey Mews Park expropriations and lot consolidations along the waterfront.

4.1.6 The Cottage Enclave

The register of historic places in Canada lists the *surviving early 20th century summer cottage enclave as a character defining element of Port Dalhousie.*

With a variety of architectural styles of the residential buildings from the canals era of the village (1820's to present) ranging from modest, frame cottage style c. 1820's to c. 1930's Tudor revival style to the present.

The Port Dalhousie Heritage Conservation District; *Guidelines for Conservation and Change* defines the cottage enclave as a sub section of the heritage Conservation District.

The cottage enclave: The cottage area, generally bounded by Paxton Avenue, Bayview Drive and Shelley Avenue contains numerous small cottages established as summer homes at the turn of the twentieth century. Considine, Abbey, Masfield and Paxton

25



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Avenues in particular formed a compact grid of narrow (now one- way) laneways serving a variety of one storey, vernacular frame, structures clad in a variety of materials.

It is on the Paxton Farm that small-scale cottage development occurred, attracting visitors from as far away as Michigan, Buffalo, and Toronto who began to build summer homes here. The social atmosphere was welcomed and, as a result, the cottages were located closer to one another which differed from the layout of other areas of Port. Most of the homes were occupied only during the summer months but a few year-round residences could be found further west on Graham and Shelley Streets.

The presence of smaller, less expensive homes, on small lots that defined the cottage enclave, became a form of low-income housing. Many of the modest frame cottages, intended for seasonal use, were converted to permanent residences with varied success in adding property insulation, services and vapour barrier systems. In the years to follow, the area fell into a state of disrepair and neglect until the recent redevelopment of many of the lots.

This development happened prior to significant municipal controls which had to be put in place long after the property has been subdivided. This created a legal and bureaucratic challenge. Municipal improvements to the area included expropriating and tearing down some buildings and creating Abbey Mews Park.



4.2 The Chain of Title

Address: 3 Peel Street St Catharines Lot 33 RCP 703

This chain of title only extends back to end of British military rule with the signing of the treaty of Paris in February 1763, when France ceded ownership to the British. The subject property is the final result of a long process of ownership and subdivision. The importance and relevance of the wider momentous historic events are lost with the gradual focus on the specific prosaic detail, when the Heritage Designation deems the construction of the subject building as the defining historic event.

The lot is derived from the subdivision of the original crown grant of 100 acres straddling township lots in Grantham and Louth. Lots 3 and 4 in Lake Section 6 Plan 7.(Parcel 19) became part of the Port Dalhousie town lots. The subject lot, known number 413, and then 33 under Plan 703, was composed of two parcels 3580 and 3579, within lots 3 and 4. Parcel 3580 was sold on September 17,1930 and 3579 was sold in on April 28,1939. The parcels were subject to the unopened diagonal county road allowance between Grantham and Louth, which prevented development until it was closed in 1951. Eli Ross built the subject building shortly thereafter.

Crown Land

August 24,1796: Crown Patent of 100 acres

Captain Ten Broeck

1821 Memorial 6051.

Jacob Ten Broeck, (heir to Peter Ten Broeck):

1821 Memorial 6050 :Part lots 21, 22, 23 Con 1 and broken front Grantham and Part Lot 1 broken front Con Louth: 250 acres. (broken front=lake front)

Henry Pawling:

1881 Deed 599 Lot 3 Lake Section 6

1888 Deed 810 Lots 4 and 5 Lake Section 6

July 26 1892 Probate GR1150

John Yeoman

1893 Executors (two ships carpenters) of Last Will and Testament of John Yeoman: Deed 966, Lots 1-8

Mary Ann Yeoman (widow later Mary Ann Colby remarried?)

1894 Executors of Last Will and Testament of Mary Ann Colby: Deed 1044, Lots 1-8

Ann Bradley, Sarah Bradley Frances Bradley and William Bradley

1894 (devises under the will of Mary Ann Colby): Deed 1045, Lots 1-8

John Paxton (gentleman)

27



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January 6 1912 John Paxton (died) Probate GR 1632. The Paxtons began to subdivide the property.

Sarah A Paxton (widow):

October 18, 1939 Registered Deed 3579; Part Lots 3, 4 and part of unopened road allowance subject to a right of way as in 3580 signed (September 17, 1930) Subject property lot created as new lot 413 which became lot 33 On the later Plan 703 Sold for \$1.00.

John Higgins (line patrolman/ hydro inspector)

1946 Deed 4175; Part lots 3 and 4 and part of unopened road allowance subject to a right of way as 3580

Ellen McCulloch (Niagara Falls New York, widow, of John Mc Culloch born in Devon England) and Ellen Higgins(daughter)

1949 Deed 4701 Part Lots 3 and 4 subject to a right of way as in 3580 for \$1,800.00.

Roy Craig Haram (steam fitter) and Ellen Haram (daughter of Ellen Mc Culloch), his wife as joint tenants, both residents in the City of Niagara Falls New York USA)

March 9 1951 William Lorne Graham; Treasurer of the Town of Port Dalhousie registered by law 860 instrument 4986 closing the road allowance between Grantham and Louth Counties within the boundary or the town.

November 20, 1951 Town of Port Dalhousie Deed 5002 (This instrument allowed a road widening of the original 16-foot-wide lane. It severed a 50-foot-wide parcel that was 8 feet deep at the western side and 5 feet deep at the eastern edge)

October 2, 1952 Deed 5384 Part Lots 3 and 4 Subject to a right of way as in 3580. The property is again sold for \$1.00

██████████ (labourer in Port Dalhousie)

The building on the subject property was constructed at some point after the purchase by ██████████

City of St Catharines

1977 Deed RO 369383 (Part 5 on 30R-2018 Deed: road widening authorized in By Law 77-276)

1988 Vesting Order RO571071 Part Lots 3 and 4 Subject to a right of way as in 3580

██████████
2018 Transmission by Personal Rep NR495774 Lot 33 RCP 703

██ (as joint tenants)

2021 Transfer NR 572281 Lot 33 RCP 703 Part 1 on 30R-15386

██████████ (current owner)



5.2 Construction Investigation

There are no surviving original photographs or architectural drawings of the structure so a new measured drawing was created based on a detailed analysis of the components, their attachment, and their relationship to the structure which are crucial in understanding the sequence of the alterations. The following list will remove components with a brief explanation until the remains of the original structure are evident. Although the interior details may not be historically relevant, they have been included because they are important to the understanding of the structure. The structure contains three different stud wall unit sizes.; full 2"x4", 1 5/8" X 3 5/8" 1 1/2" x 3 1/2"

The following description of the components is organized in a sequence to remove the layers and derive the essence of the original structure.

1. The asphalt roof is not original. Elements of a wood shingle system were found under the current roof. The wood shingle roof is original.
2. The shed addition on the east side of the building is not original. The clapboard profile is different. The stud walls are only connected to the main building exterior sheathing and not to the structure. The roof pitch is different and it interrupts the overhang of the main roof.
3. On the east side of the shed windows are comprised of a re used double hung window top sash and a reused storm window. The trim is simple. Nothing matches the windows and doors found on the main structure.
4. The chimney is not original and it is composed of damaged reclaimed brick. The concrete foundation is made using round pebbles and there is very little Portland cement in the mixture. Most of the fireplace is built on the exterior of the structure with only the smoke chamber and firebox protruding into the building. The mantel piece is a reclaimed Italianate surround. The fireplace structure is not tied to the buildings structure. The gas fireplace insert has been cut into the Italianate mantel and is not original.
5. The ground floor exterior doors are not original but they are identical. The doors are inexpensive light hollow frame plywood veneer panel doors with a distinctive octagonal and rectangle window motif. The exterior door hardware is missing. Metal screen doors are on the exterior of both exterior doors. The door design might be loosely categorized as mid century modern but the lights place it later in the 1950s. The front entry door is located offset from the centre of the main structure's north wall and the rear garden door is located on the south side of the shed addition. The (now interior) opening to shed addition from the kitchen may have been an exterior door opening at one time, however its size does not match the current exterior shed door. Therefore, the shed addition door has not been relocated and both the exterior doors are not original.
6. The concrete steps outside of the exterior doors are of a similar constancy, technique and date. They too date from the time the shed was built. The pavers from the front door to the curb are not original.
7. On the interior the laminate flooring is not original
8. The half inch gypsum wall board found throughout the interior is not original.
9. The wall dividing the kitchen from the living room is not original. The wall is made using modern 1 1/2" x3 1/2" studs on the flat to fit between the trim of the triple windows on the east side of the front elevation. The wall stud size in combination with the gypsum wall board is only 2.5" deep and reveals this to be a modern wall.

30



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10. The bathroom/ bedroom wall is not original as it required the blocking up of an older exterior window.
11. The central interior wall is not original and it is not supported on a beam or foundation. The studs in the central wall are of modern size. They are 1.5X3.5 inches.
12. The interior openings between all the rooms are varied in both height and width. The two bedrooms openings are similar but not exact. If they were original they would have a higher degree of consistency.
13. The bathroom door is the only interior door and it is not original. The bottom stile has been cut down to accommodate the door in a lower opening. An analysis of the style profile and hardware indicates the door dates from the 1910s.
14. The interior bathroom fixtures are not original
15. The kitchen cabinets and fixtures are not original
16. The furnace electrical, heating and plumbing systems are not original.
17. The insulation in the exterior walls and in the attic is fibreglass pink and is not original.
18. The attic contains a clear chronology of the modifications In the attic most rafters are rough sawn full size 2"x4" and they with the 1" roof boards are original, however the collar ties are 1 5/8" x 3 5/8" and are not original as they would have blocked the only access from the gable door. The ceiling joists are a modern post 1950 size of 1 1/2" X 5 1/2" and they are not properly joined into the stud wall and rafter assembly. The insulation between the ceiling joist is modern. The collar ties were added later when the need for the attic was no longer required or perhaps because the rafters were seriously over spanned. At some point the interior ground floor walls were removed with only the collar ties holding the roof assembly together. The removal of the interior wall severely weakened the structure
19. The diagonal panel attic door in the gable of the west elevation is original. There is no sign of any interior latching so it has only been accessible from the exterior via a ladder. Its purpose is indeterminate but the door appears to be access to a hayloft for some agricultural purpose. This door is the single surviving original element which can provide any indication of the original purpose for the structure.
20. The single pane, non operable east gable window on the east side appears original. The trim is set into and matches the gable trim.
21. The south (rear) elevation contains four irregularly spaced window openings of roughly equal sizes and height. One opening is blocked with matching cove siding to accommodate the new bathroom wall. Despite having similar 3 over 1 Craftsman Style, sashes like the front windows on the north side, there are distinct differences. The windows are uninsulated single pane glazing.
22. The rear windows openings in the wall are 3" higher than the front windows and they are each spaced separately. The installation is different as well with the trim being placed on the exterior of the cove siding with an apron under the sill made of an angular drip cap and no drip cap on top of the window. The structure of the window is located closer to the exterior of the wall. The windows have no hardware to operate them. They are not hung with counter weights and only the bottom sash will open. There is no structural lintel and only a single 2 x 4 on the flat to secure the top and bottom of the opening. The sashes show signs of being planed down to fit the frames and their widths are different from the front windows. The interior trim profile is different from the front windows. The blocked window demonstrates a revision of the interior floor plan.



23. The front windows are set in two groups of three windows which is a distinct stylistic difference from the rear windows. The windows are separated with a single stud between them to support the top plate and roof. The width of the windows interrupts the 24" on centre stud framing and reduced the structural integrity of the front wall. The studs have been moved to allow for the window installation. There is no structural lintel under the single top plate.
24. The windows are set 3" lower than the rear windows and the trim is recessed into the cove siding in a marked difference to the surface mounted trim on the rear windows. The recessed trim means the windows are located to rear of the stud wall section and this can be seen with the doubled-up apron on the interior and the deeper stop. The windows also have a different exterior cove patterned apron and drip edges on top. The drip edge is redundant since the windows are placed high under the eave. Despite the similar 3 over 1 Craftsman Style sash design these windows were installed at a different time and in a different manner using different materials and different trim profiles.
25. The placement of the triple window on the west side of the front wall is unusual because it is set right into the corner where the corner stud structure should be and this interferes with the connection and structural integrity of the corner. This corner installation, the relocation and reduction of the number of studs, the lack of lintels, the single top plate, the 24" stud spacing and the lack of a foundation has severely reduced the structural integrity of the north wall corner in a way that an architect or engineer would not advise.
26. The lower placement of the triple windows on the north elevation may be indicative of a style change to modernize the look of the building and the need to keep the cove siding intact if separate windows openings were joined together. The triple windows are not original to the structure. If there were original windows on the north side they would have been at the same height as the rear windows.
27. Stylistically the 3 over 1 windows are most common in Prairie and Craftsman style buildings particularly in the 1930s and early 40s. Prairie houses have similar windows but are characterized by low slope hipped roofs with porches. Craftsman Style house have gable roofs but have exposed rafters and porches.
28. The 9 in 12 roof is steep for a cottage roof and there are no porches. The window combinations are too large for the façade and have been forced
29. The floor system is not supported on a foundation. Only random concrete blocks are found under the 6" x6" beams. Many of the floor joist have been replaced to accommodate plumbing but no insulation has ever been present.

In conclusion what remains of the original structure that might be considered of heritage value is limited amalgam of components and framing derived from other unknown buildings and so it all lacks any context. The fireplace mantel is the most obvious example and it has been ruined by the insertion of the gas fireplace. The interior walls, finishes, flooring, trim and fixtures; windows, doors; HVAC systems, fireplace, insulation and much of the structure including the ceiling, collar ties and most of the east and north walls are not original. What is left is much altered fragment of a 2x4 frame structure that was built with a single bottom and top plate that may have been part of a repurposed garage or drive shed. The studs themselves may have been salvaged.



5.3 Original Zoning and Structural Analysis

The heritage evaluation has to be considered in the context of a structural analysis including condition. The important place to start is the standards in place at the time of construction. The purpose is to determine if the building was ever built to an appropriate standard for a residential dwelling. The structural evidence found in the building is at best of an accessory building. If the building was not built with a permit or to municipal, or industry practices of the time it cannot be complaint today as an existing no conforming building. That is before the alterations and deterioration is taken into consideration.

There are two foundational planning documents from which all Canadian municipal building standards derive and these have a direct bearing on the subject property. Municipalities adopted the national building code with the implementation of a bylaw beginning in the 1940s. These national building codes were not replaced in Ontario with a provincial building code until the mid 1970s.

5.3.1 Zoning By laws

1. NRC 859 A Model Zoning By Law Published in 1939 by the Codes and Specification Section of the National Research Council. The definitions of the occupancy and the requirement for a permit is pertinent.

13.7 Building, Main

"Main building" shall mean that building, the nature of the use of which determines the status of the lot upon which it is authorized to be constructed or upon which it is constructed.

13.15 Dwelling, One-family

"One-family dwelling" shall mean a detached building having independent exterior walls and designed or used exclusively for residence purposes by not more than one person or family.

2.5 Accessory Buildings

The total area of accessory buildings shall not exceed eight per cent. of the area of the lot. Such buildings shall not exceed one storey in height above the yard level,

and shall be located in the rear yard of the building to which they are accessory.



12.1 Building Permits

Every person proposing to erect or alter any structure shall, when applying for a building permit, file with the authority having jurisdiction a signed statement as to the use or purpose for which such building or alteration is intended, together with duplicate copies of the plans of same, drawn to a scale of not less than one-eighth of an inch to a foot, showing the actual dimensions, including radii and angles of the lot to be built upon, all structures existing upon the said lot with the heights and dimensions of same, the heights and dimensions of the proposed structures, the disposition of structures upon contiguous lots, and other such information as may be necessary to provide for the enforcement of this By-law, and, if such structure is designed in a manner or intended for a use not permitted within the district concerned, no building permit shall be issued.

12.2 Conflicts of Community

To have a stable structure dynamic and static loads must be carried by components of sufficient size down from the roof, walls, floors to the foundation. Every aspect of this building is inadequate as a residential dwelling. From the heritage point of view the construction reveals it is not built as a residential seasonal summer home.

5.3.2 Building Code

Document 1068 National Building Code dated November 25, 1941 All modern Canadian buildings are derived from Document 1086 the National Research Council of Canada.

The building code embodied the structural knowledge derived from architectural, engineering research and the practical analysis of long-standing building techniques.

Prior to the establishment of building codes, the principles of light wood framing such as balloon and platform framing were well established within the building trades. Balloon framing originated in Chicago in the 1820s and the joists are attached to the studs. The reduced availability of very long pieces of wood and the hazards of fire led to the development of platform framing. Platform framing builds each floor as a separate platform. The joist or the rafters were supported on the top of a double plate.

Like the zoning requirements, the construction requirements, for accessory buildings were slightly different than those for the main dwelling especially in regard to the foundation.

Building, Accessory, shall mean a subordinate *detached* building, appurtenant to a main building and located on the same *lot*, the purpose of which is to provide better and more convenient enjoyment of the main building; and shall include among others *private garages* and *private stables*.

Building, Residential, shall mean any building, except an *institutional building*, in which sleeping accommodation is provided; including among others, *one-family dwellings*, *two-family dwellings*, *multiple dwellings*, *hotels*, *lodging houses*, dormitories, convents, studios, club houses, fire stations.



An accessory building must accompany and be subordinate to a main building and located generally at the rear of the property. The location of the building on the lot does not fit with an accessory building.

The definition of a dwelling unit did not differentiate between a seasonal dwelling and a year-round residence. A residential dwelling unit could not be built to accessory building standards and would have required a foundation so the building could not have been intended as a residence unless it was a repurposed frame and not built to any standard or with a permit.

5.3.3 Foundation

There is no foundation beyond the random insertion of concrete blocks. This has caused a myriad of problems. The centre wall does not have support down to the ground. The building is so close to the ground that the crawl space is insufficient. The moisture from the ground and the repeated freeze thaw cycles have affected the beams and joists and floor boards. Differential settlement is evident and the impact on the walls has placed the loads outside of the structure which will result in the collapse of the building. There is no insulation in the floor system because it is inaccessible and the plumbing is prone to freezing. Using the 1941 and the 1953 National Building Code as a guide to construction standards at the time this could only have been considered an accessory building and supported directly on the ground. The following are some of the relevant sections. An accessory building cannot be used as a residential dwelling and it must have a foundation.

(a) LIGHT ACCESSORY BUILDINGS

Light accessory buildings not more than one storey in height or 400 square feet in area may be supported directly on the ground.

(d) FROST ACTION

Except for light accessory buildings, slab foundations on grade, and foundations resting on bedrock, all foundations shall be carried down below the level of possible damage by frost.

(b) ALL OTHER BUILDINGS

All other buildings shall be supported by foundations upon bedrock or adequately stable soil which neither contain nor overlie unstable material or a harmful amount of organic material.



5.3. Footings

Footings shall be provided under walls and columns where required to distribute their loads in accordance with the allowable bearing values of the supporting materials. Footings shall be so proportioned as to ensure a minimum of differential movement.

Footings shall be constructed of solid masonry or concrete with or without reinforcement, or if wood treated with a suitable preservative if approved by the administrative official.

Regardless of the soil bearing area required, footings shall have a minimum projection of 4 inches from all faces of a wall or column, except on the exterior side of a wall or column built on a property line. The thickness of any footing at the edge shall be not less than 8 inches.

Where footings rest on soil, the bearing material must not be disturbed prior to the construction of the foundation. Where foundation excavations are carried to bedrock, the rock shall be cleaned of all loose and decomposed material.

5.4. Foundation Walls

All foundation walls shall be built of masonry or concrete.

The top of any foundation wall shall be constructed of solid unit masonry or concrete.

5.3.4 Walls

In two crucial ways the walls of the building fails to support and carry the loads and transfer them to the foundation. The building lacks a double top plate and lintels (headers) Either the building did not have windows and doors or it did not conform to the requirement of the 1941 or the 1953 National Building Code.

3.2.16 Stud Wall Construction**

3.2.16.1 Studding.—

(a) **Placing.**—Studs in walls and *partitions* may be placed with the longest cross-sectional dimension parallel with the wall or *partition* provided the studs are considered as *columns* and comply with the requirements of Article 3.2.6. Such walls shall have top and bottom plates except when framed as provided in Item 3.2.14.1 (c).

(b) **Plates.**—In bearing *partitions* the top plate shall be doubled and lapped at each intersection with walls or *partitions*. Joints in the upper and lower members of the top plate shall be staggered not less than 4 feet.

(i) **Headers.**—All wall openings involving cutting of a stud, which are 4 feet wide or less shall be provided with double headers not less than 2 inches thick, placed on edge, securely fastened together, and such headers shall have 2-inch solid bearing to the floor or bottom plate. All openings more than 4 feet shall be trussed or provided with lintels which shall have not less than 2-inch solid bearing at each end to the floor or bottom plate.

5.3.5 Roof

The 2x4" rafters are insufficient to span the building. Using the 1941 or the 1953 National Building Code as a guide to construction standards, at the time there is no 2x4 species of wood

36



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that will carry the span. The addition of the collar ties addressed the stress above them but does not provide support below them. The ceiling joists are discontinuous and of two different sizes. They have been altered and have not been tied into the wall system as required in a stand platform frame and the rafter spread has, in conjunction with settlement, contributed to the walls to spreading so the top plate is no longer above the bottom plate. This is most evident in the north wall. The roof system is inadequate

5.3.6 Structural Summary

The wood used in the structure has deflected or deteriorated beyond what is safely usable. The loads are now outside the structure. The structure is not safe and the years of modifications and additional opening have not improved its viability. None of what exists would be allowed in residential construction at the time it was built and it would not be sufficient under the modern building code.

5.3.7 Structure Adaptive Reuse

To make the current structure viable a foundation would have to be built which would require stabilizing and moving the building. Then the frame structure would have to be replaced and rebuilt. To make the building function in the future little if anything would be left of the original building.

The joists in the floor system are over spanned and have been exposed to the soil for too long. They have inadequate beams so the whole system would have to be replaced.

The walls require a second top plate and lintels so the roof would have to be removed.

The windows would have to be lowered to accommodate lintels and then doors would be too tall so the walls would have to be lengthened.

The walls are too thin for adequate insulation so they would either have to be strapped on the interior or the exterior to make up the difference. The building has not had a proper vapour barrier and the insulation and adjacent wood members have signs of mould.

The ceiling joists would have to be properly tied into the walls and adequate rafters installed. There is inadequate depth at the ceiling joist rafter wall intersection for insulation.

The building envelope and orientation are the two surviving characteristics from the mid 1950s. To make appropriate and sufficient changes to the structure would alter the form and nothing of any consequence would be left of the original structure making it a very expensive and unnecessary exercise. The consideration of adaptive reuse presupposes the building is a structure with heritage significance.



6.0 Statement of Significance

The definition of significant buildings that contribute to the cottage enclave in Port Dalhousie is of a seasonal summer home built at the turn of the century or in the early twentieth century. They were usually modest one storey frame buildings averaging 52 M square and most of them have disappeared. The cottages have been replaced or have been expanded or renovated almost beyond recognition as the network of lanes changed and the lakefront properties were consolidated. The average density is now 1.5 storeys as the neighbourhood evolved so a statement of significance needs to consider the change.

Despite its appearance, the rectilinear one storey clapboard building located at 3 Peel Street with a small shed addition on the east side and a fireplace chimney on the west side does not fit the definition of a historically important building. It was probably built by Eli Ross, a labourer in Port Dalhousie, at some point after 1952 when the unopened road allowance was closed, using salvaged building components from other buildings. The building is not significant and the emphasis on the existing clapboard clad frame size and scale could simply reflect a bias against the less affluent, as the density has increased and shifted toward the more expensive waterfront properties.

6.1 Physical or Design Value

1. The building is not a rare, unique, representative, or early example of a style, type, expression, material or construction method.
2. The building does not display a high degree of craftsmanship or artistic merit.
2. The building does not demonstrate a high degree of technical or scientific achievement.

The evaluation of the structure makes it clear that the builder did not have knowledge of building industry standards or codes, and as a result the building is in very poor condition. The lack of a foundation, lintels, double top plates, adequately connected ceiling joists and inadequate rafter sizes has forced deformation in the structure. In addition, poor insulation without a vapour barrier system and the proximity of the floor system to the soil have allowed moisture to further compromise the structure. There is no interior detail or trim save a much-altered salvaged fireplace mantel. On the exterior the trim and window heights do not match and the amalgam of salvaged materials from different time periods had no coherent design.

6.2 Historical or Associative Value

The closer one looks at the building and the associated lot the less relationship it has to the primary historical events going back in time from the cottage district, the canals, the founding of Port Dalhousie, the UEL crown grants, the American Revolution, the Seven Years War, the French fur trade and the original Aboriginal history. Separate from the building structure and condition are questions relating to the historical and associative value that must be considered.

1. The building does not have direct association with person, organization, or institution that is significant to the community.
2. The building does not have direct association with an event or activity that is significant to the community. There is no record of anything happening this location. The building was not part of the prewar cottage enclave.



3. The building does not have direct association with a theme or belief that is significant to the community. The building was not a cottage.
4. The investigation of the building had the potential to yield information that contributed to the understanding of the community, so it was undertaken and summarized in the measured drawing and construction study. The building was found to be composed of recycled materials, perhaps reflecting the struggle of a labourer to survive following several momentous shocks to the community and the economy. These include the move of the canal, the loss of the tourist trade, the Great Depression, the Second World War and the accompanying technological changes.
5. The building does not reflect the work or ideas of an architect, artist, builder, designer or theorist. It is also not a vernacular structure that derived from a local tradition.

6.3 Contextual Significance

1. The specific existing building is not important in defining, maintaining, or supporting the character of the cottage enclave. A replacement structure could perform the same function.
2. The building is not physically functionally, visually or historically linked to its surroundings. Beyond being an old and deteriorated clapboard building, it never was part of the history of the cottage enclave during the first half of the twentieth century.
3. The building is not a landmark.

Save for the simple outline of the gabled rectilinear form clad in clapboard the building is devoid of significance. The building would lack objective merit in any other location and only appears to have merit because of it's cottage enclave location but it was never part of that era or tradition.

7.0 Description of the Development Proposal

The owner of the property, having documented the existing structure, and in the light of the information uncovered, seeks to replace the existing building with a new building. The intent is to build a safe, energy efficient and accessible structure for his parents, in a manner that supports and is commensurate with the evolved nature of the historic cottage enclave within the bounds of the existing zoning. The owner has retained an architect familiar with the history and context of the cottage enclave to develop a plan.

The simple gable design of the existing building and its orientation and proximity to the street are key elements. A contemporary storey and a half structure, in line with the average density, utilizing traditional materials is suggested as appropriate.

7.1 The Impact of the Development Proposal

The goal is to add an elegant, contemporary but discreet year round residence to the cottage enclave that quietly contributes to the historic essence of the community and fits in the manner of a good neighbour. A structure that fits within the zoning bylaw will not adversely affect the surrounding properties.



7.2 The Balance of Conservation and Development

In this instance, with this property, the balance of conservation with development is best served by appreciating that the community has evolved, and the development on this property need to as well.

The heritage designation process had two primary goals in the definition and designation of the cottage enclave. The first was to save and support the surrounding context and scale of the neighbourhood and the second was to preserve historic structures defined as early twentieth century cottages.

The proposed new building will support and reinforce the community, and not detract from the conservation of the cottage enclave, by incorporating the defined key heritage design criteria in a new building that will not alter the nature and character of the cottage enclave.

This direction has been chosen based on the condition and information regarding the building. The building is not a historic cottage and primarily fits into the neighborhood because of scale, orientation and materials. The investigation of this HIA with the accompanying measured drawings thoroughly documents the history and the condition of the building, so there will always be a record. The proposal will not fundamentally alter the relationship between the building and its context.

Jane Jacobs and Stephen Cairns, in their landmark study, *Buildings Must Die: A Perverse View of Architecture*, make the point there is “forced temporarily” in buildings that are very lightly built and sometimes they only linger because the occupants are too poor to take them down, despite being conceived as a “time specific” exigency. Parts of the stud frame probably began life as a minor farm structure that was highly modified. It is worthy of recording but not preserving. It was never adequate, especially structurally, for its secondary residential purpose, no matter how hard successive owners tried.

It would be profoundly unjust to not acknowledge the evolved reality of the cottage enclave as a year-round residential community and allow the owners a commensurate code complaint, viable new home.

Bruce J F Corley MBA RPA CAHP

March 12, 2022



Bruce Corley CAHP

Appendix A Photographs

Elevations



North Elevation

East end settlement. Two triple mulled and a single window. The north wall is leaning 3 degrees toward the lane.



South Elevation

Blocked up window and settlement at the east (right) end. Windows are more evenly spaced.



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East Elevation



East Elevation

Intersection between the shed addition and the main roof. The clapboard is a different profile.



West Elevation

Hedge faces Abbey Mews Park



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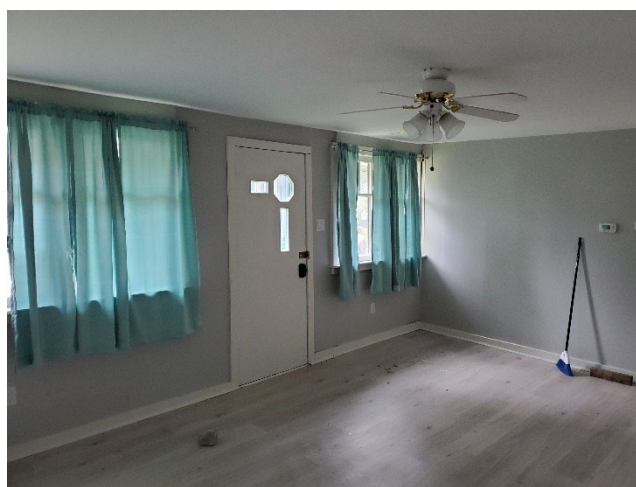


West Elevation



Poor quality concrete with round aggregate and damaged reclaimed brick. Wall is leaning away from the chimney.

Building Interior



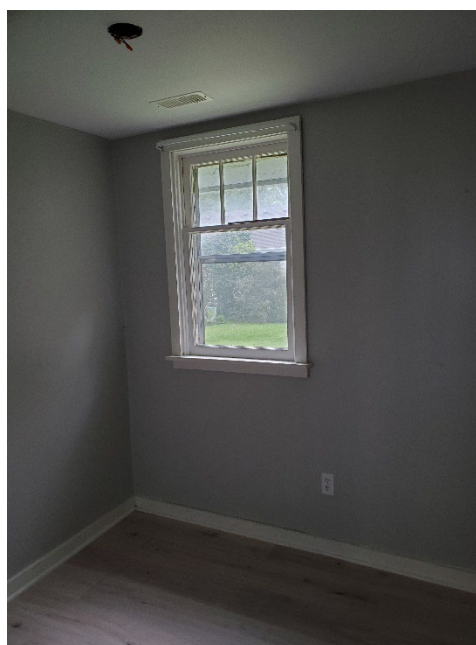
Living Room Reused fireplace mantel with insert. No space above windows for a lintel but they are lower than the south elevation windows.





Kitchen Thin partition wall between triple window Entry to Bedroom New casings and baseboard, no doors

The central wall is unsupported and the floor is severely sagged. The partition wall made of 2x4 on the flat is too narrow to fit a door.



West Bedroom new laminate flooring

East Bedroom

Note south windows are closer to the ceiling compared to the north elevation





Bathroom Blocked up window behind tub wall



Utility Room

Building Detail and Visible Structure



South Elevation siding, window sill shoe

Note the casing is proud of the siding.



North Elevation siding window sill and shoe.

Note the casing is recessed.



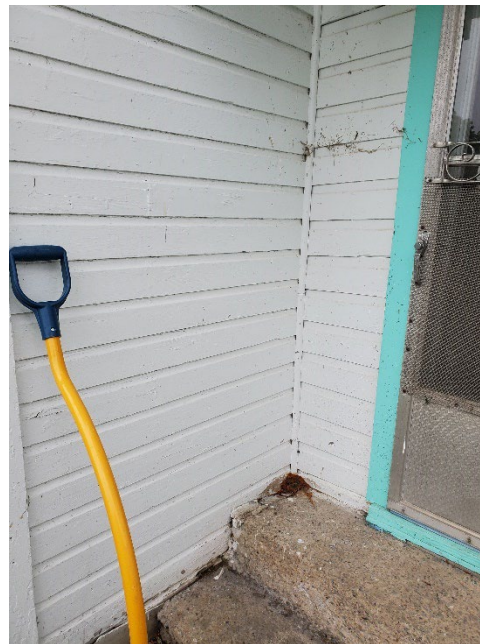
These are clearly different window installation methods.



Front and Rear Doors Late 1950s to early 1960s with identical screen doors



Gable Attic Door



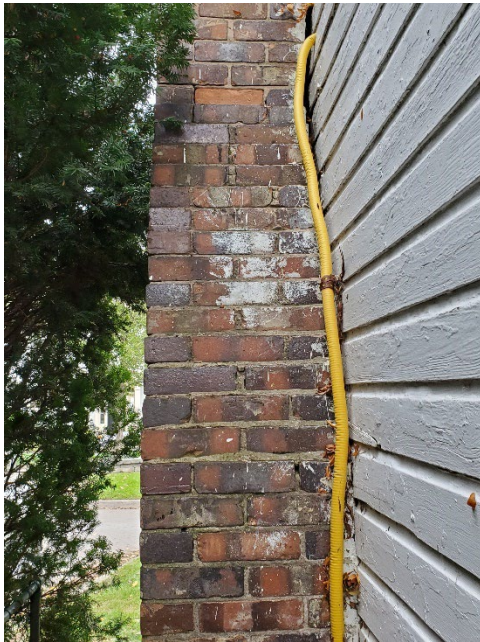
Siding Profile change at shed addition.



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Shed window Using salvaged double hung sash.



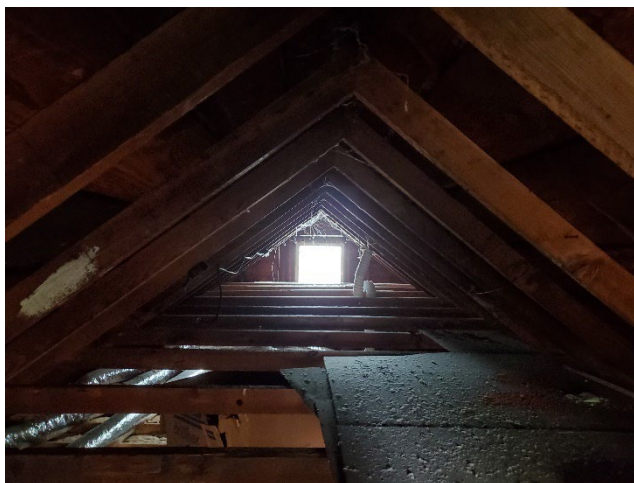
Chimney Damaged salvage brick



Chimney Wall lean



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Attic Floor of old doors new ceiling joists Rafters above collar ties

The ceiling joists are not continuous and above the bedrooms and bath (to the right under the ducts) they are smaller (lower). The ceiling joists have allowed the walls to spread.



The ceiling joist do to tie into the rafters or the wall





Joist Rater Wall Connection



No Foundation modern block on soil

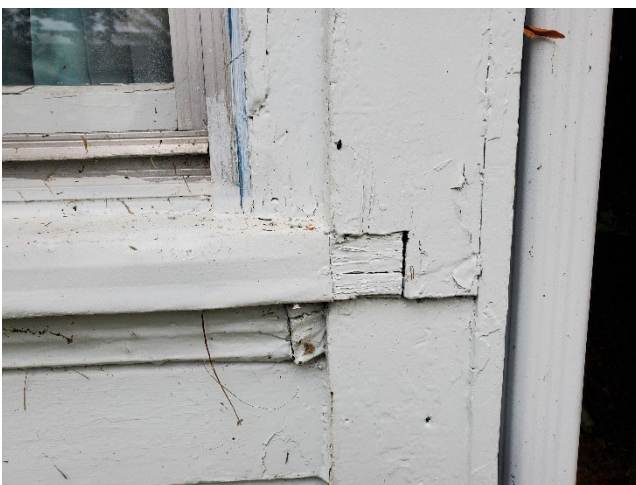




Utilities Retrofitted Plumbing electrical and heating in an uninsulated very narrow dirt crawl space. Building is not attached to the block and there is no footing.



Gas Line



Inadequate Framing window set directly against west stud wall. There is no wall end stud, no jack stud and no lintel.





North East Window



Interior View of North West Window



Concrete under chimney with round aggregate



Location Context and Street Views



Peel Street at Masefield Avenue opposite subject property. Note the higher density properties closer to Lake Ontario.



Masefield Avenue looking north from the subject property



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Masefield Avenue north toward the lake opposite the subject property.



Peel Street at Abbey Avenue looking east to subject property at Abbey Mews Park. Note the width of the laneways with the parking greatly exceeds 16 feet





Peel Street looking east to Paxton. The blue building in the centre is being replaced by 2 two storey houses.





Peel Street from Paxton Avenue looking west



Peel Street at Abbey Avenue looking West note lane width



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Peel Street and Paxton Avenue looking north



End of Paxton Avenue Looking West Typical lakefront density. Note the beaches have eroded away.



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Abbey Avenue looking south to Bayview Drive Typical non lakefront redevelopment.



The Subject Property from Abbey Mews Park



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Investigation into the Structure



Living Room Gable Wall Lintels Studs



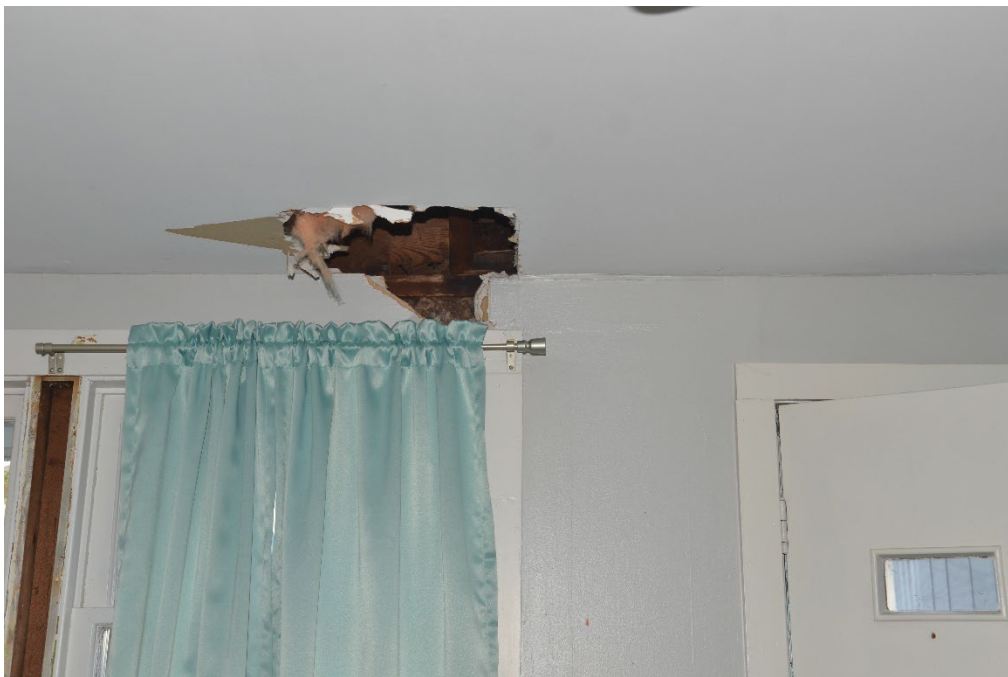
Bedroom Single top Plate 2x4 ceiling joist not tied into wall.



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Exterior Stud Wall in Kitchen



Living Room single top plate no lintel and no jack studs.



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Fireplace Gable Wall Fireplace structure is separate built later and cut into wall with mortar fill.



Kitchen Wall 1.5" (2 x4 on the flat)



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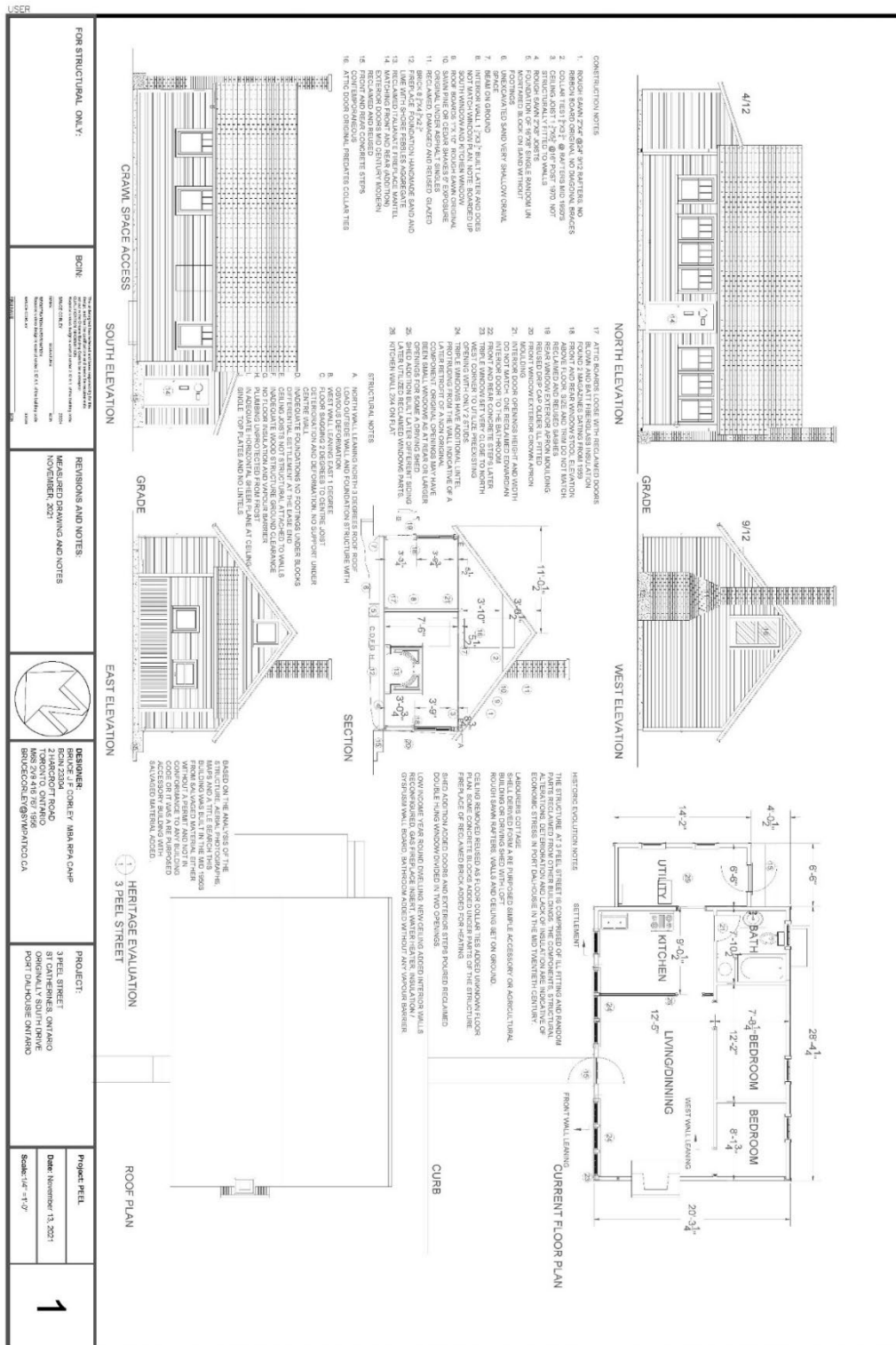
Discontinuous Ceiling Joists of differing sizes over bedroom wall



Wall/ Rafter/ Ceiling Joist weak connection, discontinuous rafter



Appendix B Measured Drawing



Bruce Corley CHAP

Appendix C Bruce Corley CV

BRUCE J. F. CORLEY

2 Harcroft Road, Toronto, Ontario M6S 2V9

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EDUCATION AND PROFESSIONAL DEVELOPMENT

IVEY BUSINESS SCHOOL, UNIVERSITY OF WESTERN ONTARIO Masters in Business Administration	2001
HURON COLLEGE, UNIVERSITY OF WESTERN ONTARIO Honours Bachelors of Arts and Science in History	1987
BUILDING OWNERS AND MANAGERS INSTITUTE Real Property Administrator	2002
RYERSON POLYTECHNIC UNIVERSITY Certificate in Architecture	2004
ONTARIO REAL ESTATE ASSOCIATION Registered Member with Toronto Real Estate Board	1995- 2015
ONTARIO BUILDING OFFICIALS ASSOCIATION Small Buildings, Plumbing All Buildings BCIN: 32536	2005
CANADIAN ASSOCIATION OF HERITAGE PROFESSIONALS Professional Member	2007
THE VERNACULAR ARCHITECTURAL GROUP Member	
THE SOCIETY OF ARCHITECTURAL HISTORIANS Member	
THE VERNACULAR ARCHITECTURAL FORUM Member	
THE CONSTRUCTION HISTORY SOCIETY Member	

HERITAGE EXPERIENCE



Canadian History

Historica Council member for two terms until 2007

Heritage Building Accessibility

Kingsway Lambton United Church, Toronto

Advised United Church on all aspects of development process

Project involved working closely with church committee and consultants on design, contractual relationships, cost savings, management of construction, scheduling, labour relations, budget and quality control.

Heritage Aircraft Preservation

Board member of Canadian Warplane Heritage Museum since 2002 to 2010

Heritage Preservation

Heritage Impact Assessments for residential properties

Black Creek Pioneer Village

Building Documentation and Stabilization

Recovery of Lost Heritage Property

Examples include:

Design reconstruction of demolished structures.

Recovery of a lost building components: Fireplace mantel piece was found, purchased and donated to Montgomery's Inn Etobicoke 1997. Reconstruction of the design of the demolished Briarly Estate from the salvaged components .

Collected and commissioned naval architectural drawings of 15 early 20th century Canadian motor and sailing yachts. Drawing collection digitized and archived with several actual examples in storage.

Preserved and archived entire art collection of Harold Richardson O.C.A., who amongst other mediums and subjects, painted scenes of Toronto and Ontario in the 1930's.

Heritage Sensitive Development

Worked with building owners, architects and developers to respect, preserve and readapt heritage buildings.

Prescott Ontario	Prescott Harbour and Surrounding Area
401 King Street Toronto	Office Building Restoration
Niagara on the Lake	The Old Fire Hall King Street
65 The Kingsway Toronto	Kingsway Lambton United Church restoration
Baby Point Toronto	1910 Retail Restoration
Bloor West Village Toronto	1912 Retail re adaptive use of building
Wright Avenue Toronto	Emmanuel Howard Park United Church Restoration



Heritage Impact Assessments and Documentation

Photographed, researched and measured over sixty five buildings using all available information to a standard that could enable potential recreation. Measured and documented components of another thirty structures creating an archive of over 750 pages of architectural drawings and companion computer files. A partial list of projects is attached.

Mission Statement

To measure and document endangered heritage structures to an ever higher degree of accuracy and completeness mindful that this is will be the final record the buildings. Review the information against published works, civil records and oral history to ascertain when, how and by whom the buildings were constructed. Assist developers and municipalities and other interested parties in determining what buildings can and should be preserved and how they could be readapted.

Partial List of Measured Drawing, HIA and Photographic Projects

1. Measured drawings of 1920's House in Toronto
Storey and half stone house occupied: 1997
2. Measured drawing of Royal Canadian Yacht Club, Toronto
1918 Two storey stucco club house occupied: 1997
3. Measured drawing of Heritage House in Milton
Storey and half brick house demolished: 1998
4. Measured drawing Studies of Montgomery Inn in Etobicoke
Two storey stone inn preserved historic site: 1997
5. Measured drawing Studies of Heritage House in Oakville
Two storey brick house preserved historic site: 1998
6. Measured drawing of Laidlaw House on Winston Churchill, Georgetown
Storey and half brick house occupied: 1999
7. Measured drawing of Heritage House in Churchville
Storey and half brick house moved for 407: 1999
8. Measured drawing and photographic documentation of Heritage House in near Chruchville
Storey and half brick house moved for 407: 2000
9. Measured drawing and HIA of Heritage House on Winston Churchill, Mississauga
Two storey brick house preserved: 2001
10. Measured drawings and HIA of Hunter House Highway Seven, Brampton
Two storey Georgian Revival house demolished: 2000
11. Measured drawings and HIA of Arnott House on Mississauga Road, Brampton
Storey and half house with interior dating from 1820's on future Loblaws' Head Office Site demolished: 2002
12. Measured drawings and HIA of William Thompson House on Steeles Avenue, Brampton
1850's storey and half brick house demolished: 2004
13. Measured drawings and HIA of LeFlar House on Mississauga Road, Brampton
1840's plank house collapsed: 2004



14. Measured drawings and HIA of Harrison House on Gore Road, Brampton
1840's storey and half brick house disassembled and moved: 2004
15. Measured drawings and HIA of Abrm. Loughheed House Bramalea Road, Brampton
1907 two storey house on 1840's foundation with 1840 summer kitchen demolished: 2005
16. Measured drawing study and photographic documentation of Heritage House in Milton
Two storey stone house moved: 2005
17. Measured drawings of Cottage, Pointe au Baril
1912 Storey and half cottage restored: 2005
18. Measured drawings and HIA of William Brown House on Queen Street, Brampton
Storey and half post and beam house including barn and outbuildings demolished except frame: 2006
19. Measured drawings of Home Smith House 70 The Kingsway, Toronto
1930's storey and half stone house occupied: 200
20. Drawings digitization and transcription into Auto CAD, King Street Toronto.
1832 John Howard two storey house design: 200
21. Measured drawings of Tudor Revival House St George Road, Toronto
1949 three storey stone and stucco house occupied: 200
22. Measured drawing and architectural details T. P. Loblaws House Alliston
1833 frame house restored: 2008
23. Measured drawings of Home Smith House at 79 Varley Lane The Kingsway , Toronto
Storey and half stone and stucco house occupied: 2008
24. Measured drawings of Tudor Revival House 67 The Kingsway, Toronto
Three storey stone and stucco house occupied: 2008
25. Measured drawings for restoration of gutter, downspout and conductor boxes for restoration of various house and church's
including Timothy Eaton United Church Toronto 2008
26. Measured drawings and HIA of Hall House on Hallstone Road, Brampton
Storey and half brick house restored: 2007
27. Measured drawings and HIA documentation of Heritage House on Plains Road, Kitchener
1830's storey and half house of rubble set in mortar demolished: 200
28. Measured drawings and HIA documentation of Heritage Huron Road, Kitchener
1800 two storey log inn demolished: 200
29. Measured drawings and HIA documentation of the Becker House on Fisher Hallman Road, Kitchener
Storey and half 1850's stone house preserved: 2007
30. Measured drawings, structural analysis and restoration supervision of John Grieg Marshall Cottage, A 96-91 Marshall Point
Champlain Monument Island, Pointe au Baril
Two storey 1909 cottage restored and expanded: 2007
31. Measured drawing of Regency Porch, King City
Storey and half stone house demolished: 2007
32. Measured drawings, photographs and facade condition analysis, King Street Toronto



Six storey office building restored: 2008

33. Measured drawings, structural analysis and restoration supervision of A 142-1 Jergans Island Cottage, Pointe au Baril
1910 two storey cottage restored and expanded: 200
34. Measured drawings, structural analysis and restoration supervision of Bonnie Brae Cottage on A137-1 Bonnie Island,
Pointe au Baril
Two storey 1911 cottage structurally reinforced: 2009
35. Measured drawings, HIA and restoration supervision of Dalziel Log Barn, Black Creek Pioneer Village Toronto Structurally
reinforced: 2010
200 year old log Pennsylvania bank barn was the original location of Black Creek Pioneer Village and is a provincial
heritage site. Research, documentation and education provided formed the basis of a unique web site presentation.
<http://www.dalzielbarn.com/pages/TheBarn/FloorPlans.html>
36. Measured drawing of Regency Porch, Black Creek Pioneer Village
1850's storey and half stone house porch restored: 2010
37. Measured drawings and HIA of Williamsburg Villa, Kitchener
1850's two storey Italianate Villa preserved and restored: 2010
38. Measured drawings and HIA of Louis Nichols House, Markham
1936 two storey 1936 house preserved: 2010
39. Measured drawings, structural analysis and restoration management Fydel House 6 Olympus Avenue Toronto. Two storey
brick and stucco house restored: 2010
40. Measured drawings, structural analysis and restoration management Cuthbertson House 4 Olympus Avenue Toronto.
Three storey brick and stucco house masonry garage restored: 2010
41. Measured drawing and HIA Nichols Farmhouse Markham
Two and a half storey 1915 farmhouse built on top of a preserved 1840 Regency cottage preserved: 2011
42. Measured drawings of dining room, Royal Canadian Yacht Club
The Cedric Gyles 8 Metre Dining Room in the two storey island club house preserved: 2010
43. Measured drawings, structural analysis and restoration supervision of John A. Sinclair Cottage, A 298-1 Pongay Island
Pointe au Baril
1909 storey and a half cottage restored: 2011
44. Architectural drawing preservation and digitization, Condition Report with structural analysis and recommendations,
appropriate trade sourcing, costing and restoration management of Emmanuel Howard Park Church, High Park Toronto
United Church of Canada 850 seat capacity church built in 1928 restoration commenced: 2011
45. Measure drawing and HIA of the 1911 Ojibway Club Boat House (now the grocery store) in Pointe au Baril Ontario 2011
46. Various Georgian Bay Heritage structures documented. The drawings were donated to the Georgian Bay Land Trust
47. Palermo Blacksmith Shop in Oakville Ontario. Measured drawings and HIA of an 1840's English barn used as blacksmith
shop during the twentieth century. 2012
48. Measured Drawings of Montgomery Inn Toronto 2013
49. Heritage Plaque design Brampton 2013
50. 34 Queen Mary Drive Toronto measured Drawing of a Home Smith Kingsway Park 2013
51. Log Cabin, Markdale Ontario, 2014
52. Drew Cottage Woodstock Ontario Measured Drawing 2014
53. 51 MacDonald Ave Weston. Measured Drawing of a Wartime Housing Act veterans house 2014
54. Brick Regency Cottage Milton 2015
55. 25 Bradgate Drive Don Mills Measured drawing of an original mid-century modern Don Mills subdivision house. 2015

67



Bruce Corley CAHP

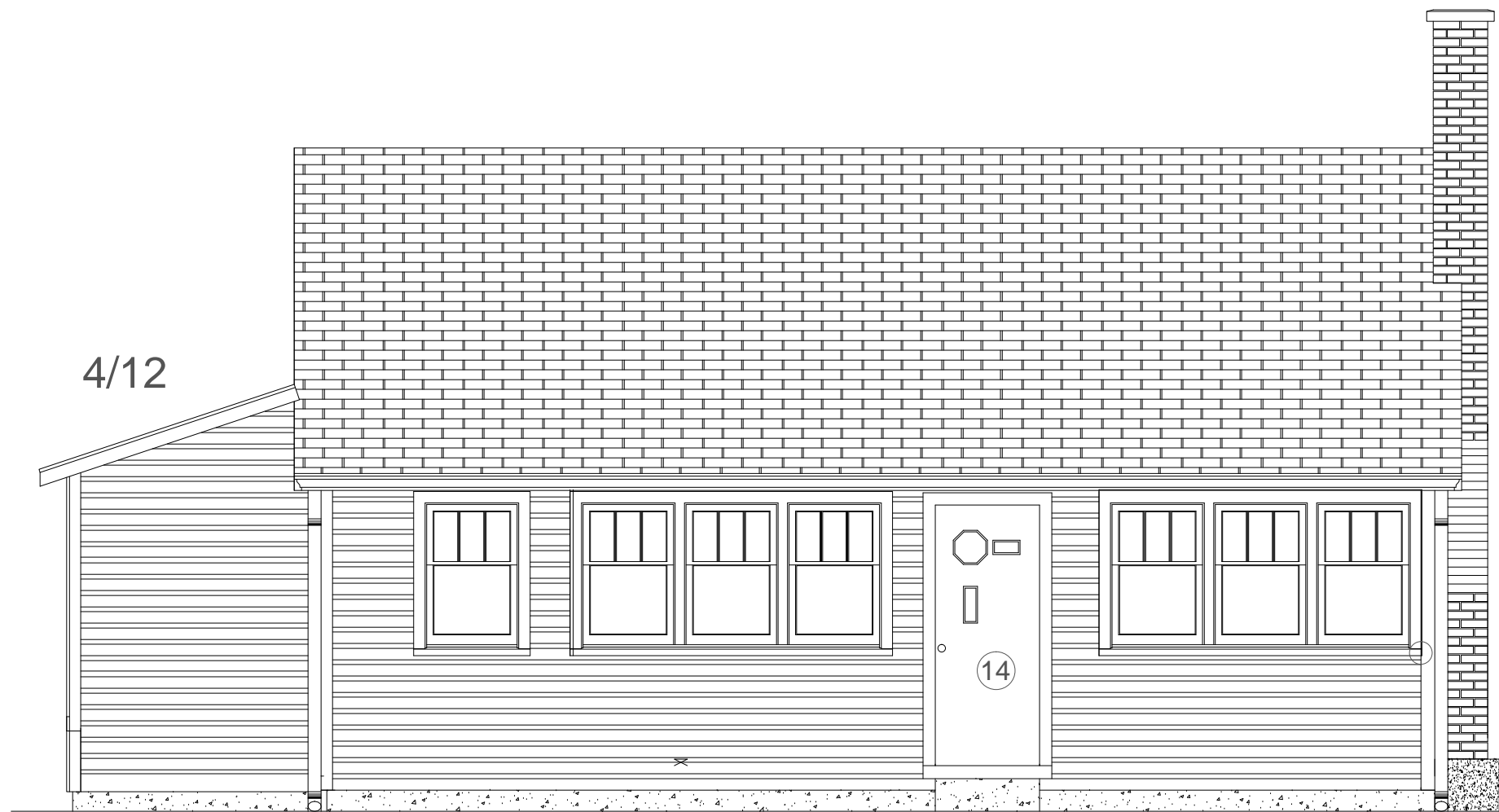
56. Briarly Regency Cottage Etobicoke preservation, measured drawings, documentation report 2015 HIA
57. Drawing of Architect John M Lyle of 1911 Royal Canadian Yacht Club island club house Historic plans restored, digitized and drawn in AutoCAD
58. David Walcott House Castries, St Lucia: Measured Drawing 2015
59. 1183 Dufferin Street Church Toronto Photographic Study and Report 2015
60. Measured drawings and HIA on the Fairford Farm 5691 Fifth Line Milton
61. Measured Drawings and HIA of the 5482 Wellington Road 86 Guelph 2016 for the Province of Ontario
62. Measured Drawings and HIA 5395 Woolwich Townline Guelph 2106 for the Province of Ontario
63. Measured Drawings and HIA of 5390 TWP Road 3 Guelph 2016 for the Province of Ontario
64. Measured Drawings and HIA of the Lawrie House 8682 Highway 7 2016
65. Measured Drawings and HIA of the Cedar Mains Church Cedar Mills Caledon 2016
66. Measured Drawing and HIA of the Widdefield Quaker House Woodbine Avenue Whitchurch Stouffville 2016
67. Measured Drawings of the Town Hall Black Creek Pioneer Village 2017
68. Measured drawings of the Mennonite Meeting House Black Creek Pioneer Village 2017
69. Measured Drawings of the Shield House Don Mills 2017
70. Measured Drawings of the Royal Canadian Yacht Club Main Club House 2017
71. Measured Drawings of the Annex Royal Canadian Yacht Club 2017
72. Measured Drawings of the DeCew House foundation with theoretical reconstruction Thorold 2017
73. Measured Drawings of the Macaulay Barn Erin 9th Line Ontario 2017
74. Measured drawings, specifications and construction management of the restoration of the Kingsway Lambton United Church. Work included underpinning, waterproofing, masonry, heating, air conditioning, fire and life safety rewiring, lighting, interior finishes plumbing and roof. 85 the Kingsway Toronto 2014-2018
75. HIA of Building 15 Canadian General Electric formerly Canada Foundry Lands Toronto 2018
76. Measured Drawings of 19 Harcroft Road Toronto 2018
77. Measured Drawings of 17 Queen Mary Crescent London 2018
78. Construction Management of the restoration of Tudor Revival home 38 Edenbrook Hill Toronto 2018
79. Heritage Documentation of cottage on Wegamind Island Lake Joseph Muskoka Ontario 2018
80. MacCauley Farm House Erin Ontario measured drawings 2020
81. Single Slip Boat House Pointe au Baril Ontario measured drawings 2020
82. 1910 Fishing Cabin Clare Island Pointe au Baril Ontario measured drawing 2020
83. 1950 Panabode Clare Island Point au Baril Ontario early pan abode measured drawings 2020
84. 23 Centre St. S., Brampton, Kilpatrick-Young House HIA with AREA architects 2020
85. Logging Office Boyd Island Kahshe Lake Ontario measured drawing 2021
86. Measured drawings, trim profiles, fireplaces and other details from numerous other heritage buildings
87. Photographic Documentation of Old Oakville's Heritage Houses
88. Photographic Documentation of Niagara Region's Heritage Houses
89. Photographic Documentation of Dundas' Heritage Houses
90. Photographic Documentation of Peel County's Heritage Houses
91. Photographic Documentation of London Ontario's Heritage House
92. Photographic Study of pre 1850 Buildings across Ontario

HIA = Heritage Impact Assessment

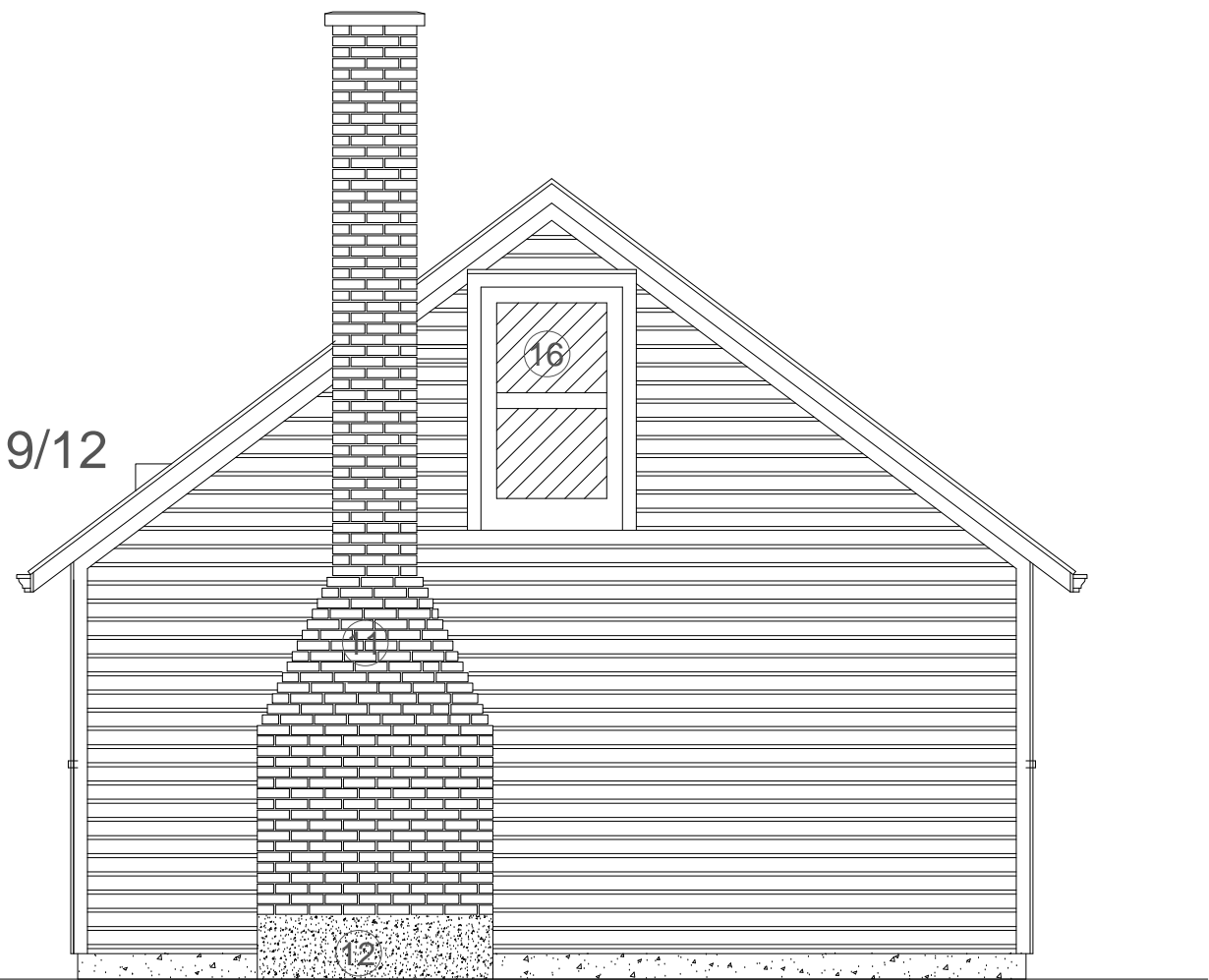
References

Available upon request.

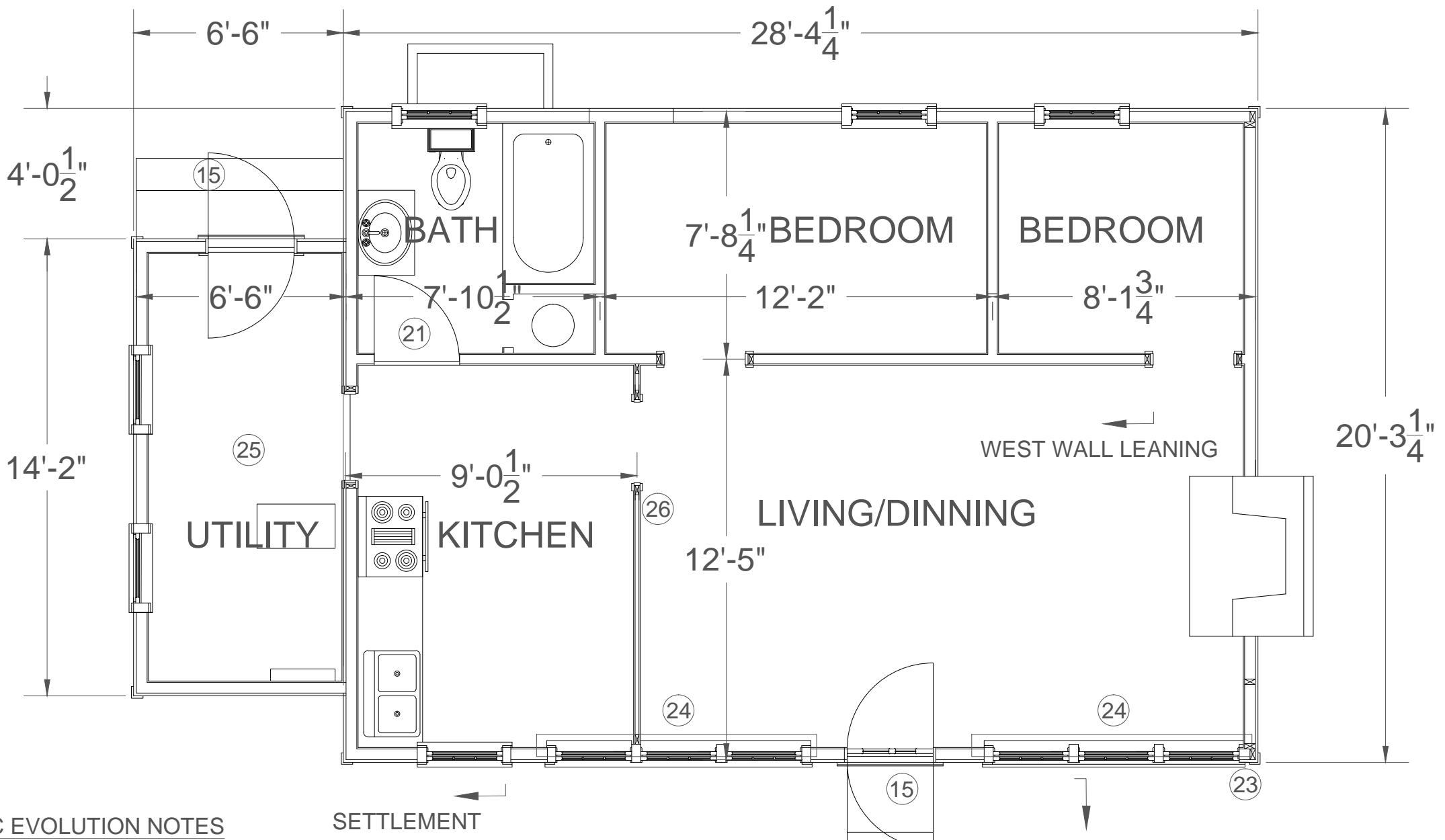




NORTH ELEVATION



WEST ELEVATION



CURRENT FLOOR PLAN

HISTORIC EVOLUTION NOTES

THE STRUCTURE AT 3 PEEL STREET IS COMPRISED OF ILL FITTING AND RANDOM PARTS RECLAIMED FROM OTHER BUILDINGS. THE COMPONENTS, STRUCTURAL ALTERATIONS, DETERIORATION AND LACK OF INSULATION ARE INDICATIVE OF ECONOMIC STRESS IN PORT DALHOUSIE IN THE MID TWENTIETH CENTURY.

LABOURERS COTTAGE
SHELL DERIVED FORM A RE PURPOSED SIMPLE ACCESSORY OR AGRICULTURAL BUILDING OR DRIVING SHED WITH LOFT
ROUGH SAWN RAFTERS, WALLS AND CEILING SET ON GROUND.

CEILING REMOVED REUSED AS FLOOR COLLAR TIES ADDED UNKNOWN FLOOR PLAN, SOME CONCRETE BLOCKS ADDED UNDER PARTS OF THE STRUCTURE. FIREPLACE OF RECLAIMED BRICK ADDED FOR HEATING.

SHED ADDITION ADDED DOORS AND EXTERIOR STEPS POURED RECLAIMED DOUBLE HUNG WINDOW DIVIDED IN TWO OPENINGS.

LOW INCOME YEAR ROUND DWELLING: NEW CEILING ADDED INTERIOR WALLS RECONFIGURED, GAS FIREPLACE INSERT, WATER HEATER, INSULATION / GYPSUM WALL BOARD, BATHROOM ADDED WITHOUT ANY VAPOUR BARRIER.

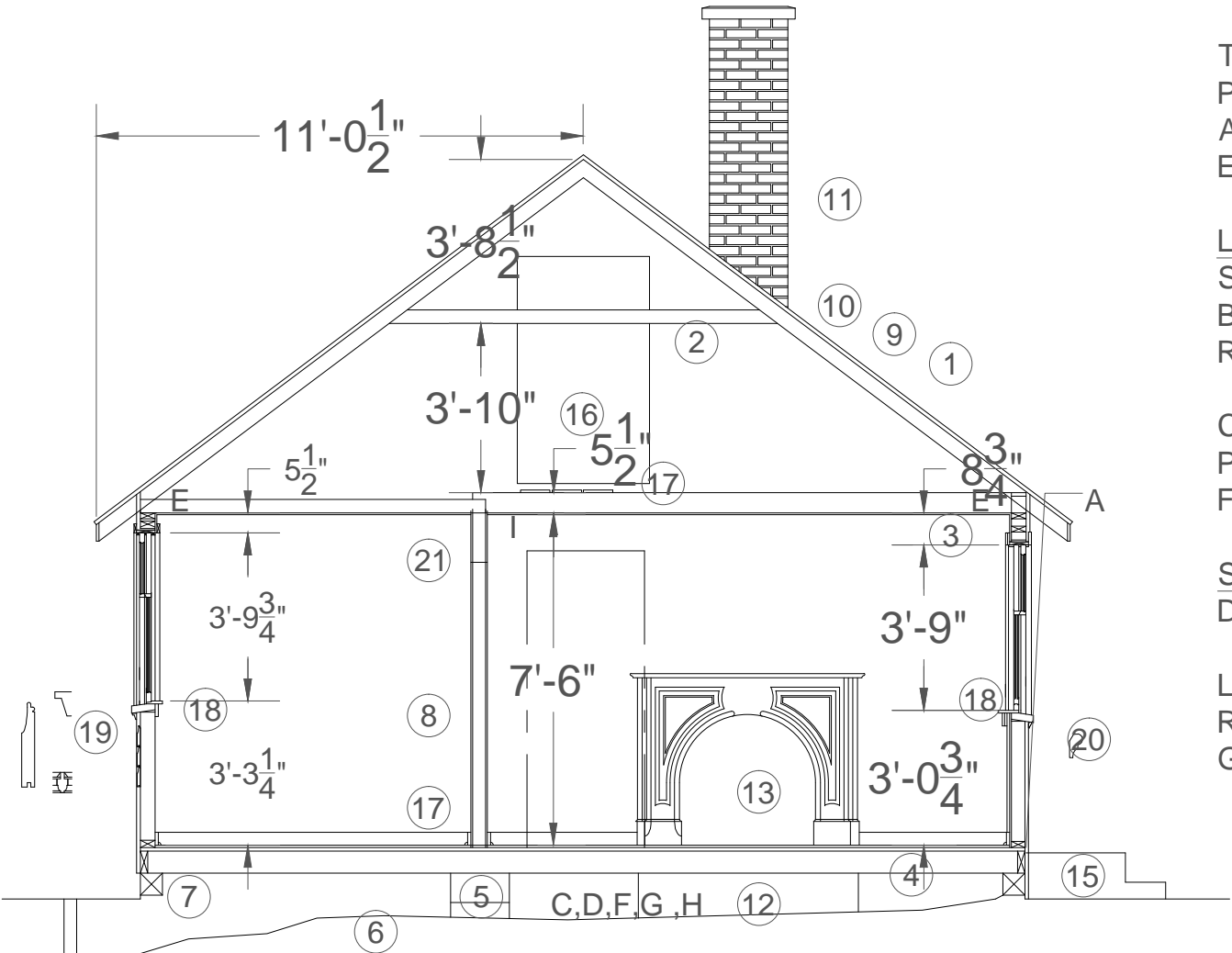
CONSTRUCTION NOTES

- ROUGH SAWN 2"x4" @24" 9/12 RAFTERS. NO RIBBON BOARD ORIGINAL NO DIAGONAL BRACES
- COLLAR TIES 1 5/8"x3 3/4" @ RAFTERS MID 1950'S
- CEILING JOIST 1 1/2"x5 1/2" @16" POST 1970. NOT STRUCTURALLY FITTED TO WALLS
- ROUGH SAWN 2"x8" JOISTS
- FOUNDATION OF 16"x8" SINGLE RANDOM UN MORTARED BLOCK ON SAND WITHOUT FOOTINGS
- UNEXCAVATED SAND VERY SHALLOW CRAWL SPACE
- BEAM ON GROUND
- INTERIOR WALL 1 1/2"x3 1/2" BUILT LATER AND DOES NOT MATCH WINDOW PLAN. NOTE: BOARDED UP SOUTH WINDOW AND KITCHEN WINDOW
- ROOF BOARDS 1"x10" ROUGH SAWN ORIGINAL
- SAWN PINE OR CEDAR SHAKES 5" EXPOSURE ORIGINAL UNDER ASPHALT SINGLES
- RECLAIMED, DAMAGED AND REUSED GLAZED BRICK 8 1/4"x4 1/4"x2 1/4"
- FIREPLACE FOUNDATION HANDMADE SAND AND LIME WITH SHORE PEBBLES AGGREGATE
- RECLAIMED ITALIANATE FIREPLACE MANTEL
- MATCHING FRONT AND REAR (ADDITION) EXTERIOR DOORS MID CENTURY MODERN RECLAIMED AND REUSED
- FRONT AND REAR CONCRETE STEPS CONTEMPORANEOUS
- ATTIC DOOR ORIGINAL PREDATES COLLAR TIES

- ATTIC BOARDS LOOSE WITH RECLAIMED DOORS BLOWN AND BATT FIBERGLASS INSULATION FOUND 2 MAGAZINES DATING FROM 1959
- FRONT AND REAR WINDOW STOOL ELEVATION ABOVE FLOOR, SIZE AND TRIM DO NOT MATCH. RECLAIMED AND REUSED SASHES
- REAR WINDOW EXTERIOR APRON MOULDING: REUSED DRIP CAP OLDER ILL FITTED
- FRONT WINDOW SINGLE CROWN APRON MOULDING
- INTERIOR DOOR OPENINGS HEIGHT AND WIDTH DO NOT MATCH. ONE RECLAIMED EDWARDIAN INTERIOR DOOR TO THE BATHROOM
- FRONT AND REAR CONCRETE STEPS LATER
- TRIPLE WINDOW SET VERY CLOSE TO NORTH WEST CORNER TO UTILIZE PREEXISTING OPENING WITH ONLY 2 STUDS.
- TRIPLE WINDOWS HAVE ADDITIONAL LINTEL PROTRUDING FROM THE WALL INDICATIVE OF A LATER RETROFIT OF A NON ORIGINAL COMPONENT. ORIGINAL OPENINGS MAY HAVE BEEN SMALL WINDOWS AS AT REAR OR LARGER OPENINGS FOR SOME A DRIVING SHED.
- SHED ADDITION BUILT LATER DIFFERENT SIDING LATER UTILIZED RECLAIMED WINDOWS PARTS.
- KITCHEN WALL 2X4 ON FLAT

STRUCTURAL NOTES

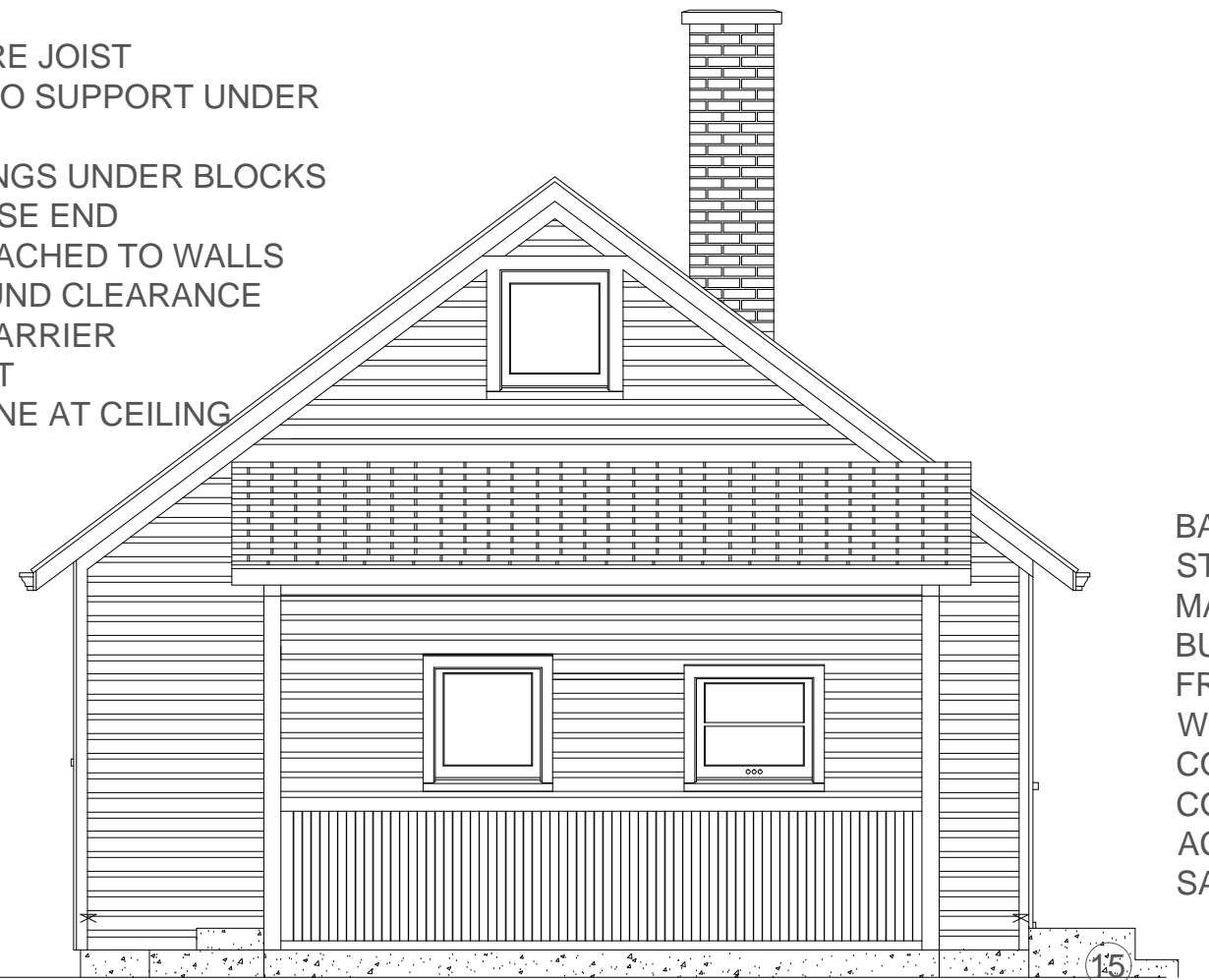
- NORTH WALL LEANING NORTH 3 DEGREES ROOF ROOF LOAD OUTSIDE WALL AND FOUNDATION STRUCTURE WITH OBVIOUS DEFORMATION
- WEST WALL LEANING EAST 1 DEGREE
- FLOOR SAGGING 2 DEGREES TO CENTRE JOIST DETERIORATION AND DEFORMATION. NO SUPPORT UNDER CENTRE WALL
- INADEQUATE FOUNDATIONS NO FOOTINGS UNDER BLOCKS DIFFERENTIAL SETTLEMENT AT THE EASE END
- CEILING JOISTS NOT STRUCTURAL ATTACHED TO WALLS
- INADEQUATE WOOD STRUCTURE GROUND CLEARANCE
- NO FLOOR INSULATION AND VAPOUR BARRIER
- PLUMBING UNPROTECTED FROM FROST
- IN ADEQUATE HORIZONTAL SHEER PLANE AT CEILING
- SINGLE TOP PLATES AND NO LINTELS



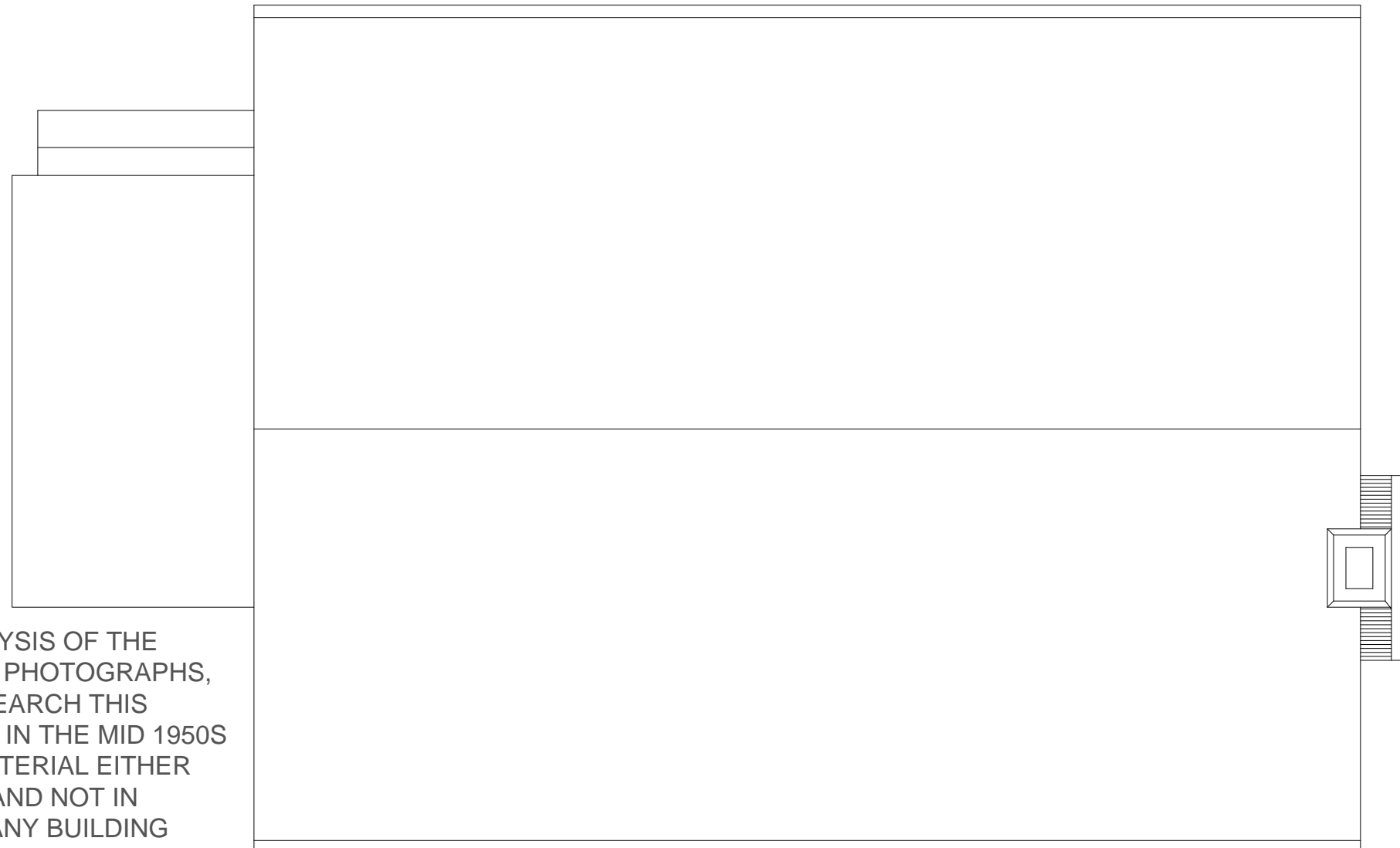
SECTION



SOUTH ELEVATION



EAST ELEVATION



ROOF PLAN

HERITAGE EVALUATION
3 PEEL STREET

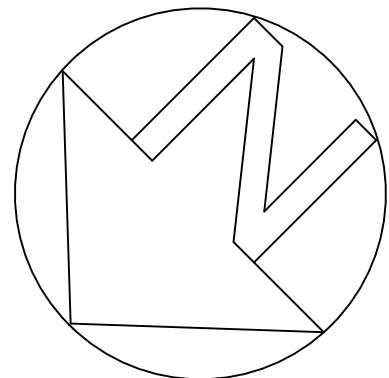
FOR STRUCTURAL ONLY:

BCIN:

The undersigned has reviewed and takes responsibility for this design, and has the qualifications and meets the requirements set out in the Ontario Building Code to be a designer.
QUALIFICATION INFORMATION
Required unless design is exempt under 2.17.5.1. of the building code
BRUCE CORLEY 23304
NAME SIGNATURE BCIN
REGISTRATION INFORMATION
Required unless design is exempt under 2.17.4.1. of the building code
BRUCE CORLEY 32536
FIRM NAME BCIN

REVISIONS AND NOTES:

MEASURED DRAWING AND NOTES
NOVEMBER, 2021



DESIGNER:
BRUCE J F CORLEY MBA RPA CAHP
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PROJECT:

3 PEEL STREET
ST CATHERINES, ONTARIO
ORIGINALLY SOUTH DRIVE
PORT DALHOUSIE ONTARIO

Project: PEEL

Date: November 13, 2021

Scale: 1/4" = 1'-0"



Corporate Report City Council

Report from: Office of the Chief Administrative Officer

Report Date: June 24, 2022

Meeting Date: June 27, 2022

Report Number: CAO-112-2022

File: 35.23.11, 10.4.99

Subject: Update on Niagara Region Transit Commission – Establishment of the Niagara Transit Commission as a Municipal Service Board

Strategic Pillar:

This report aligns with the following St. Catharines Strategic Plan pillars: economic, social, environmental, cultural and organizational excellence.



Recommendation

That Report CAO-112-2022, regarding Update on Niagara Region Transit Commission – Establishment of the Niagara Transit Commission as a Municipal Service Board, be received for information.

Summary

The purpose of this report is to provide Council with an update on the establishment of a new Transit Commission for Niagara Region. As further detailed, the Niagara Transit Commission (NTC) was established by By-law of Niagara Region following Council of Niagara Region's meeting on May 26, 2022. The establishment of the NTC includes the establishment of a transition Board with members of St. Catharines Council.

Over the past several months, the Region and local area municipalities have been negotiating a municipal transfer agreement to transfer all transit related assets to the NTC. Further work is required to settle all outstanding terms, most of which relate to the treatment of capital projects "in flight", the transfer of employees and unfunded liabilities related to employees.

Relationship to Strategic Plan

A Regionalized Transit system with an established Commission will have positive impacts on four of the Strategic Pillars.

- Economic - a regionalized transit system provides a better standard of service to residents and the community of Niagara. It is an investment towards enhanced mobility and time and cost savings.
- Social Well-Being - Residents will be positively impacted with an improved transit system that services more residents and visitors and ensures transit is accessible for all.
- Environmental Stewardship - investing and promoting transit supports less reliance on vehicles and reduces emissions.
- Cultural Renaissance - Regionalized Transit indirectly supports culture within the city by improving the means for residents across Niagara to access cultural venues and events.

A newly established Transit Commission allows for alignment and accountability to the City's Strategic Plan.

Background

On November 25, 2021, the Council of Niagara Region approved the recommendations of Report No. PW 55-2021 and adopted By-law 2021-96, which provided the authority to establish, operate and maintain a consolidated passenger transportation system to be transferred to the Region.

At a Special Council meeting on December 8, 2021 the Council of the City of St. Catharines considered [Report CAO-206-2021](#), and approved the following recommendations:

- for Council to consent to the passage of By-law 2021-96;
- to direct staff to negotiate Municipal Transfer Agreements for between the City of St. Catharines with representatives of the future Regional Transit Commission on the basis of the principles of the Summary Term Sheet attached as Appendix 1; and
- for staff to provide subsequent reports to Council regarding the 2023 Capital and Operating Budgets in the creation of a Regional Transit Commission.

On May 26, 2022, the Council of Niagara Region approved the recommendations of Report No. CSD 19-2022 (Appendix 1):

1. to adopt By-law 2022-38 to establish the Niagara Transit Commission (NTC) as a Municipal Service Board;
2. for the Chief Administrative Officer of the Region to be authorized to negotiate and execute an appropriate service level agreement with the NTC for corporate

and administrative support services provided to the NTC by Regional Staff on a cost recovery basis;

3. for the Council of Niagara Region to appoint members of the NTC for a term from May 26, 2022 until the earlier of the Board Member's term on a municipal or regional council ending or until January 31, 2023;
4. for the Council of Niagara Region to approve the application of its Code of Conduct to the members of the NTC Board;
5. for the appointment of the Commissioner of Corporate Services / Treasurer of the Region as an interim signing officer for the NTC, with delegated authority to execute such documents as required; and
6. for staff of the Region to report back to the Regional Council at its meeting on July 21, 2022 on the completion of the MTA(s).

This Report will further outline the recommendations of Report No. CSD 19-2022 approved by the Council of Niagara Region.

Report

Update on progress towards Municipal Transfer Agreement

Since Report CAO-206-2021, staff on behalf of the City of St. Catharines and SCTC have been diligently negotiating and drafting an MTA. Applicable principles of the Summary Term Sheet have already been incorporated into By-law 2022-38, with no significant areas of divergence.

Report No. CSD 19-2022 (Appendix 1) indicates that the following matters are proposed to be included as part of the MTA:

- existing transit related assets will be transferred to the NTC;
- reserves will be segregated and dedicated to transit, but held by the Region; and
- debts related to transferred assets will be transferred to the Region, as negotiated between parties.

Ancillary agreements are also proposed to deal with:

- licensing access to municipal lands for bus stops and shelters;
- lease agreements for the lands transit facilities are located on;
- agreements to reflect shared use of certain facilities between municipalities and the NTC;
- assignments of leases and material contracts; and
- licensing or transfer of intellectual property (if any).

In flight projects, being projects that are scheduled to commence in 2022 or are presently underway, may also require ancillary agreements on a case-by-case basis. As outlined above, the Council of Niagara Region approved a recommendation for staff of the Region to report back at its July 21, 2022 meeting on the completion of the MTA. This report will also update Council of Niagara Region on the need for ancillary agreements and matters related to in-flight projects. Staff are therefore recommending

that they report back to Council of the City of St. Catharines respecting same at its Regular August 8, 2022 Meeting.

Establishment of the Niagara Transit Commission by By-law 2022-38

By-law 2022-38 came into force upon enactment by the Council of Niagara Region. Among other matters, it establishes the NTC as a Municipal Service Board, provides to it exclusive authority to provide public transportation within Niagara Region (subject to certain exceptions), establishes a Board, and outlines certain financial matters.

Niagara Transit Commission as a Municipal Service Board

Section 2.1 of By-law 2022-38 establishes the NTC as a Municipal Service Board, body corporate and Local Board of the Region.

Municipal Service Boards are established by municipalities pursuant to section 196 of the *Municipal Act, 2001*. Section 196 authorizes municipalities to provide matters such as the name, composition, quorum and budgetary process of the board, various matters respecting board members, including who can be a board member, the process for selecting board members, terms of office, remuneration and votes, as well as the requirement to follow rules, procedures and policies of a municipality and their relationship.

The *Municipal Act, 2001*, outlines at section 197(2) that Municipal Service Boards are agents of the municipality. In this case, the NTC will be agent to Niagara Region. As a body corporate, the NTC can enter into contracts, sue and be sued as a separate entity from Niagara Region.

Section 1(1) and 197(3) of the *Municipal Act, 2001*, confirms all Municipal Service Boards, including the NTC, are Local Boards for the purposes of the *Municipal Act, 2001*. Among other matters, Local Boards under the *Municipal Act, 2001*, are:

- subject to the same rules regarding meetings and procedure by-laws as municipalities (see sections 238 and 239 of the *Municipal Act, 2001*),
- are subject to the *Municipal Freedom of Information and Protection of Privacy Act*, and
- must adopt policies regarding dispositions of land, hiring of employees and procurement of goods and services (see section 270(2) of the *Municipal Act, 2001*).

These above noted responsibilities are also reflected in Article 5 of By-law 2022-038, regarding meetings of the NTC Board.

Niagara Transit Commission has sole authority to provide public transportation

By-law 2022-38 further outlines that the NTC has sole authority to provide public transportation or operate a public passenger transit system within the Region. There are

exceptions provided for buses operated by the authority of the Niagara Parks Commission and otherwise comprising the WEGO transit system, GO Transit, or any other Provincial authority, as well as for school buses, tourist buses, airport shuttles, licensed taxis and ride sharing services and vehicles authorized by federal or provincial law.

Niagara Transit Commission Board

Section 4.1 of By-law 2022-38 outlines that the NTC is to be governed by a Board of Directors of no more than 15 members appointed by the Council of the Region.

Section 1(1) of By-law 2022-38 further establishes a Transition Board, which is the first Board of Directors of the NTC. It is responsible to make recommendations to the Council of Niagara Region on a governance and board membership model for the NTC following the “Transition Period” defined in the By-law. The Transition Period is defined as the period between when the Transition Board is first appointed and until Council appoints the successor Board to take office following the 2026 municipal election.

As per Motion 10.1 at the April 11, 2022 Regular Meeting of the Council, the City of St. Catharines recommended Mayor Walter Sendzik, Councillor Greg Miller, and Regional Councillor Mat Siscoe to sit as members of the Transition Board. These individuals were appointed to the Transition Board by way of the Council of Niagara Region’s decision on May 26, 2022.

The first term of each member of the Transition Board commenced on May 26, 2022 and will run until the earlier of the end of their term on municipal or regional council ends or until January 31, 2023.

Following the 2022 municipal election, the Council of Niagara Region will appoint Board Members based on the recommendations of local area municipalities, to hold office until the end of the municipal or regional council term in 2026, as applicable, or until their successors are appointed.

A mandatory orientation for the Transition Board members is required by section 4.6 of By-law 2022-38 prior to the first meeting of the Board. This has been scheduled for June 22, 2022. The first Board meeting of the NTC will take place on June 28, 2022.

The following are responsibilities outlined in Article 6 of By-law 2022-38 of the NTC Board, including the Transition Board:

- to supervise the management, planning, maintenance and operations of the NTC and the delivery of transit on behalf of the Region; including ensuring that existing local service levels in each municipality, defined as a minimum of the budgeted 2020 local service hours, are maintained for a minimum of 7 years from January 1, 2023, unless otherwise consented to by the local municipality
- to appoint a Commission Chair from its members to preside over meetings and as the Chief Executive Officer and a signing officer of the NTC, and a vice chair to serve in place of the Chair where the Chair is unavailable;

- Appoint a General Manager of the NTC to be responsible for the day-to-day operations of the NTC. Section 9.1 of By-law 2022-038 outlines that the responsibilities of the General Manager include:
 - Administering the operations of the NTC and the public transit system consistent with the approved capital and operating budget, the applicable programs, policies and procedures of the Region, and with the approved principles within the summary term sheet that formed the basis of triple majority approval;
 - Reviewing all operating agreements on a regular basis to ensure they are consistent with the approved budgets and with the policies of the NTC and that the Commission remains in compliance with their terms and conditions;
 - Various matters regarding the employment of persons necessary for the business and operations of the NTC; and
 - Negotiating service level agreements with the Region for the corporate and administrative support services provided by the Region (to be approved by the Board);
- Establishment organizational structure;
- Recommendation of appointments to the NTC Advisory Committee to the Council of the Region, in consultation with the local area municipalities, including St. Catharines. This NTC Advisory Committee is to act as a liaison with the Commission and the public for discussion of issues of community concern affecting the regional transit system;
- Establishment a head office in the region of Niagara;
- Establishment annual and long term plans for improving transit across the region;
- Management of the workforce employed by the NTC;
- Management of the Commission's and Region's assets used in connection with the transit system;
- Entering into contracts in connection with the provision of transit services;
- Collecting fees and charges imposed by Council in respect of the provision of a transit system;
- Delegating authority to employees of the NTC as appropriate;
- Establishing committees of the Board where appropriate;
- Establishing policies and procedures;
- Complying with the Region's by-laws and policies, as outlined in Schedule "A" to the By-law; and
- Consulting with the Region on the preparation for media releases.

Financial Matters of the NTC

Further details on the 2023 budget of the NTC will be prepared by Regional Staff utilizing information collected in the data collection phase and organizational structures as they are developed.

Section 7.1 of By-law 2022-38 indicates that the NTC will be allocated funding not to exceed \$24.3 million, which represents 50% of the established Special Levy Financial Strategy (SLFS) outlined in Report No. PW 55-2021. This SLFS indicates that 12

special levies (one for each local municipality) are to be adopted by Niagara Region in 2023 which will allocate 65% of 2023 net transit costs based on service hours. All current Niagara Region Transit Services transferred to the NTC are to continue to be allocated to the Special Levy based on municipal share of Regional assessment and the local transit service costs will be allocated to the Special Levy based on service hours.

Section 7.2 of By-law 2022-38 further outlines that the NTC will be responsible for submission of annual operating and capital budgets and business plans, 2 year forecasts and 10 year capital plans and any other information required by the Regional Treasurer or Council.

Financial Implications

There are no financial implications associated with this update report. Closed Session Report CAO 103-2022 will provide some items that are in need of further analysis which may have financial implications moving forward.

Environmental Sustainability Implications

In general, municipalities that focus on improving their transit systems see positive environmental outcomes that correlate to those changes.

With respect to a new, regional transit system, it would be reasonable to expect that improved and increased service would result in a reduction in need for single-use vehicles and single-use trips, and therefore a reduction in greenhouse gases being emitted and an overall improvement in local air quality.

The magnitude to which these benefits would be realized will directly correlate with the increase in ridership and reduction in dependence on single-use vehicles, and will not be able to be measured immediately.

A regionalized transit system can also positively impact the environment through operational decisions, including the types of vehicles that comprise the fleet, the average fuel consumption for the fleet, and route efficiency.

Conclusion

As outlined above, the Council of Niagara Region approved a recommendation for staff of the Region to report back at its July 21, 2022 meeting on the completion of the MTA. Staff intend to report back to Council respecting completion of the MTA at its Regular August 8, 2022 Meeting.

Prepared, Submitted and Approved by

David Oakes

Chief Administrative Officer

Appendices

1. Appendix 1: CSG 19-2022: - Moving Transit Forward - Establishing the Niagara Transit Commission as a Municipal Service Board

Subject: Moving Transit Forward: Establishing the Niagara Transit Commission as a municipal service board and Update regarding the transfer of municipal transit assets to the Commission

Report to: Regional Council

Report date: Thursday, May 26, 2022

Recommendations

1. That Regional Council **APPROVES** the passage of a by-law to establish the Niagara Transit Commission (“NTC”) as a municipal service board of the Region, pursuant to section 196 of the *Municipal Act, 2001*, in accordance with the draft by-law attached as **Appendix “1”** to this report; including the provision of corporate and administrative services by staff to the NTC as set out in Schedule “B” of the draft by-law on a cost recovery basis; and the application of Regional policies and procedures to the NTC as set out in Schedule “A” to the draft by-law with such necessary amendments as may be required to give effect to this resolution;
2. That the Chief Administrative Officer (CAO) **BE AUTHORIZED** to negotiate and execute an appropriate service level agreement with the NTC for corporate and administrative support services provided to the NTC by Regional Staff on a cost recovery basis in a form satisfactory to the Director of Legal and Court Services;
3. That Regional Council **APPOINT** the members of the NTC Board as set out in **Appendix “2”** for a term from May 26, 2022, until their term on municipal or regional council ends or until January 31, 2023 whichever is earlier;
4. That Regional Council **APPROVES** the application of its Code of Conduct, as may be amended from time to time, to the members of the NTC Board with such necessary amendments as may be required to give effect to this resolution;
5. That Regional Council **APPOINTS** the Commissioner of Corporate Services/ Treasurer as an interim signing officer for NTC with delegated authority to execute such documents on behalf of NTC as may be required, in order to advance transitional activities required to implement regional transit consolidation until such time as NTC appoints its own signing officers;
6. That Staff **BE DIRECTED** to report back to Regional Council at its meeting of July 21, 2022 regarding the completion of the Municipal Transfer Agreements.

Key Facts

- The purpose of this report is to seek the required Council approval to progress the implementation of the consolidation of region-wide transit, following the successful achievement of triple-majority approval of By-law No. 2021-96 in February 2022; whereby the authority to provide region-wide public transit now rests solely with the Region, with operational responsibility effective January 1, 2023.
- Council approval is requested for the passage of a by-law (attached as **Appendix “1”**) to establish the Niagara Transit Commission (“NTC”) as a Municipal Services Board (“MSB”) of the Region, pursuant to section 196 of the *Municipal Act, 2001* (“Act”). To that end this report provides an overview of what a MSB is; the proposed authority being granted to NTC; and, its proposed relationship with the Region, including as it relates to the provision of corporate and administrative support services.
- To coincide with the establishment of the NTC; Council is also being asked to approve appointments to the Board based on nominations made by the local area municipalities in accordance with Report PW 15-2022 (attached as **Appendix “2”**).
- This report also provides updates regarding the progress of negotiations of the Municipal Transfer Agreements (“MTAs”), and related ancillary agreements, required to effect transfer of the transit-related assets, indebtedness, agreements and personnel from the Cities of St. Catharines, Niagara Falls and Welland and the Town of Fort Erie, as applicable. Negotiations have proceeded on the basis of the “term sheet” (attached as **Appendix “3”**) that was appended to Report PW 55-2021, and approved as part of the triple-majority process. There is a separate closed session report to provide legal advice for Council’s consideration regarding the outstanding MTA matters.
- Subject to Council’s consideration and approval of the recommendations herein, Staff will continue to undertake the necessary transitional activities to support regional transit consolidation; and will report back to Regional Council at its meeting of July 21, 2022 regarding the MTAs.

Financial Considerations

The estimated 2023 NTC budget as outlined in PW 55-2021 was \$48.6M. This represents the consolidated budget of local and regional transit services adjusted for inflation and capital funding. The share of the budget relating to the upload of local municipal service budget, inflation and capital funding was estimated to be \$32.2M,

which represents 7.6% of the 2022 levy. The Region's budget for transit will also be transferred to the NTC.

The estimated 2023 NTC budget was based on the consolidation of the 2020 local area municipality (LAM) budgets. As NTC service levels are intended to maintain current service levels, the 2020 budgets served as reasonable proxy for the cost of a consolidated service; however an in depth analysis of these budgets was not prepared at that time. Additionally operations and capital projects have continued since that financial analysis was completed and the development of the MSB and MTAs has identified several items that may impact the estimated 2023 NTC budget. A detailed 2023 budget of the NTC will be prepared using information assembled in the ongoing data collection phase and based on organizational structure decisions to be made. Staff will more accurately identify any impact on budgets once potential duplication and opportunities for efficiency are assessed in more detail.

As per Report PW 55-2021, existing local transit assets at June 30, 2022, including but not limited to bus fleet, service vehicles, equipment, and transit service facilities will transfer to the NTC at no cost for the exclusive use of transit service delivery. These assets will be included in LAM specific appendices attached to the MTA agreement. In addition any remaining debt outstanding on these assets will also transfer to the Region which is not anticipated to have any material impact on the Region's estimated Annual Repayment Limit of 8.34% as the debt for transit as a percentage of transit taxation is very small.

In addition some LAMs may transfer inventory and prepaid expenses to the NTC. Those that have been paid for by the LAMs and to the extent not yet expensed to their 2022 budget will require a financial reconciliation but are not likely to impact 2023 budget as they would be reflective of the costs involved in normal operations and included in estimated budgets. LAMs that have operating and capital reserves either established through allocations funded in prior year budgets, from development charges or federal/provincial funding (i.e. Provincial Gas Tax (PGT), Investing in Canada Infrastructure Program (ICIP), etc.) collected in prior years will also be transferred to the NTC to be utilized for the transit purposes intended.

The MTA principles, included in the "term sheet" attached as **Appendix "3"** had envisioned that the LAMs would continue to manage projects "in flight" and transfer transit assets to the NTC upon completion. Upon further analysis much complexity was identified with these projects such that Staff is recommending that these projects be considered in the following three categories:

-
1. Projects that will be completed by the LAM and a completed Pending Asset will be transferred to the NTC upon completion. An issue flagged for these is the potential incremental operating costs (maintenance, fuel, debt servicing etc.) in particular on growth projects that were not anticipated in the 2020 budget upon which the financial model for the triple majority was prepared.
 2. Projects that will remain the full responsibility of the LAM and the completed asset will not transfer to the NTC as it is not for NTC-related assets.
 3. Projects that require additional analysis but the expectation is that for the most part upon completion the NTC will likely assume the assets. Staff recognize these proposed assets are of some value to the NTC, funding agreements and arrangements are beneficial to the NTC and there is potential that some of the projects in this category that have not yet commenced could be transferred to NTC for execution. However the following issues still require resolution to assess funding (and business) implications (and as such the MTA will be updated to reflect the need for ongoing discussion; a new schedule to capture all projects in this category, and agreement to be reached by the parties by December 31, 2022):
 - i. Criticality of project to maintaining existing service levels;
 - ii. Customer experience/operational benefits that may be achieved if the execution of the project is assumed by the Commission;
 - iii. Reconciliation of capital budget funding sources to and from the LAM (i.e. PGT, Development Charges (DCs), ICIP);
 - iv. Possible substitution of reserve or other funding in lieu of debt that may have been approved for the projects;
 - v. Staffing resources available to oversee the project execution;
 - vi. Operating budget implications outstanding which may require projects to be re-prioritized in the capital forecast to align with financial capacity;
 - vii. Active and planned procurements;
 - viii. Transfer of legal agreements for funding from upper levels of government; specifically ICIP (and any associated deadlines for project completion).

Potential 2023 base budget considerations identified at this time total \$1.8 M (0.42% of 2022 levy) which includes increased debt servicing costs, 2022 service enhancement, declining fare revenues etc. Further details will be reported to Council in the July report and as part of the 2023 budget.

The 2022 Operating Budget includes \$2.7M to support transitional costs to the NTC. As of May 10, 2022, \$790,000 has been expended or committed. Staff anticipate that there will be adequate budget to support transition inclusive of additional one-time costs estimated at \$1.5M (e.g. HR system configuration, 2022 corporate supports).

Analysis

Background

Further to Report PW 15-2022, this report seeks Council approval to implement next steps to advance bringing regional transit consolidation to fruition; more particularly the establishment of the Niagara Transit Commission (NTC); and, the appointment of board members. The report also provides an update regarding the negotiation of Municipal Transfer Agreements (and required ancillary agreements and documents) to equip the NTC with required transit assets to successfully commence operations on January 1, 2023.

In progressing the deliverables detailed in this report Staff continue to be guided by, and seek alignment with, the “term sheet” that was appended to Report PW 55-2021, and approved as part of the triple-majority process, that outlined a series of foundational financial, service, and governance strategies that had been developed and recommended by the CAO Governance Steering Committee and endorsed by the Linking Niagara Transit Committee to support regional transit consolidation (attached as **Appendix “3”** to this report for reference purposes).

As noted in previous reports, external legal counsel, Dentons, have been retained to provide legal advice and support for all legal aspects of the transit consolidation.

What is a Municipal Service Board (MSB)?

This section is intended to serve as an overview regarding MSBs for purposes of providing Council with some context regarding some of the requirements proposed for inclusion in the MSB by-law to establish the NTC and the recommendations of this report.

A MSB is created by by-law pursuant to section 196 of the Act. The Region is responsible for naming the MSB, appointing its board of directors, and determining its mandate and reporting relationship to the Region as set out in the by-law authorizing its establishment.

Although not a corporation; a MSB is a “body corporate”, which in effect means that it can contract and sue and be sued in its own name. In this way, establishing the Commission as a MSB serves the intended purpose of providing a level of independence to the Commission that is greater than being a municipal department.

A MSB is also an “agent” of the municipality in accordance with section 197(2) of the Act; which can have legal ramifications. Usually an agent can bind a principal and usually the principal is vicariously liable; which is why it is important to define the authority given to agents like the MSB. Importantly, a MSB only has the powers and duties delegated to it by the Region in accordance with section 198 of the Act. It is responsible and accountable to the Region and must report to the Region, as determined by the Region.

MSBs are also “local boards” pursuant to section 197(3) of the Act; which means that there are certain requirements under the Act that also need to be addressed, including:

- the open meeting rules will apply to the Board- same as Council (section 239 of the Act); as a result the Board must enact a procedure by-law; have formal agendas and minutes; and provide public notice of its meetings;
- the Board is required to adopt certain policies as prescribed by the Act (section 270(2)); for example: sale and disposition of land; hiring of employees; and the procurement of goods and services;
- the Board requires a Code of Conduct and Integrity Commissioner;
- the *Municipal Conflict of Interest Act* will apply to board members; and
- *Municipal Freedom of Information and Protection of Privacy Act* (“MFIPPA”) applies to its records.

It is also important to note that the Board of Directors owes a fiduciary duty and a duty of care to act in the interest of the MSB. Fiduciary duty means that the Board members will be required to:

- Act honestly and in good faith with a view to the best interests of the MSB, rather than any municipality;
- Exercise the care, diligence and skill expected of a “reasonably prudent person” in comparable circumstances;
- Manage the assets of the MSB to best realize its objectives as defined by by-law by the Region;

- Maintain confidentiality of information acquired as a result of position on the Board; and,
- Avoid conflicts of interest, interpreted broadly (i.e. common law definition of conflict is much broader than pecuniary interest per *Municipal Conflict of Interest Act*).

Niagara Transit Commission and its Relationship to the Region

The proposed MSB By-law was prepared with reference to constituting by-laws of other transit authorities including Durham, London, and Ottawa; and is the product of collaboration among a cross-departmental working group comprised of staff from all Corporate Services divisions; Human Resources; Clerks; Corporate Strategy and Innovation; the GO Implementation Office; and with input from the Region's external transit consultant.

The following provides a brief overview of the proposed by-law attached as **Appendix "1"**:

- Article 2 Establishes the NTC as a MSB and local board of the Region
- Article 3 Outlines the purposes of NTC and its general mandate
- Article 4 Addresses governance matters; including board composition appointment and the requirement for a governance review to be undertaken prior to the 2026 election (in accordance with the "term sheet")
- Article 5 Outlines requirements related to Commission meetings and records; including addressing compliance with open meeting requirements, the requirement to adopt a procedural by-law and the role of the Clerk including as it relates to MFIPPA
- Article 6 Establishes the scope of responsibilities and authority delegated by Council to the Commission with respect to the control and management of the regional transit system, subject to certain restrictions (e.g. head office required to be in Niagara, Commission required to ensure compliance with "term sheet" commitments regarding service)
- Article 7 Provides requirements for budgetary matters and business planning reporting to Regional Council for approval
- Article 8 Provides that the Region's auditor shall serve as the auditor for the Commission
- Article 8 outlines responsibilities of the General Manager to be appointed by the Commission

For Council's reference, the below serves as a high level synopsis of the delineation of responsibility between the Region and NTC within the proposed by-law:

Region Responsibility:

- Approval of name of NTC (including any future operating names or brands)
- Appointment of members of the Board and Public Advisory Committee
- Approval of governance structure
- Board mandatory orientation
- Approval of Board remuneration
- Approval of annual budget, business plans, quarterly financial reporting
- Approval of transit fees and charges (via the annual budget process)
- Approval of acquisition or disposition of land and contracts over 20 years
- Ownership of transit (capital) facilities
- Negotiation and approval of MTAs and ancillary agreements as required to effect the transfer of transit assets, personnel and agreements as required for regional transit consolidation
- Provision of certain corporate and administrative services (on a cost-recovery basis) and related policies and procedures

Commission Responsibility:

- Delivery of regional transit, including establishment of service levels; subject to the commitment to continue to utilize existing fleet vehicles transferred to the NTC from a local area municipality exclusively within that municipality for the remainder of their useful life; and the commitment to maintain existing local service levels in each municipality (defined as a minimum of the budgeted 2020 local service hours) for a minimum of 7 years or unless otherwise consented to by the municipality; both of which were included in the "term sheet" supported by the local area municipalities as part of the triple majority process (attached as **Appendix "3"** for reference)
- Appoint Chair and Vice Chair
- Adopt Procedural By-law for meetings
- Appoint General Manager and establish organizational structure for the Commission
- Establish a head office (subject to the requirement that it be located within the region)
- Develop annual and long term plans for improving transit
- Manage NTC assets and workforce

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- Establish Committees including terms of reference and process for input for the Public Advisory Committee
 - Establish operational by-laws, policies procedure and guidelines respecting operation and use of the transit system
 - Provision of certain corporate and administrative services and development of related policies and procedures

One of the key considerations in determining the relationship between the Region and the NTC that needed to be addressed within the by-law is the nature and extent of any shared services to be provided by the Region. To this end, as noted in Report PW 15-2022, KPMG was retained, utilizing provincial funding secured through the Audit and Accountability – Phase 3 program, to examine and develop a recommended shared services relationship between the Region and Commission. This assignment considered best practices and comparator transit commissions (i.e. London, Ottawa, Edmonton, Durham) to examine reporting relationships, undertake financial analysis, and arrive at a preferred model. Based on this analysis, KPMG have also proposed an initial staffing organization structure that is intended to be submitted to the Commission for consideration to support accelerated decision-making. Recognizing the sensitivity of considerations regarding the future staffing arrangements, and related implications for current LAM transit employees, which are part of the ongoing discussions related to the Municipal Transfer Agreement as canvassed below; at this time the report produced by KPMG is being provided as a confidential appendix to the separate closed session report being provided to Council. The KPMG report will be released to the public at a later date, once the outstanding matters have been resolved.

The by-law attached as **Appendix “1”** (and most notably in schedules A, B, C) reflects that the Commission should have responsibility and independence with respect to those services that are considered to be specific to the delivery of transit services (e.g. fleet maintenance); and the Region should have responsibility for those services that are common to the Region and are more cost efficient to deliver through a shared services model (e.g. accounts payable processing); thereby allowing the Commission to leverage the benefits and efficiencies of reliance on established corporate and administrative services and systems for foundational support; whilst recognizing the independence of the Commission in allowing appropriate autonomy for the provision of services more unique/core to transit.

Council should be aware that additional Regional Staff resources will be required to provide the identified corporate and administrative support to NTC which will be included for Council’s consideration as part of 2023 budget process. This report

includes a recommendation to allow the CAO to negotiate and execute an appropriate service level agreement with the NTC for corporate and administrative support services provided to the NTC by Regional Staff on a cost recovery basis in a form satisfactory to the Director of Legal and Court Services.

Appointment of NTC Board Members

In accordance with Council approval of Report PW 15-2022, correspondence was issued to the local area municipalities requesting their nominations for appointments to the transitional NTC Board (in accordance with the criteria identified in Report PW 15-2022). The recommendations received from the local area municipalities are attached to this report as **Appendix “2”** for the consideration and approval of Council. Staff have included a recommendation in the report that those individuals listed in Appendix 2 be appointed to the NTC Board in order for appointment of the Board to coincide with the establishment of the NTC as a MSB.

The term of the initial transitional Commission Board Members appointed by Regional Council will end on January 31, 2023. This date was selected, as noted in Report PW 15-2022, to afford some continuity through the full transition and overlapping with the assumption of operations by the Commission on January 1, 2023.

Given the requirement that the transitional Board Members be elected officials, in the event that any of the Members appointed are not re-elected as a result of the 2022 municipal election, their appointment will automatically be rescinded at that time. Board Members who are re-elected through the 2022 municipal election will complete the remainder of the term to January 31, 2023. Following the 2022 municipal election, Council will again undertake the appointment process for NTC Board members based on the recommendations of local area municipalities, to hold office until the end of the municipal or regional council term in 2026, as applicable, or until their successors are appointed.

As outlined in the Governance Strategy in Report PW 55-2021, the mandate of the Transitional Board structure will end with the establishment of a future permanent Board structure that will coincide with next municipal election cycle (2026). This will be informed by an obligatory external third-party review of the Transitional Board structure and governance that will revisit and make recommendations regarding the total Board size, term and representation complement. The Commission is required, as noted in the proposed MSB By-law, to report to Regional Council by no later than January 2026 to seek approval of the recommended permanent Board structure.

Once appointed, the Board members are required to attend a mandatory orientation session provided by the Region tentatively scheduled for June 22, 2022, prior to their first Board meeting which is tentatively scheduled for June 28, 2022. The NTC will appoint its Chair and Vice-Chair at its first Board meeting.

Staff are making arrangements to secure appropriate directors and officers' liability insurance coverage to be in place for Board members once appointed in advance of their first meeting.

Overview of Municipal Transfer Agreements, Ancillary Agreements and Current Status

A Municipal Transfer Agreement (MTA) will be entered into on a joint basis between the Region, the Cities of St. Catharines, Niagara Falls, Welland and the NTC; to govern how current municipal transit personnel, contracts, assets and any related indebtedness, will transfer to the Region and/or Commission to support the assumption of operations on January 1, 2023, which is in the process of being negotiated on the basis of the "term sheet" attached as **Appendix "3"**. The MTA will contain schedules for each municipality that describe the assets to be transferred and many standard commercial terms related to the condition of the assets, any assets that are excluded, and provision to make any required adjustments after closing.

As part of the MTA, it is proposed that all existing transit related assets will be transferred to NTC, with the exception of the transit facility buildings themselves which will be transferred to the Region; and reserves which will be segregated and dedicated to transit but held by the Region. In addition, debt related to the assets transferred to the NTC/Region will be transferred to the Region, as negotiated between the parties. This approach was a product of direction of the Transit Steering Committee as it is reflective of the financial relationship between the NTC and the Region and is in general alignment with the approach taken with respect to the Region's other agencies, boards and commissions, such as NRPS.

Some positive progress has been made between the parties in sharing information and negotiating language to advance the completion of the MTA based on the approved principles in the "term sheet". Some further refinements are required to provide greater clarity and certainty for the parties to support a smooth transition given the "closing" of the transfer on December 31, 2022; and the need to ensure operational continuity once the NTC assumes responsibility for service delivery as of January 1, 2023. For example, the financial terms of the MTA are being developed to capture an appropriate

reconciliation process to address the fact that payments made for the 2022 and 2023 fiscal year's may not align with the December 31 closing date. (e.g. payroll periods that straddle the December 31/January 1 transfer). There are also ongoing discussions between the parties related to pending assets arising from projects "in flight" and the transfer of employees, and the unfunded liabilities related to employees (that are further canvassed below) that need to be further negotiated and appropriately reflected in the MTA prior to bringing it forward for Council approval.

In addition there are a number of ancillary agreements required for the delivery of transit that the NTC will need to enter into on an individual basis with each of the municipalities that are in the process of being negotiated, including:

- License agreements for access to municipal lands for bus stops and bus shelters;
- Lease agreements for the lands the transit facilities are located upon (given the "term sheet" principle that the lands themselves will not transfer to the NTC but will remain under ownership of the respective municipalities);
- Agreements to reflect shared municipal/NTC use of certain facilities;
- Service agreement related to WEGO (recognizing that the responsibility for the delivery of WEGO and related assets are remaining with the City of Niagara Falls as per the "term sheet"; but NTC will provide transit operators on the basis of an hourly fee to support service delivery);
- Assignment of existing leases with third parties who own certain transit facilities;
- Assignment agreements related to material contracts to be transferred;
- Any licenses/transfers related to intellectual property.

Capital Projects "in flight"

In engaging with the Cities of St. Catharines, Niagara Falls and Welland to prepare the schedules to the MTA to address the particular assets proposed for transfer to NTC; it became evident that there are a significant number of transit projects "in flight" (namely new projects that are scheduled to be commenced in 2022 or active projects underway in 2022; that either may or may not be completed in 2022) that are variable in terms of their scale and complexity (e.g. matters ranging from major capital improvements to procurements for the acquisition of buses), and that encompass different external and municipal funding sources (ICIP, reserves, DCs, PGT, debentures, etc.). In this regard the "term sheet" provides that "any ongoing or in-progress capital improvement or acquisition projects will remain the responsibility of the municipality until completed and the asset transferred to the Commission only upon completion at zero cost". However,

both Regional and municipal Staff have identified that in some instances there may be merit to the NTC assuming responsibility for execution of certain projects that have not yet been commenced at the outset (e.g. new projects related to fare payment technology) in order to accelerate the ability of the Commission to realize the operational benefits of consolidation to achieve more unified experience for the customer. Therefore, Staff recognized that there is not a “one size fits all” approach, but rather these projects require review on an individual basis and further discussion with the local area municipalities to determine the timing, approach and necessity of potential assumption of these projects or pending assets, with consideration of principles such as:

- Criticality of the project to maintaining existing service levels (vs. service enhancement that may be out of scope of what was previously contemplated)
- Funding source/financial strategy, including operating budget implications and ability to transfer related provincial funding agreements;
- Capacity of the Commission to take on/execute the project (if that is contemplated), including as it relates to any deadlines imposed through Provincial or Federal funding agreements;
- Procurement implications; and
- Customer experience/operational benefits that may be achieved if the project is assumed by the Commission.

In this regard, Staff note that one of the projects “in flight” is a capital project (estimated \$15M, supported by approx. \$11M ICIP funding) being undertaken by the City of Welland to undertake substantial renovations to its transit facility, which is scheduled to be commenced in 2022. Recognizing the operational criticality of this facility to the NTC in terms of maintaining service levels for the City, Staff have been seeking further information and clarity from the City as to its proposal for completion and transfer of this asset, guided by the “term sheet” and principles noted above.

In the event that review of projects “in flight” is not completed (or consensus on treatment of such projects is not reached) by the time of July 21 report to Council, an option that may be considered at that time, rather than further delaying the completion of the MTA, is to incorporate the above principles within the MTA, and allow the parties to enter into a subsequent agreement (or amendment to the MTA schedules), to deal with the characterization of the specific projects “in flight”, with a deadline of December 31, 2022 for completion given the need for operational certainty when NTC commences service delivery on January 1, 2023 (failing which the assets/projects will not transfer and will remain with the LAMS). Legal considerations regarding the projects “in flight”

are included in the separate confidential memo being provided for the consideration of Council in closed session.

Transfer of employees, and related unfunded liabilities

Discussions with the Amalgamated Transit Union (ATU) Locals (who represent all unionized transit employees in Niagara Falls, St. Catharines, and Welland) are progressing positively with respect to the transfer of union employees to the NTC, which will be undertaken in accordance with the *Public Sector Labour Relations Transition Act, 1997*, and as contemplated in the “term sheet”.

As it relates to the potential transfer of non-union employees to the NTC, the “term sheet” identified that non-union employees would not automatically transfer to the NTC, but rather would be either directly offered positions with the NTC in certain instances or have the opportunity to compete for roles within the NTC. In discussion with the LAMs on this issue, and the related potential transfer of unfunded employee liabilities (such as vacation, employee benefits, severance), it is evident that there is a lack of alignment in the interpretation and application of the “term sheet” principles to the MTA that requires further Council direction in order to move forward. To assist Council in this regard there is a confidential report to accompany this report that includes legal advice on this issue for the consideration of Council in closed session.

Separate MTA and ancillary licence agreement with the Town of Fort Erie

Staff have also been engaged in discussions with the Town of Fort Erie to develop an MTA with the Region and the NTC for the transfer of the Town’s transit related assets and contracts and any ancillary agreements required (primarily a licence agreement related to bus shelters/bus stops). While the assets to be transferred are not as substantial, the nature of the transfer warrants an agreement that reflects much of the same terms and conditions as the MTA with the other local area municipalities for consistency and to support a smooth transition upon closing on December 31, 2022. The key difference is that Fort Erie does not have employees to be transferred. The parties are working together collaboratively to finalize the necessary documents.

Appointment of Interim Signing officer for NTC

Recognizing that the NTC will not immediately have an organizational structure and signing officers in place; the report also includes a recommendation that the Commissioner of Corporate Services/Regional Treasurer be appointed by Council as an

interim signing officer for NTC in order to allow the advancement of transitional activities required to implement regional transit consolidation until such time as NTC appoints its own signing officers.

Alternatives Reviewed

With the completion of triple majority process, the authority for the operation of public transit now rests solely with the Region; therefore the nature of the alternatives that could be considered by Council are limited to the manner in which it provides this service. In addition, given that the recommendations of this report are based on implementation of the “term sheet” that was appended to Report PW 55-2021, and approved as part of the triple-majority process, Council should be aware of the risk of departing from the “term sheet”, which is not recommended by Staff.

For example, the Commission could be established as a department of the Region, rather than a separate municipal services board - but that would be contrary to terms for transit consolidation supported by the local area municipalities through the triple majority process.

Relationship to Council Strategic Priorities

The consolidation of transit services across Niagara into a new Transit Commission directly aligns with the Council Strategic Priority: Responsible Growth and Infrastructure Planning (Objective 3.1) through advancing regional transit and facilitating the movement of people and goods.

Other Pertinent Reports

PW 15-2022 Moving Transit Forward – Initial Transition Activities and Next Steps

PW 55-2021 Moving Transit Forward in Niagara: Creation of a Consolidated Transit Commission

PW 9-2021 Niagara Transit Governance Study- Niagara Region Considerations

LNTC-C 5-2021 Niagara Transit Governance – Phase 2 Consultation Results and Triple-Majority Initiation

LNTC-C 4-2020 Niagara Region Transit Governance Study

CAO 8-2017 Niagara Region's Transit Service Delivery and Governance Strategy

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Appendices

Appendix 1	Proposed By-law to establish the Niagara Transit Commission as a Municipal Service Board of the Region
Appendix 2	Local Area Municipalities' Nominations for NTC Board
Appendix 3	Term Sheet (previously appended to report PW 55-2021 as Appendix 3)

**A BY-LAW TO ESTABLISH THE NIAGARA TRANSIT COMMISSION AS A
MUNICIPAL SERVICE BOARD**

WHEREAS Council for The Regional Municipality of Niagara (Region) enacted By-Law No. 2017-21 on March 23, 2017 and effective June 1, 2017 transferring responsibility by triple majority to provide inter-municipal transit within the region of Niagara to the Region with the unanimous support of all local municipalities; and

WHEREAS Dillon Consulting was retained to prepare a report on the goals shared by all of building a connected transit network across the region, and that report entitled the Niagara Transit Services Delivery and Governance Strategy report (Dillon Report) was completed in 2017; and

WHEREAS the Region entered into a Memorandum of Understanding (MOU) with the Cities of Niagara Falls, St. Catharines and Welland to determine how to best move forward and the MOU established the Linking Niagara Transit Committee to develop a consolidated transit model and that Committee was made up of members appointed from the Region and by the Cities of St. Catharines, Niagara Falls, and Welland and that Committee endorsed a proposed governance model for the consolidation of transit at its meeting on September 29, 2021; and

WHEREAS the Chief Administrative Officer Governance Steering Committee endorsed transit consolidation, the transfer of authority for transit to the Region, and also an approach to asset transfer based on the transfer of assets at a nominal value; and

WHEREAS on November 25, 2021, the Council of the Region considered and approved report PW 55-2021 titled *Moving Transit Forward in Niagara: Creation of a Consolidated Transit Commission* approving the creation of a consolidated transit system to begin operations on January 1, 2023 and to be formed on the basis of the principles set out in that report and endorsed by Council; and

WHEREAS in accordance with the section 189 of the Municipal Act, 2001, By-law No. 2021-96 was enacted by the Region on November 25, 2021, being a by-law to provide the Region with the exclusive authority to establish, operate and maintain a consolidated passenger transportation system for the Niagara Region subject to triple majority requirements; and

WHEREAS By-law No. 2021-96 together with the comprehensive report PW 55-2021 was circulated for approval following that meeting and on January 31, 2022, the last of the twelve local area municipalities considered the By-law for the transit consolidation and uploading of authority to operate public transit to the Region; and

WHEREAS on March 24, 2022 the Clerk of the Region by memorandum to Council confirmed that the triple majority requirements as set out in section 189 of the Municipal Act, had been met and the authority to operate intra-municipal transit within the region of Niagara has been transferred to the Region effective February 2, 2022; and

WHEREAS the Council resolution of November 25, 2021, directs staff to report back on the establishment of a transit commission as a municipal services board pursuant to Section 196 of the Municipal Act, 2001, which is also a body corporate and a local board of the Region pursuant to Section 197 of the Municipal Act, 2001;

NOW THEREFORE, the Council of The Regional Municipality of Niagara hereby enacts as follows:

ARTICLE 1
Definitions

1.1 In this by-law,

"Act" means the *Municipal Act, 2001*, S.O. 2001, c.25, as may be amended from time to time;

"Board" means the Board of Directors of the Niagara Transit Commission;

"Commission" means the members constituting the body corporate of the Niagara Transit Commission;

"CAO" means the Chief Administrative Officer of The Regional Municipality of Niagara or their designate;

"Chair" means the Chair of The Regional Municipality of Niagara or their designate;

"Commission Chair" means the Niagara Transit Commission board member designated as the Chair of the Commission by the Commission;

"Council" means the Council of The Regional Municipality of Niagara;

"General Manager" means the General Manager of the Niagara Transit Commission;

"NTC" means the Niagara Transit Commission established under Article 2;

"NTC Advisory Committee" means the advisory committee to be formed to provide a liaison with the Commission and the public for discussion of issues of community concern affecting the regional transit system;

"Region" means The Regional Municipality of Niagara;

"Regional Clerk" means the Regional Clerk for The Regional Municipality of Niagara or their designate;

"Regional Treasurer" means The Commissioner of Corporate Services and Treasurer of The Regional Municipality of Niagara or their designate;

"Transition Board" means the first Board of Directors of the NTC that will undertake an independent review of best practices and recommend a governance model for the future Board of Directors of the NTC to Council to be appointed following the 2026 municipal election;

"Transition Period" means the period between when the Transition Board is first appointed and until Council appoints the successor Board to take office following the 2026 municipal election;

"Year One" means 2023, being the first year of operation of the NTC.

ARTICLE 2

Niagara Transit Commission

- 2.1 A municipal service board to be known as the Niagara Transit Commission ("NTC") is hereby established as a body corporate, and a local board of the Region. The Commission may make a recommendation to Council for approval to change the name of the NTC.
- 2.2 The Region shall negotiate and Council shall approve all agreements respecting the transfer of assets, personnel, and agreements related to the operation of transit, on its behalf and on behalf of the NTC, from any municipal transit operator within the Region, including the St. Catharines Transit Commission, the Region, City of Niagara Falls, City of Welland, City of St. Catharines and Town of Fort Erie.
- 2.3 The NTC has the authority to accept the transfer of assets related to the operation of transit from any municipal transit operator within the Region, including the St. Catharines Transit Commission, the Region, City of Niagara Falls, City of Welland, City of St. Catharines and Town of Fort Erie, for the purpose of operating a consolidated regional transit system and maintaining, adjusting or improving service levels within the municipalities. Ownership of transit facility buildings shall be transferred to the Region; but such facilities shall be used and maintained by NTC for transit.

- 2.4 No person other than the NTC may provide public transportation or operate a public passenger transit system within the geographical boundaries of the Region, subject to the following exceptions:
- (a) buses operated by or under the authority of: The Niagara Parks Commission and otherwise comprising the WEGO transit system; GO Transit; or, any other Provincial authority;
 - (b) buses operated by or on behalf of school boards, private schools or charities to transport students;
 - (c) buses operated exclusively for purposes related to transporting tourists between hotels and tourist destinations, including winery tours;
 - (d) airport shuttles;
 - (e) licensed vehicles operated as taxis and ride-sharing services;
 - (f) vehicles authorized by federal or provincial law.

ARTICLE 3

Purpose

- 3.1 The purposes of the NTC are:
- (a) to operate, manage and maintain a comprehensive regional transit system known as "Niagara Transit" within the region of Niagara, and provide advice to the Region on matters related to the delivery of transit across the region which could include specialized, conventional and on-demand service;
 - (b) to exercise such powers in connection with the regional transit system as are delegated to it by Council;
 - (c) to establish such operational by-laws, policies, procedures and guidelines respecting the operation and use of the transit system as deemed appropriate, and subject to the provisions of this by-law and all applicable legislation.

ARTICLE 4

Governance

- 4.1 The NTC shall be governed by a Board of Directors of no greater than fifteen (15)

members appointed by the Council of the Region from time to time, and shall hold office at the pleasure of the Council of the Region;

- (a) the Transition Board is made up of members appointed to the Commission who are members of local or regional council and are appointed based on recommendations from the local area municipalities and serve at the pleasure of Council.
 - (b) the Transition Board is responsible to make recommendations to Council on a governance and board membership model for the Commission going forward following the Transition Period, based on an independent review of best practices including recommending the skills and professional qualifications of potential members that should be taken into account in making future appointments, and Board term, such report to be submitted to Council no later than January, 2026 in order that any proposed changes will be in effect for the next Council term commencing in 2026.
- 4.2 The Chair and the CAO shall at all times be ex officio members of the Board and shall count towards quorum and have all the rights of members except the right to vote.
- 4.3 A member of the Commission may resign from office by providing notice in writing to the Commission, or in the case of elected officials the member's seat may be declared vacant if the member is not re-elected or otherwise no longer entitled to hold office as a member of council pursuant to the Act, following which the Commission will inform the Regional Clerk who will in turn inform Council; and Council will determine whether to appoint a replacement member.
- 4.4 The term of the Transition Board of the Commission shall be:
- (a) firstly, from May 26, 2022 until their term on municipal or regional council ends or until January 31, 2023 whichever is first; and
 - (b) secondly, following the 2022 municipal election, Council will appoint Board members based on the recommendations of local area municipalities, to hold office until the end of the municipal or regional council term in 2026, as applicable, or until their successors are appointed.
- 4.5 The Commission shall report to Council annually on the status of its operations through the budget process and as requested by Council.
- 4.6 Board members shall attend a mandatory orientation session provided by the

Region prior to attending their first Board meeting.

- 4.7 Board members shall be reimbursed by the NTC for reasonable travel and out of pocket expenses necessarily incurred in attending Board and committee meetings and otherwise approved by Board policy in writing, and subject to budget approval.
- 4.8 Board remuneration shall be made only in accordance with a NTC policy respecting remuneration that has been approved by Council.
- 4.9 An NTC Advisory Committee shall be established made up of community members representing the public across the region including but not limited to accessibility advisory stakeholders, post-secondary students, Niagara's Chamber of Commerce, indigenous representation, seniors, youth, and representatives that reflect diversity, equity and inclusion. The terms of reference for the Committee shall be determined by the Board. Committee members shall be appointed by Council and determined in consultation with the Board and the local area municipalities, from time to time. The NTC Advisory Committee shall meet at least quarterly or more frequently if determined by the Board, and shall provide non-binding advice to the Commission.

ARTICLE 5

Meetings

- 5.1 Regular meetings of the Commission shall be held on the dates, and at such locations within the region as the Commission may determine. The Regional Clerk is authorized to call its first meeting in each new term of the Board. The first meeting shall not take place until all members have completed their mandatory orientation, to be provided by the Region.
- 5.2 Agendas, minutes and reports shall be made public and all meetings of the Commission and its committees, including the NTC Advisory Committee, shall be open to the public except where reports or a meeting may be closed to the public in accordance with the Act.
- 5.3 A majority of members of the Board or a committee constitutes a quorum.
- 5.4 The Regional Clerk shall serve as the corporate secretariat for the Commission.
- 5.5 Meetings of the Commission or a committee thereof may be held in person, by electronic means or by a combination of both as long as the NTC complies with the open meetings requirements in the Act and the date and procedures for

participation are made available to the public in advance of the meeting in accordance with its procedural by-law. The method and technology used for electronic participation in open or closed session meetings and the procedure for voting shall be determined by the Commission Chair in consultation with the General Manager and the Regional Clerk based on advice and available resources, and the prevailing circumstances.

- 5.6 The minutes of all meetings of the Commission shall be prepared and kept by the Regional Clerk or designate and shall be approved at the next Commission meeting.
- 5.7 The Regional Clerk shall retain and preserve the records of the Commission including its by-laws, resolutions, minutes and proceedings of regular, special or committee meetings. Such records will be retained and preserved in accordance with the record retention period and policies established by Council, and shall be publicly available.
- 5.8 The Commission shall adopt and apply a procedural by-law that is consistent with Council's Procedural By-law and the requirements of the Act, with respect to its own proceedings.
- 5.9 The Regional Clerk shall be deemed to be the NTC Head for purposes of the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*; and the Commission shall comply with such policies and procedures regarding MFIPPA, and other applicable privacy legislation, as may be established by the Region from time to time.
- 5.10 Any reference to the Regional Clerk in this by-law and the Regional Clerk's duties shall adhere to the Clerk's statutory duties and requirements as listed under s. 228(1) of the Act and such other duties as may be applicable under the Act or any other law.
- 5.11 The Region's Integrity Commissioner shall be the Integrity Commissioner for the NTC and the Code(s) of Conduct that applies to local boards, and if applicable to citizen advisory committees, of the Region at any given time shall apply to the NTC, and its' Advisory Committee.

ARTICLE 6

Commission Responsibilities and Authority

- 6.1 Subject to the limitations and conditions contained in this By-law, the following

powers, rights, authorities and privileges of Council with respect to the control and management of the Region's transit system are delegated to the Commission Board:

- (a) Supervise the management, planning, maintenance and operations of the NTC and the delivery of transit on behalf of the Region; including ensuring that existing local service levels in each municipality, defined as a minimum of the budgeted 2020 local service hours, are maintained for a minimum of seven (7) years from January 1, 2023, unless otherwise consented to by the local municipality;
- (b) Appoint from among the board members a Commission Chair, who will preside over meetings and be designated as the Chief Executive Officer and a signing officer for the NTC; and a Vice-Chair to serve in circumstances where the Commission Chair is unavailable;
- (c) Appoint a General Manager to manage and be responsible for the day to day administration of the operations of the NTC;
- (d) Establish an organizational structure to efficiently and effectively carry out the powers and authority delegated to the NTC;
- (e) Consult with the local area municipalities and make recommendations to Council respecting individuals from each municipality, as well as from the sectors of the public referenced in Section 4.9 above, to be appointed to the NTC Advisory Committee;
- (f) Establish a head office for the Commission that shall be located in the region of Niagara;
- (g) Establish annual and long term plans and strategies for improving transit across the region that take into account the Commission and Region's objectives and strategic priorities including but not limited to respecting accessibility, the Regional Transportation Master Plan and Official Plan, the Region's environmental and carbon neutral goals, Council's annual budget direction, and the input received from the NTC Advisory Committee;
- (h) Manage the workforce employed by the NTC, in a manner consistent with the Region's policies respecting staffing, compensation (including ensuring parity with the Region's approved annual non-union salary rate

table) and other human resource matters that are not unique to transit services;

- (i) Manage the Commission's and Region's assets used in connection with the transit system including making all operational decisions in connection with said assets and ensuring that existing fleet vehicles delivering local service and transferred to the Commission from a local area municipality will continue to be used exclusively within that local area municipality for the remainder of their useful life;
- (j) Enter into contracts in connection with the provision of transit services where budget approval exists, having a term not greater than twenty (20) years; and acquire or dispose of fee simple title to land only with the approval of Council by specific Council resolution and in accordance with the Region's Sale and Disposition of Lands By-law as may be amended from time to time;
- (k) Collect fees and charges imposed by Council in respect of the provision of a transit system;
- (l) Delegate in writing the exercise of the authority of the NTC delegated to it by Council, to such employees of the Commission as deemed appropriate;
- (m) Establish such committees of the Board as deemed appropriate from time to time and develop a process whereby the Advisory Committee will have input into matters under review by the NTC where appropriate;
- (n) Subject to subsection (o), establish policies and procedures as the Board determines are appropriate that will align with the Region's programs, by-laws, policies and procedures including related to Accountability and Transparency, Execution of Documents, Delegation of Authority, Inventory Procedures, Disposal of Surplus Assets, Employee Travel and Expense Policy, Accounts Receivable, Cost Allocation, Hiring of Employees; Employee ID and Dress Code; Performance Management, Flexible Work Arrangements; Attendance Support Program, Video Surveillance, Commencement of Litigation, Media Relations, Emergency Building Closures; and Procedural by-law;
- (o) Comply with the by-laws and policies set out in Schedule "A" and related procedures of the Region as updated, amended and replaced from time to time; and such new by-laws, policies and related procedures as may be

established by the Region from time to time governing the corporate and administrative support services provided by the Region to the NTC as set out in Schedule “B”;

- (p) Consult with the Region in the preparation of media releases and communications to the public on major initiatives or policies during the Transition Period.

ARTICLE 7

Budget; Business Plan; Annual Report; Fees and Charges

- 7.1 During Year One, NTC will be initially allocated funding not to exceed fifty percent (50%) of the estimated Special Levy Financial Strategy in accordance with Report PW 55-2021 of \$48.6 million, being the consolidated budget of local and regional transit adjusted for inflation and capital funding, until Council approves an operating and capital budget for 2023 for the Commission.
- 7.2 The Commission shall submit to the Regional Treasurer, in the form and at the time specified in accordance with the approved Regional processes and timetables for budget and business planning:
 - (a) Annual operating and capital budgets and business plans;
 - (b) Two (2) year forecast and ten (10) year capital plans; and
 - (c) Any other information or data required by the Regional Treasurer or Council.
- 7.3 The Commission shall, at all times and in the form requested, provide the Region with information relating to the operations of NTC; and shall attend Regional Council and Standing Committee meetings when requested to present its budget and business plans.
- 7.4 The Commission shall obtain and pay the cost for available corporate and administrative support services from the Region as identified Schedule “B” attached and otherwise where it is cost-efficient to do so. The Commission shall be solely responsible for providing the corporate and administrative services set out in Schedule “C”.
- 7.5 The Region shall maintain all necessary policies of insurance related to the NTC including its officers and directors, its assets including its employees, agents, operations and facilities and the Region will charge-back the cost to the

Commission. The Commission shall be responsible for maintaining records regarding maintenance and operations of equipment, as well as appropriate accident reports, and will provide them to the Region's Risk Manager immediately in the event of an accident or incident that could trigger an insurance claim.

- 7.6 The Regional Treasurer shall consult with the NTC in developing the transit-related portions of the Region's Development Charges study and draft by-law for Council approval.
- 7.7 Council shall be responsible for passing by-laws imposing fees and charges in respect of regional transit services operated by the NTC after receiving input from the Commission.
- 7.8 The Commission shall submit to the Regional Treasurer quarterly reports in the form and in accordance with the annual schedule as provided by the Regional Treasurer that shall include the following:
 - (a) Financial operating statements;
 - (b) Information regarding the efficiency and effectiveness in its delivery of Regional transit services and any barriers to the achievement of improvements in the delivery of those services identified by the Commission, with reference to performance measures tracked by the transit industry where appropriate;
 - (c) Explanations and information regarding any material discrepancy between the actual results from operations and the current approved budget and business plan; and
 - (d) Any other information required by the Regional Treasurer or Council.
- 7.9 To ensure financial accountability and transparency, the Commission shall consult with the Regional Treasurer in the event that:
 - (a) a matter falls under the Regional Treasurer's statutory authority under s. 286(1) of the Act; or
 - (b) a matter may have a material impact on the year end budget results of the Commission or the Region in comparison to what was approved within the Commission budget for that given year; or

- (c) a matter may have a material impact on a future year budget or subsequent year budget forecast.

ARTICLE 8

Auditor

- 8.1 The auditor appointed by the Region to annually audit its own accounts, transactions and financial statements shall be the auditor for the Commission. The NTC will be responsible for the costs of any special purpose audit.
- 8.2 The auditor shall have the right of access at all reasonable times to all records of the Commission.

ARTICLE 9

General Manager Responsibilities

- 9.1 In addition to any duties and responsibilities assigned by the Commission, the General Manager shall be responsible to:
 - (a) Administer the operations of the NTC and the public transit system consistent with the approved capital and operating budget, the applicable programs, policies and procedures of the Region, and with the approved principles that formed the basis of triple majority approval included as Appendix 3 to Report PW 55-2021, and the policies and by-laws of the NTC and all applicable legislation;
 - (b) Review all operating agreements on a regular basis to ensure they are consistent with the approved budgets and with the policies of the NTC and that the Commission remains in compliance with their terms and conditions;
 - (c) Employ or retain persons necessary for the business and operations of the NTC, and define their duties and remuneration having regard to all applicable policies including the job descriptions and pay scales effective at the Region at any given time;
 - (d) Negotiate service level agreements with the Region for the corporate and administrative support services provided by the Region, for Board approval.
- 9.2 This By-law shall apply immediately upon being enacted by Council.

SCHEDULE “A”
Policies that Apply to the Niagara Transit Commission

The following by-laws, programs, policies and associated procedures of the Region, as may be updated, amended and replaced from time to time, shall apply to NTC:

1. Budget Planning By-law
2. Budget Control By-law
3. Fees and Charges By-law
4. Financing Lease Policy
5. Surplus/Deficit Policy
6. Reserve and Reserve Funds Policy
7. Capital Asset Management Policy
8. Capital Financing Policy
9. Financial Reporting Policy
10. Health and Safety Policies including workplace violence prevention, workplace harassment, respectful workplace conduct and all hazard specific health and safety procedures
11. Procurement By-law, Unsolicited Proposals and Purchasing Card Policies
12. Code of Ethics/ Conflict of Interest Policy
13. Whistleblower Policy
14. Legal Indemnification Policy
15. Legal Holds Policy
16. Vacation Policy
17. Non-Union Compensation and Overtime policies
18. Summons to Witness Policy

19. Sale and Disposition of Lands By-law
20. Disconnecting From Work Policy
21. Electronic Monitoring Policy
22. Electronic Communications and Internet Use Policy
23. Software Licenses, Acquisition, Installation and Support
24. Technology Acquisition
25. Remote Access Policy
26. Mobile Device Policy
27. Telecommunications Policy
28. Password Policy
29. Vehicle Use and Drivers Licence Requirements Policy
30. Records Retention By-law and policies related records management, information governance, MFIPPA and PHIPPA

SCHEDULE “B”
Niagara Region Corporate and Administrative Support Services

The following support services shall be provided by the Region to NTC on a cost recovery basis:

1. Corporate secretariat services, including responsibility for updating and interpreting the NTC’s procedural by-law, providing notices for meetings, preparing minutes of meetings, carrying out NTC’s responsibilities under the *Municipal Freedom of Information and Protection of Privacy Act* and records management.
2. Human Resources responsibilities regarding Human Resources Management Systems (Peoplesoft HRIS), payroll processing, pension and benefits administration, compensation planning for non-unionized personnel (management and non-management), personnel policy development, employee records and administration, and administration and overseeing an employee assistance program.
3. Finance services regarding budgeting, internal financial reporting, external financial reporting, financial analysis, accounts payable processing, revenue transaction processing, Peoplesoft ERP financial system support, internal audit, external audit, and asset management planning.
4. Information Technology services respecting cybersecurity systems, desktop technologies and applications, data centre/servers/SANS, data analytics, administrative peripherals, user help desk, other corporate backbone systems and technologies as adopted from time to time.
5. Procurement and Realty Management services.
6. Legal and Risk Management (including insurance) services.

SCHEDULE “C”

Commission Corporate and Administrative Support Services Responsibilities

The following support services shall be the sole responsibility of the NTC:

1. Human Resources responsibilities regarding staff recruitment, collective bargaining agreement negotiation, employee relations, employee timekeeping, employee training and development, personnel and performance management, occupational health and safety and attendance and disability management.
2. Information Technology matters respecting transit scheduling software, driver management and timekeeping systems, transit planning system, automated stop and announcement system, CAD/AVL system, automated vehicle management system, automatic passenger counters, transit radio system, onboard CCTV system, farebox system, paratransit scheduling software, paratransit AVL system and other transit operational systems and technologies.
3. Communications.
4. General clerical support as required for operations.
5. Fleet maintenance.
6. Facilities maintenance.

Appendix 2 to Report CSD 19-2022**Recommended Appointments to the Transit Commission Board**

The following persons are recommended for appointment to the Niagara Transit Commission Board based on the criteria outlined in Report PW 15-2022 approved by Regional Council at its Special Meeting held on March 24, 2022:

Transit Commission Board Committee:

- Wayne H. Redekop (Fort Erie)
- Wayne Fertich (Grimsby)
- JD Pachereva (Lincoln)
- Chris Dabrowski (Niagara Falls)
- Barbara Greenwood (Niagara Falls)
- Norm Arsenault (Niagara-on-the-Lake)
- Wayne Olson (Pelham)
- Angie Desmarais (Port Colborne)
- Greg Miller (St. Catharines)
- Mat Siscoe (St. Catharines)
- Walter Sendzik (St. Catharines)
- Tim Whalen (Thorold)
- Donna Cridland (Wainfleet)
- Leo Van Vliet (Welland)
- William Reilly (West Lincoln)



Community Services

Legislative Services

April 26, 2022

File #120203

Sent via email: ann-marie.norio@niagararegion.ca

Ann-Marie Norio, Regional Clerk
Niagara Region
1815 Sir Isaac Brock Way, P. O. Box 1042
Thorold, ON L2V 4T7

Dear Ms. Norio:

Re: Council Representative - Transit Commission Board

Please be advised the Municipal Council of the Town of Fort Erie at its meeting of April 25, 2022 received your correspondence dated March 24, 2022 requesting the local area municipalities submit their recommendations for representatives on the Transit Commission Board, and passed the following resolution:

That: Council nominates Wayne H. Redekop, Mayor as the Council Representative on the Niagara Region's Transit Commission Board.

Trusting this information is satisfactory.

Yours very truly,

Carol Schofield, Dipl.M.A.
Manager, Legislative Services/Clerk
cschofield@forterie.ca
CS:dlk

c.c. Wayne H. Redekop, Mayor

Mailing Address: The Corporation of the Town of Fort Erie
1 Municipal Centre Drive, Fort Erie ON L2A 2S6
Office Hours 8:30 a.m. to 4:30 p.m. Phone: (905) 871-1600 FAX: (905) 871-4022

Web-site: www.forterie.ca



**The Corporation of the Town of Grimsby
Administration**

Office of the Town Clerk

160 Livingston Avenue, P.O. Box 159, Grimsby, ON L3M 4G3

Phone: 905-945-9634 Ext. 2015 | **Fax:** 905-945-5010

Email: skim@grimsby.ca

April 19, 2022

SENT VIA E-MAIL

Niagara Region
1815 Sir Isaac Brock Way, PO Box 1042
Thorold, ON
L2V 4T7

Attention: Ann-Marie Norio, Regional Clerk

Dear Ms. Norio,

RE: Transitional Transit Commission Board Appointment

Please be advised that the Council of the Corporation of the Town of Grimsby at its meeting held on April 18, 2022 passed the following resolution:

Resolved that Council appoint Regional Councillor Wayne Fertich as the representative for the Town of Grimsby on the transitional Transit Commission Board.

If you require additional information, please do not hesitate to reach out.

Regards,

Sarah Kim
Town Clerk



4800 SOUTH SERVICE RD
BEAMSVILLE, ON L0R 1B1

905-563-8205

April 14, 2022

SENT VIA EMAIL: ann-marie.norio@niagararegion.ca

Region of Niagara
Ann-Marie Norio, Clerk
1815 Sir Isaac Brock way
Thorold, ON L2V 4T7

RE: Town of Lincoln Council Resolution – Transitional Transit Commission Board Appointment

Please be advised that Council of the Corporation of the Town of Lincoln at its Council Meeting held on April 4, 2022, passed the following motion:

Resolution Number: RC-2022-42

Moved by: Councillor Pachereva; Seconded by: Councillor Timmers

That Council appoint Councillor JD Pachereva to the Transitional Transit Commission Board.

CARRIED

If you require any additional information, please do not hesitate to contact the undersigned.

Regards,

Julie Kirkelos
Town Clerk
jkirkelos@lincoln.ca

JK/dp

From: Heather Ruzylo <hruzylo@niagarafalls.ca>
Sent: Thursday, April 14, 2022 2:53 PM
To: Norio, Ann-Marie <Ann-Marie.Norio@niagararegion.ca>
Cc: Bill Matson <billmatson@niagarafalls.ca>; Heather Ruzylo <hruzylo@niagarafalls.ca>
Subject: City of Niagara Falls Council Approved: Regional Transit Commission Board - Appointments to Board

CAUTION EXTERNAL EMAIL: This email originated from outside of the Niagara Region email system. Use caution when clicking links or opening attachments unless you recognize the sender and know the content is safe.

Good afternoon Ann-Marie:

Please be guided by the motion below that was adopted by the Niagara Falls' Council at its meeting on April 12, 2022:

ORDERED on the motion of Councillor Wayne Campbell, Seconded by Councillor Mike Strange that Council submit appointment nominee recommendations of Councillor Dabrowski and Regional Councillor Barbara Greenwood, as transitional Board Members to the Regional Transit Commission Board that will be taking the place of the soon to be dissolved Linking Niagara Transit Committee.

Regards,

Heather

Heather Ruzylo | Clerks & Council Services Coordinator | Clerks Services | City of Niagara Falls
4310 Queen Street | Niagara Falls, ON L2E 6X5 | (905) 356-7521 ext 4203 | Fax 905-356-9083 | hruzylo@niagarafalls.ca



Department of Corporate Services
1593 Four Mile Creek Road
P.O. Box 100, Virgil, ON L0S 1T0
905-468-3266 • Fax: 905-468-2959

www.notl.org

SENT ELECTRONICALLY

April 26, 2022

Regional Municipality of Niagara
1815 Sir Issac Brock Way, PO Box 1042
Thorold ON L2V 4T7

Attention: Ann-Marie Norio, Regional Clerk

Dear Ms. Norio:

RE: Regional Transit Commission Board

Please be advised the Council of The Corporation of the Town of Niagara-on-the Lake, at its regular meeting held on April 25, 2022, approved the following resolution:

"that Councillor Norm Arsenault be appointed to the Regional Transit Commission Board."

If you have any questions or require further information, please contact our office at 905-468-3266.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'RW', with a stylized flourish at the end.

Ralph Walton
Town Clerk

**Office of the Clerk**

Holly Willford
hwillford@pelham.ca
905-892-2607 x 315

April 21, 2022

Ann-Marie Norio
Regional Clerk
Niagara Region

Via email: Ann-Marie.Norio@niagararegion.ca

Dear Ms. Norio:

**Nomination of Pelham Elected Official
to Regional Transit Commission**

At their regular meeting of April 19, 2022 Council of the Town of Pelham considered Staff Report 2022-0100, and the following motion approved:

**BE IT RESOLVED THAT Council receive Report #2022-0100 –
Nomination of Pelham Elected Official to Regional Transit
Commission;**

**AND FURTHER BE IT RESOLVED that Council recommend
Councillor Olson to represent the Town of Pelham, on the
transitional Niagara Transit Commission Board, for an
appointment ending January 31, 2023.**

On behalf of Council, thank you for including a Pelham representative on this important Board.

Yours very truly,

A handwritten signature in blue ink, appearing to read "Holly Willford", is written over a light blue horizontal line.

Holly Willford, BA
Town Clerk

HW/jm

cc: Councillor Wayne Olson
Holly Willford, Town Clerk



PORT COLBORNE

**Development and Legislative
Services, Clerk's Division**

Municipal Offices: 66 Charlotte Street
Port Colborne, Ontario L3K 3C8 • www.portcolborne.ca

T 905.835.2900 ext 106 **F** 905.834.5746

E nicole.rubli@portcolborne.ca

May 11, 2022

Ann-Marie Norio
Office of the Regional Clerk,
Niagara Region
1815 Sir Isaac Brock Way, P.O. Box 1042
Thorold, ON L2V 4T7

Sent via E-mail: Ann-Marie.Norio@niagararegion.ca

Dear Ms. Norio:

**Re: Niagara Region – PW 15-2022 Moving Transit Forward – Initial Transition
Activities and Next Steps**

Please be advised that, at its meeting of May 10, 2022 the Council of The Corporation of the City of Port Colborne resolved as follows:

That Councillor Angie Desmarais be appointed as a representative to the transitional Transit Commission Board, based on the criteria outlined in Report PW 15-2022.

A copy of the above noted correspondence is enclosed for your reference.

Sincerely,

A handwritten signature in cursive script that reads "N. Rubli".

Nicole Rubli
Acting City Clerk

April 19, 2022

Ann-Marie Norio
Regional Clerk
Niagara Region
1815 Sir Isaac Brock Way
P.O. Box 1042
Thorold, ON L2V 4T7

Sent via email: Ann-Marie.Norio@niagararegion.ca

**Re: Niagara Region - Establishment of Municipal Service Board for Regional Transit
Our File 35.23.11 and 10.4.19**

Dear Ms. Norio,

At its meeting held on April 11, 2022, St. Catharines City Council approved the following motion:

WHEREAS correspondence from the Regional Clerk requests that the local area municipalities submit recommendations for representatives for the transitional Transit Commission Board; and

WHEREAS the City of St. Catharines is eligible to bring forward three (3) nominees, each of which must be either a local or regional councillor; and

WHEREAS all members of St. Catharines City Council and all members of Niagara Regional Council representing St. Catharines were provided an opportunity to be nominated;

THEREFORE BE IT RESOLVED that St. Catharines City Council recommend that Councillor Greg Miller, Regional Councillor Mat Siscoe and Mayor Walter Sendzik be appointed to the transitional Transit Commission Board; and

BE IT FURTHER RESOLVED that the City Clerk notify the Region of Niagara of this decision.

If you have any questions, please contact the Office of the City Clerk at extension 1524.



Bonnie Nistico-Dunk, City Clerk
Legal and Clerks Services, Office of the City Clerk
:em



Office of the City Clerk

Matthew Trennum
905-227-6613 ext. 226
matthew.trennum@thorold.ca

City of Thorold

3540 Schmon Parkway P.O. Box. 1044
Thorold, ON L2V 4A7

April 22, 2022

Ann-Marie Norio, Regional Clerk
Office of the Regional Clerk

Sent via email: ann-marie.norio@niagararegion.ca

Dear Ms. Norio:

Re: Moving Transit Forward – Initial Transition Activities and Next Steps

At its meeting held on April 19, 2022, Thorold City Council adopted the following motion:

THAT Thorold City Council **RECOMMENDS** Tim Whalen, Regional Councillor, to be the City of Thorold's representative on the Transitional Transit Commission Board.

CARRIED

Yours truly,

Matthew Trennum
City Clerk

cc: Tim Whalen, Regional Councillor
Manoj Dilwaria, CAO
Terry Ugolini, Mayor of Thorold
Tessa Buonocore, Assistant to the Mayor & Council



Township of Wainfleet

"Wainfleet - find your country side!"

April 7, 2022

Office of the Regional Clerk
1815 Sir Isaac Brock Way
PO Box 1042
Thorold, ON L2V 4T7

Sent via email to: Ann-Marie.Norio@niagararegion.ca

RE: Transit Commission Board Appointee – Wainfleet

Dear Ms. Norio,

Please be advised that at its meeting of April 5, 2022, the Council of the Corporation of the Township of Wainfleet approved the following motion:

“THAT Correspondence received from the Niagara Region respecting Moving Transit Forward – Initial Transition Activities and Next Steps be received; and

THAT Councillor Donna Cridland be appointed as Wainfleet representative to sit on the Transit Commission Board, based on the criteria outlined in Report PW 15-2022.”

CARRIED

Thank you for your attention to this matter. If you have any questions, please do not hesitate to contact the undersigned.

Regards,

Meredith Ciuffetelli
Deputy Clerk
mciuffetelli@wainfleet.ca



City of Welland
Office of the Chief Administrative Officer
Office of the City Clerk
60 East Main Street, Welland, ON L3B 3X4
Phone: 905-735-1700 Ext. 2159 | **Fax:** 905-732-1919
Email: clerk@welland.ca | www.welland.ca

April 14, 2022

File No. 22-13

SENT VIA EMAIL

Niagara Region
1815 Sir Isaac Brock Way
Thorold, ON L2V 4T7

Attention: Ann-Marie Norio, Niagara Regional Clerk

Dear Ms. Norio:

Re: April 12, 2022 – WELLAND CITY COUNCIL

At its meeting of April 12, 2022, Welland City Council passed the following motion:

**“THAT THE COUNCIL OF THE CITY OF WELLAND receives for information the correspondence from the Region of Niagara dated March 25, 2022 regarding Report PW 15- 2022: Moving Transit Forward - Initial Transition Activities and Next Steps; and further
THAT Welland City Council appoints Councillor Van Vliet to the Transit Commission Board.”**

Yours truly,

Tara Stephens,
City Clerk

TS:bl

CLERK'S DEPARTMENT

April 26, 2022

Ann-Marie Norio, Regional Clerk
Niagara Region
1815 Sir Isaac Brock Way
Thorold, ON
L2V 4T7

Dear Ms. Norio,

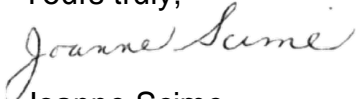
Re: Report PW 15-2022 - Moving Transit Forward - Initial Transition Activities and Next Steps

This correspondence is to confirm that on April 25, 2022, West Lincoln Township Council adopted the following resolution regarding Moving Transit Forward - Initial Transition Activities and Next Steps

1. That, the Township of West Lincoln recommends Niagara Regional Council to appoint Councillor William Reilly as a representative on the transitional Niagara Transit Commissioner Board, based on the criteria outlined in Niagara Region Report PW 15-2022 (Moving Transit Forward - Initial Transition Activities and Next Steps); and,
2. That, the Regional Clerk be notified of the appointment recommendation by no later than April 29, 2022.

Please be advised that any Councillor William Reilly can be reached via his Township email address at wreilly@westlincoln.ca or via his Township cell number at 365-366-3447. If any further information is required, please contact the undersigned at 905-957-5136 or Councillor William Reilly directly.

Yours truly,


Joanne Scime
Clerk

cc: Councillor William Reilly

X:\cl-Clerks\Council-2022\Letters\Niagara Region – Moving Transit Forward - Initial Transition Activities and Next Steps

PW 55-2021 - Appendix 3 – Summary Term Sheet Municipal Transfer Agreements

The following is the proposed package of terms for the Municipal Transfer Agreements, which will guide the transfer of existing transit assets and personnel to the newly formed Transit Commission, subject to triple-majority approval, and to be negotiated individually between The Regional Municipality of Niagara and the City of Niagara Falls, City of St. Catharines, and City of Welland respectively.

The principles outlined in this term sheet represent the consensus recommendations of the CAO Governance Steering Committee, reflecting discussion, comments, and input received throughout the multi-year initiative to consolidate transit.

Note that all financial modeling was estimated based on 2020 budgets, assets, and debt levels. The final Financial Strategy will be adjusted prior to 2023 to reflect new assets and debt incurred and will be based on budget levels no less than 2020 operating budgets. Schedule A and B to this term sheet reflect the most recent estimates by municipalities - asset inventories and debt to be assumed by the Commission will be updated and finalized as part of the completion of the full Municipal Transfer Agreements.

Asset Transfer

- 1) Existing local transit assets, including but not limited to bus fleet, service vehicles, service equipment, and transit service facilities purchased or acquired prior to June 30, 2022 will transfer to the Transit Commission at no cost or, for the exclusive use of transit service delivery, in accordance with the Cummings Principle (the transfer of assets from one municipality to another at no additional compensation, because the municipal taxpayer has already paid for them).
 - a) Land on which transit service facilities reside will be retained by the local municipality, and the Region will conduct a Phase 2 environmental assessment.
 - b) Payment-in-lieu of taxes will be provided by the Commission to the local municipality, where applicable.
 - c) Transit service facilities with shared-use municipal components will transfer to the Commission, and be subject to an agreement to lease back at a nominal rate to the municipality those areas of the facility used for non-transit purposes.
 - d) Should the Commission no longer require a transferred asset to exclusively deliver transit services, the ownership of that asset will be transferred back to the original municipality.

- 2) The Commission will commit that existing fleet vehicles delivering local service within a municipality will continue to be utilized exclusively within that municipality for the remainder of their existing service life.
- 3) Local municipalities will make available to the Commission for inspection and condition assessment all transit assets prior to transfer, and will share all related documents related to the assets including information respecting insurance claims. The Commission will be under no obligation to assume assets deemed, at its discretion, to not be in suitable condition for transfer or to not be required to meet the future operational requirements of the Commission. The schedule of assets, specifically the asset count and with the corresponding cost to be transferred by each municipality is included as Schedule A to this document.
- 4) Any ongoing or in-progress capital improvement or acquisition projects will remain the responsibility of the municipality until completed and the asset transferred to Commission only upon completion at zero cost.
- 5) Local municipalities will disclose any agreements entered into related to transit operations in whole or in part, and that will extend beyond December 31, 2022. Copies will be provided to the Region.

Personnel Transfer

- 6) All current full-time, part-time, and union permanent staff, employed directly and fully in transit by local municipalities and hired prior to June 30, 2022, will transfer to the Commission.
- 7) Non-unionized employees will either be directly offered a position with the new Commission where there is anticipated to be a substantially similar role established, or have the opportunity to apply for new roles within the Commission. Where a non-unionized employee does not ultimately transfer to the Commission, they will remain employees of the Municipality in accordance with the *Public Sector Labour Relations Transition Act, 1997*.
- 8) Those employees whose full-time role with a municipality supports transit work as a only portion of their duties (i.e. corporate support personnel not fully employed in transit) will remain with the municipality.
- 9) The integration of the three existing Amalgamated Transit Unions (ATUs) will take place in accordance with the defined provincial process as outlined under the *Public Sector Labour Relations Transition Act, 1997* and by the Ontario Labour Relations Board.

Transit Operations

- 10) The Commission will assume full and exclusive operational responsibility for the delivery of transit on January 1, 2023.
- 11) The Commission will commit to maintain existing local service levels in each municipality, defined as a minimum of the budgeted 2020 local service hours, for a minimum of 7 years or unless otherwise consented to by the municipality.
- 12) The Commission will seek to establish a single common fare as identified in the financial model.
- 13) Municipalities will support the Commission in the placement of on-road transit infrastructure such as transit stops and shelters as required by facilitating their location.

WEGO

- 14) Niagara Region or the Transit Commission will negotiate and enter into an agreement with the Niagara Parks Commission and City of Niagara Falls such that authority for the delivery of the WEGO transit service will remain with the Niagara Parks Commission, in partnership with the City of Niagara Falls.
- 15) WEGO fleet and the WEGO transit facility will remain with the City of Niagara Falls and not be transferred to the Commission, unless otherwise agreed to by the parties as part of any future assumption of WEGO operations by the Commission.
- 16) The Niagara Parks Commission and City of Niagara Falls will continue to provide WEGO service for those routes currently delivered by each agency.
 - a) Transit operators currently employed by the Niagara Parks Commission in the delivery of WEGO service will not transfer to the Commission.
 - b) Transit operators currently employed by the City of Niagara Falls in the joint delivery of Niagara Falls Transit and contracted WEGO routes will transfer to the Commission.
 - c) The Commission and the City of Niagara Falls will enter into a service agreement, on the basis of an hourly fee, for the provision of operators to deliver the continued contracted City of Niagara Falls WEGO routes.

Transitional Period

- 17) A transitional 'steady-state' period will commence on July 1, 2022, beyond which municipalities will commit to make no additional operational, capital, or personnel changes beyond those previously budgeted, unless otherwise agreed to by the Commission, acting reasonably. This will include:

- a) The continued delivery of transit operations through December 31, 2022, including the maintenance of service levels in place as of June 30, 2022;
 - b) The assumption of additional or unplanned capital expenditures;
 - c) The undertaking of additional debt unless otherwise agreed to and may be subject to a different Municipal allocation than outlined in the Financial Strategy;
 - d) The onboarding of additional non-union or unionized staff; and
 - e) Continued adherence to asset management plans and the state-of-good repair of assets to be transferred to the Commission.
- 18) Assets, personnel, or debt acquired, on-boarded, or assumed by a municipality during this transition period will not transfer to the Commission, unless otherwise agreed to by the parties and the Region of Niagara.

Budgets

- 19) The transit budget associated with the transfer of local operating costs to the Region's twelve special levy model may be offset by equal and concurrent reductions to local Municipal budgets and levies to minimize the residential taxpayer impact from transit consolidation where possible.
- 20) Previously approved intergovernmental funding allocations for capital improvements related to transit will continue to be directed to the identified approved projects and initiatives within the original receiving municipality, until such time as the funding program commitments are satisfactorily met. . This includes any obligation referenced in paragraph 4.
- 21) Debt previously undertaken by municipalities to fund the purchase of transit assets will transfer to the Commission in accordance with Schedule B to this document.
- 22) Any financial assets or liabilities at December 31, 2022 will be accrued by the municipality in accordance with Public Sector Accounting Standards, and other than reserves and debt will remain the responsibility of the municipality at transition.
- 23) The assumption of any costs, operating contracts and debt by the Commission as at the transition date are subject to audit by the Region at the Region's discretion to confirm compliance with transition terms and obligations assumed by the Commission as at January 1, 2023.
- 24) Municipalities will be responsible to maintain and fund all 2022 operating costs from their 2022 transit operating budgets, inclusive of staff costs, until the Commission establishes its first budget in 2023.

- 25) Municipalities will provide an accurate record of claims history for a period of five (5) years before June, 2022 to assist the Commission in obtaining liability insurance coverage.

Commission Governance

- 26) The Commission must undertake a full governance review by an external third party and report back to Regional Council for decision by 2025. The implementation of the future permanent Board structure will coincide with the 2026 municipal election.
- 27) The Commission will obtain Officers and Director's and all other insurance coverage as soon as it is established.
- 28) The Commission will obtain Officers and Director's and commercial general liability insurance coverage as soon as it is established and all other insurance coverage required for the operation of a transit commission before January 1, 2023. The Commission is authorized to obtain competitive bids by reaching out to the insurers that currently provide coverage to the existing transit operations instead of issuing a Request for Proposals.
- 29) The Commission will appoint a General Manager to oversee the transition and who will report to the Commission Board.

Existing Agreements and Documentation

- 30) Existing agreements between municipal transit agencies and senior levels of government or third-party suppliers or contractors will transfer or be assigned subject to the provision of paragraph 22, to the Commission, subject to the specific requirements of those contracts. Where agreements cannot be assigned or transferred to the Commission, the originating municipality will retain responsibility, subject to adjustment at a later date.
- 31) Responsibility for existing legal claims or legal liabilities, or those initiated or founded in allegations related to the operations by the municipalities prior to the transfer of operational responsibility to the Commission on January 1, 2023 will remain with the municipalities.
- 32) Municipalities will provide and transfer applicable documentation, operating procedures, maintenance records, employee records or other materials necessary for the transition to the Commission.

Negotiation of Agreements and Dispute Resolution

- 33) The parties commit to the negotiation of the full municipal transfer agreements by no later than March 31, 2022.

34) Where direct discussion between the Region and municipalities does not satisfactorily resolve any issues, an independent mediator and/or arbitrator will be required to provide dispute resolution services, including binding decisions where agreement cannot be otherwise achieved between the parties. Costs for mediation or arbitration will be split between the Region and municipality.

Schedules

Schedule A – Municipal Assets for Transfer

Schedule B – Municipal Debt for Transfer

Schedule A – Municipal Assets for Transfer

Schedule A and B to this term sheet reflect current estimates - asset inventories and debt to be assumed by the Commission will be updated and finalized as part of the completion of the full Municipal Transfer Agreements.

Asset Category	Vehicle Count (Conventional & Specialized)	Acquisition Price	Accumulated Amortization	Current Net Book Value	Useful Life
Niagara Region					
Bus	30	\$14,245,039	\$2,267,951	\$11,977,088	10
St. Catharines					
Bus	91	\$46,362,278	\$26,987,076	\$19,375,202	12
Service Trucks	20	\$1,420,081	\$892,997	\$527,084	6
Land*		\$1,182,244	\$712,282	\$469,962	16
Facilities		\$11,475,701	\$3,987,557	\$7,488,144	22
Equipment		\$5,136,651	\$2,791,006	\$2,345,645	13
Technology		\$6,524,206	\$3,529,598	\$2,994,608	7
Sub-Total		\$72,101,162	\$38,900,517	\$33,200,645	
Niagara Falls					
Bus	47	\$24,135,770	\$15,423,652	\$8,712,118	12
Service Trucks	11	\$364,599	\$261,191	\$103,408	6
Land*		\$2,202,049	\$498,047	\$1,696,315	32
Facilities		\$21,832,585	\$3,724,925	\$18,107,660	24
Equipment		\$2,946,597	\$1,808,621	\$1,137,976	13
Technology		\$5,445,750	\$3,661,905	\$1,783,845	7
Sub-Total		\$56,927,350	\$25,378,341	\$31,541,321	

Asset Category	Vehicle Count (Conventional & Specialized)	Acquisition Price	Accumulated Amortization	Current Net Book Value	Useful Life
Welland					
Bus	22	\$7,438,333	\$2,563,944	\$4,874,389	12
Service Trucks	7	\$239,417	\$181,198	\$58,220	6
Land*		-	-	-	0
Facilities		\$4,329,238	\$2,089,308	\$2,239,930	21
Equipment		\$990,578	\$492,992	\$497,586	6
Technology		\$1,317,243	\$532,850	\$784,393	7
Sub-Total		\$14,314,809	\$5,860,291	\$8,454,518	

* In accordance with the principles outlined above, land will not transfer to the Commission and will remain with the original municipality.

Schedule B – Municipal Debt for Transfer
Balances as of December 31st, 2020*

	Debt year ending	Average Annual Debt Payment**	Long Term Debt	By-law Reference
Niagara Region Transit	2029	\$1,334,694	\$10,752,991	2019-59
St. Catharines Transit	2024/ 2027	\$73,824	\$481,635	2017-53, 2019-59
Niagara Falls Transit		\$0	\$0	
Welland Transit	2029	\$146,108	\$1,171,493	2012-73, 2017-51, 2019-14
Niagara-on-the-Lake				
Port Colborne				
Pelham				
Thorold				
Fort Erie				
Grimsby				
Lincoln				
West Lincoln				
Wainfleet				
		\$2,019,804	\$17,803,923	

*Final debt figures for transfer will be established as part of the negotiation of the full Municipal Transfer Agreements. The Region will not be required to transfer any debt above those totals identified in Schedule 'B' above unless otherwise agreed to and may be subject to a different Municipal allocation than outlined in the Financial Strategy.

**Includes principal and interest



Corporate Report City Council

Report from: Legal and Clerks Services, Office of the City Clerk

Report Date: June 17, 2022

Meeting Date: June 27, 2022

Report Number: LCS-106-2022

File: 10.12.1

Subject: Council Correspondence

Strategic Pillar:

Recommendation

That Council receive and file the items listed within the report; and

That Council receive and file additional correspondence distributed for the meeting held June 20, 2022, which is available upon request.

Report

The Office of the City Clerk is submitting, for the approval of Council, correspondence received during the period of June 2, 2022 to June 16, 2022.

Resolutions

1. City of Thorold – re. Mental Health, Homelessness and Addiction State of Emergency

Correspondence

2. Correspondence from The Municipal Engineers Association – re. The Retention of Professional Engineers at Ontario Municipalities
3. AMO Watchfile – June 9, 2022
4. AMO Watchfile – June 15, 2022

Memorandums from Staff

5. Director of Engineering, Facilities and Environmental Services and Director of Financial Management Services - re. Capital Projects Pricing and Inflation Challenges

Reports Requested by Council

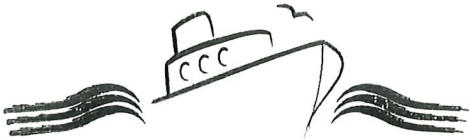
6. Outstanding Reports List – updated June 17, 2022

Prepared by

Sarah McWilliams
Council and Committee Coordinator

Submitted and Approved by

Kristen Sullivan
Acting City Clerk



Where Ships Climb The Mountain...

June 10, 2022

Emergency Management Ontario
25 Grosvenor Street, 18th Floor
Toronto, ON M7A 1Y6

To whom this may concern:

Re: Mental Health, Homelessness and Addiction State of Emergency

Please be advised Thorold City Council, at its June 7, 2022 meeting, adopted the following motion:

WHEREAS According to the Province of Ontario Emergency Response Plan (2008), Canadian municipalities are free to declare states of emergencies in response to "any situation or impending situation caused by the forces of nature, an accident, an intentional act or otherwise that constitutes a danger of major proportions to life or property";

WHEREAS 11/12 of Niagara-area municipalities have unanimously requested that Niagara Region declare a state of emergency on mental health, homelessness, and addiction, Thorold City Council previously unanimously supported a motion requesting the Niagara Region declare a state of emergency on mental health, homelessness, and addiction;

WHEREAS the City of Thorold Council previously unanimously supported a motion requesting the Niagara Region declare a state of emergency on mental health, homelessness, and addiction;

WHEREAS Approximately 665 residents, including 121 children in Niagara, were counted as homeless (March 2021);

WHEREAS Niagara EMS reported 1001 suspected opioid overdoses (2021) and 210 suspected opioid overdoses already this year (April 2022); and

WHEREAS Niagara's suicide rate of 9.8 deaths per 100,000 is higher than the provincial average of 7.7 deaths per 100,000 in Ontario (Stats Can).

City of Thorold

P.O. Box 1044, 3540 Schmon Parkway, Thorold, Ontario L2V 4A7

www.thorold.ca

tel. 905-227-8813

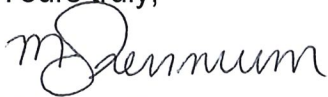
NOW THEREFORE BE IT RESOLVED

That Thorold City Council **DIRECT** Mayor Terry Ugolini as the Head of Council to declare a state of emergency on mental health, homelessness, and addiction in the City of Thorold; and

That this resolution **BE CIRCULATED** to the Ontario Minister of the Solicitor General, Emergency Management Ontario, the Premier of Ontario, the Ontario Ministry of Community and Social Services, the Ontario Associate Minister for Mental Health, all Niagara-area Members of Provincial Parliament, and all Niagara area municipalities.

CARRIED

Yours truly,



Matthew Trennum
City Clerk

MT:jg

ec: M. Dilwaria, Chief Administrative Officer
M. Trennum, City Clerk
The Honorable Sylvia Jones, Minister of the Solicitor General, sylvia.jones@pc.ola.org
The Honorable Doug Ford, Premier of Ontario, premier@ontario.ca
The Honorable Merrilee Fullerton, Ontario Ministry of Children, Community and Social Services, ministtermccss@ontario.ca
Ontario Associate Minister of Mental Health and Addictions, Brett.weltman@ontario.ca
Vance Badawey, MP, Niagara Centre, vance.badawey@parl.gc.ca
Jeff Burch, MPP, Niagara Centre, JBurch-QP@ndp-on.ca
Ann-Marie Norio, Niagara Region, ann-marie.norio@niagararegion.ca
All Niagara Local Area Municipalities



Office of the President
1525 Cornwall Road
Oakville ON
L6J 0B2

Jun 13, 2022

Municipal Councils of Ontario

Subject: The Retention of Professional Engineers at Ontario Municipalities

The purpose of this letter is to stress the importance that municipal engineers play in the successful operation of cities, counties, towns, and townships across Ontario.

The Municipal Engineers Association (MEA) is a non-profit association representing the municipal engineering field in Ontario. We have a membership base of over 1,000 municipal engineers across Ontario who are employed as professional engineers at Ontario municipalities and other provincial agencies serving in the engineering/public works field.

We advocate for sustainable municipal infrastructure practices and our members provide significant input into the development of processes, standards, and specifications for use in municipal infrastructure systems such as drinking water delivery, wastewater collection and treatment, storm water management, waste management and transportation systems.

The MEA has been the proponent for the *Municipal Class Environmental Assessment* process since the mid-1980s. We are also a co-proponent of *Ontario Provincial Standards & Specifications* that many Ontario municipalities use when planning for and tendering municipal engineering projects.

There are a number of examples in various current legislation, where the use of a professional engineer is referenced. Key tasks include roles in transportation, natural resources, health and safety, consumer services, environment, tourism, agriculture, climate change, and energy. It is essential that municipalities consider the appointment of professional engineers, especially within the areas of engineering and public works, to afford municipal councils the appropriate due diligence toward public safety. Unfortunately, we are observing a concerning trend where this is no longer the case.

Professional engineers, through education and practical experience requirements, have the knowledge and foresight to not only understand the 'how' of an issue, but also understand the 'why' behind issues as well. Professional engineers are licensed to practice in Ontario through the *Professional Engineers Act* and are bound by statutory accountabilities, which includes a code of ethics. Under this code, professional engineers are required to act at all times with fidelity to public needs; professional engineers regard their duty to public welfare and safety as paramount.

Professional engineers also provide significant value to municipalities through their understanding of risk management, which assists in lowering exposure to claims against a municipality. With insurance premiums rising every year, it is prudent that municipalities appoint a professional engineer to guide these decision-making processes.



Office of the President
1525 Cornwall Road
Oakville ON
L6J 0B2

As of December 31, 2019, there were 57,134 practicing professional engineers licensed and practicing in the Province of Ontario. Of this number, only 136 professional engineers work for municipalities with a population of 50,000 or less. This represents only 0.2% of licensed and practicing Ontario Professional Engineers being employed by Ontario municipalities serving populations of less than 50,000. Many of these smaller municipalities have a Public Works/Engineering Department head and would benefit by appointing a Professional Engineer.

The vast majority of professional engineers working at Ontario municipalities are employed by larger urban centres having a population greater than 50,000.

For smaller municipalities that do not have the financial resources to employ a full-time professional engineer on their staff, the MEA recommends the appointment of a professional engineer through a licensed consulting firm so that your municipality may meet the needs only a professional engineer can provide.

We would also like to take this opportunity to promote membership in the MEA. There are Ontario municipalities that currently do not have representation in the MEA. If you have a professional engineer(s) on staff and they are not MEA members, we encourage your municipality to have them apply. The MEA offers members access to knowledge, learning and the ability to stay up to date with current industry practices. It truly is great value for a very nominal fee.

On behalf of the MEA, we thank you for taking time to review this letter. Should you have any questions, please reach out to the MEA's Executive Director, Dan Cozzi, P. Eng. at dan.cozzi@municipalengineers.on.ca.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "J. Cozzi", is written above a horizontal line.

Jason Cole, P. Eng.,
MEA President 2021 - 2022



June 9, 2022

In This Issue

- Call for nominations to AMO Board of Directors.
- Consultation on National Adaptation Strategy ends July.
- Federal flood mapping survey - due June 17.
- Request your delegation meetings at AMO 2022.
- AMO offering two new dates for in-demand training!
- AMO 2022 Conference programming - Supporting members needs!
- Get the risk and claims system your municipality deserves.
- Jump-start your digital transformation with an e-signature solution.
- Energy reporting deadline just around the corner.
- Blog: Can you risk manage climate change at the municipal level?
- Have you read OMSSA's Knowledge Exchange Blog?
- Free virtual workshop: Healthy Shorelines, Healthy Lakes.
- Have your say on Enbridge Gas' Net Zero future.
- Careers: Uxbridge, Ministry of Transportation, Kitchener and Deep River

AMO Matters

In accordance with the Association's governing by-law, the Secretary-Treasurer is requesting nominations to the 2022-2024 AMO Board of Directors. [Nomination package available here](#). To participate in the AMO Board of Directors election and caucus lunches, make sure to choose your caucus when [registering](#) for the 2022 AMO Conference.

Federal Matters

The Government of Canada's National Adaptation Strategy is open for public consultation until July 15, 2022. For more information [click here](#).

Municipal governments who are in need of flood mapping are encouraged to respond to Canada's Flood Hazard Identification and Mapping Program [survey](#) by June 17.

Eye on Events

Delegation meetings with Cabinet Ministers are a key feature of the AMO Conference experience. You can now request an in-person meeting with a minister or parliamentary assistant at the AMO conference. The **deadline to submit your request is June 24**. To request a meeting click [here](#). To register for AMO 2022 click [here](#).

AMO's advanced land use planning training provides the supports and insights Ontario's elected officials need. AMO's Navigating Conflict for Elected Officials is also a critical support to leaders providing insight and strategies in how to best manage difficult situations. Limited space available for the June 14 planning session and Navigating Conflict training session June 15-16. Register [here](#) and [here](#). Elected officials only.

Programming for this year's conference provides all the insights and education AMO members are looking for. This includes a conversation with municipal trailblazers **Steve Anderson**, Deputy Mayor, Town of Shelburne and a Regional Councillor for Dufferin County and **Senator Bernadette Clement**, former Mayor of Cornwall, who will share their experiences and insights to benefit present and future leaders. Haven't registered for AMO 2022? Do so [today](#).

Are you still using spreadsheets to manage claims and risk? On June 29 at 1 pm ET, join AMO and [ClearRisk](#) for a [webinar](#) where you will learn more about one of our latest offerings - a risk management information system that saves you time and money.

As municipalities move from paper to electronic filing, authentication of these files is a critical challenge. On June 22 at 12 pm ET, join AMO's partner, Notarius, and learn how ConsignO Cloud can reduce the signing time of documents and allow anyone to sign legally reliable documents electronically with a phone, a tablet, or a computer. [Register here](#).

LAS

The July 1 energy reporting deadline for [O. Reg. 507/18](#) is approaching quickly. Submit your annual energy reports to the Ministry of Energy for energy used in 2020. In case you missed it, a Ministry-hosted reporting webinar is on [June 21](#) at 11 am. For questions, email BPSSupport@ontario.ca.

With global surface temperatures on the rise, the frequency and severity of catastrophic property losses are on the rise. Municipalities must pivot to climate adaptation. [Read more](#) from our Risk Management partner, Intact Public Entities.

Municipal Wire*

OMSSA's [Knowledge Exchange Blog](#) highlights key human services topics and what's happening across Ontario. Learn more about how human services works in your community by reading about what's happening elsewhere.

Municipal councillors and planners are invited to a free half-day virtual workshop to showcase municipal tools to promote healthy shorelines. The focus of this June 14 workshop will be on planning authorities and municipal policy to restore vegetation to protect lakes and water quality. [Register here](#).

Enbridge Gas is leading Ontario's transition to a net zero energy future by investing in Integrated Resource Planning (IRP) energy solutions that improve energy efficiency and lower emissions, while meeting customers energy needs affordably and reliably. We'll be holding engagement activities in fall 2022, offering the opportunity to learn about IRP plans. [Sign up](#) to be included in future opportunities.

Careers

[Payroll Administrator and Accounting Analyst - Township of Uxbridge](#). The position will administer and coordinate the payroll system, employee benefits, OMERS Pension Plan and perform general accounting tasks. Apply to tlee@uxbridge.ca by June 25.

[Head, Maintenance - Ministry of Transportation \(Thunder Bay\)](#). Lead the delivery of effective highway maintenance across northwestern Ontario through staff oversight of large-scale maintenance contractors. [Apply online](#) by June 20.

[Head, Maintenance - Ministry of Transportation \(Toronto\)](#). Lead the delivery of effective highway maintenance across central Ontario through staff oversight of large-scale maintenance contracts. [Apply online](#) by June 21.

[Director, Equity, Anti-Racism and Indigenous Initiatives - City of Kitchener](#). Provide leadership, expertise and senior-level competencies in issues of equity, anti-racism, inclusion and Indigenous reconciliation. [Apply online](#) or to diana.rucchin@odgersberndtson.com by July 7th.

[Treasurer - Town of Deep River](#). The role will provide support, guidance and advice on financial matters, as well as monitoring the implementation of all financial policies and programs. Apply to jmellon@deeperiver.ca by June 20.

About AMO

AMO is a non-profit organization representing almost all of Ontario's 444 municipal governments. AMO supports strong and effective municipal government in Ontario and promotes the value of municipal government as a vital and essential component of Ontario's and Canada's political system. Follow [@AMOPolicy](#) on Twitter!

AMO Contacts

AMO Watchfile Tel: 416.971.9856

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[Policy and Funding Programs](#)

[LAS Local Authority Services](#)

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[ONE Investment](#)

[Media Inquiries](#)

[Municipal Wire, Career/Employment and Council Resolution Distributions](#)

AMO's Partners



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June 16, 2022

In This Issue

- Call for nominations to AMO Board of Directors.
- June 22nd Webinar for Phase 2 of the Conservation Authority Regulations.
- Have your say: National Adaptation Strategy.
- Federal flood mapping survey - due Friday!
- Get the risk and claims system your municipality deserves.
- Jump-start your digital transformation with an e-signature solution.
- Remember to upload your annual Energy Consumption data.
- Careers.

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In accordance with the Association's governing by-law, the Secretary-Treasurer is requesting nominations to the 2022-2024 AMO Board of Directors. [Nomination package available here](#). To participate in the AMO Board of Directors election and caucus lunches, make sure to choose your caucus when [registering](#) for the 2022 AMO Conference.

AMO and Conservation Ontario are hosting a webinar on Jun 22 at 1:30 PM on the second phase of the transition period for Conservation Authorities. Register in advance for this webinar [here](#).

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The Government of Canada's National Adaptation Strategy is open for public consultation until July 15, 2022. For more information [click here](#).

Municipal governments who are in need of flood mapping are encouraged to respond to Canada's Flood Hazard Identification and Mapping Program [survey](#) by June 17.

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As municipalities move from paper to electronic filing, authentication of these files is a critical challenge. On June 22 at 12 pm ET, join AMO's partner, Notarius, and learn

how ConsignO Cloud can reduce the signing time of documents and allow anyone to sign legally reliable documents electronically with a phone, a tablet, or a computer. [Register here](#).

LAS

The time is almost here! Submit your annual energy reports to the Ministry of Energy by July 1, 2022. [O. Reg. 507/18](#) reporting is for energy used in 2020. In case you need a 'How to' refresher, a Ministry hosted reporting webinar will be held [June 21 at 11am](#). For questions, email BPSsupport@ontario.ca.

Careers

[Director, Vital Statistics Registry Branch - Ministry of Government and Consumer Services](#). Direct and manage the operations of the Office of the Registrar General (ORG) and effectively administer Ontario's Vital Statistics Act, Marriage Act and Change of Name Act, associated regulations, and sections of related statutes. [Apply online](#) by June 21.

[Chief Executive Officer \(CEO\) - CityHousing Hamilton](#). Reporting to the Board of Directors of CityHousing Hamilton, you will provide leadership and support to the Board, and direct CHH operations. Apply to careers@phelpsgroup.ca by July 9th.

[CSWBP Coordinator - Bruce and Grey County](#). Community Safety and Well-Being Planning (CSWBP) Coordinator is a joint Bruce and Grey role created by the Ministry of Solicitor General as a crime prevention initiative to work with various committees and agencies to successfully facilitate and implement the Community Safety and Well-Being Plan. [Apply online](#) by June 29.

[Manager of Revenue and Deputy Treasurer - Town of Gravenhurst](#). Lead responsibility for the billing, accounting, collection and reporting of property taxes, corporate revenues and receivables; the Town Development Charges by-law, policies, and administration. Apply to HumanResources@gravenhurst.ca By June 30.

[Financial Analyst - County of Dufferin](#). Responsible for financial and program monitoring and reporting for the Community Services Department including monthly, quarterly, and annual reports. Apply to hr@dufferincounty.ca by July 15.

About AMO

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Memorandum

To: Mayor and City Council

Cc: David Oakes, CAO
Erin O'Hoski, Deputy CAO
Senior Leadership Team
Bonnie Nistico-Dunk, City Clerk
Kristen Sullivan, Deputy City Clerk
Lucia Chen, Manager Budgets and Procurement

From: Anthony Martuccio, Director EFES/City Engineer
Kristine Douglas, Director FMS/City Treasurer

Date: June 9, 2022

Subject: Capital Projects, Pricing, and Inflation Challenges

The intent of this memorandum is to provide Council with an overview of how staff are dealing with the current high inflation environment in our operating and capital work program. Staff understand the volatility within the market and adjust when required as noted in the information below.

The municipal sector is experiencing pricing challenges related to inflation on the acquisition of goods and services and supply chain issues, in both operating and capital budgets. The pricing and inflation trends emerging are more significant than what could have been reasonably anticipated during the develop of the 2022 budget. The current environment of commodity pricing spikes, staffing capacity constraints in an increasingly competitive market, and the readiness of projects to start procurement has created a complicated matrix of timing decisions that change with each day.

In 2021 there was one (1) tenders/RFP cancelled due to budget shortage. To date in 2022, one (1) out of thirty (30) tenders/RFPs were cancelled due budget shortage. There is another capital project that is significantly over budget based on the bids received. Staff are bringing a report to request Council approval for budget transfer of \$300,000. Should the request not be approved, the RFP will be cancelled. In 2021 there were thirty (30) budget transfers required for capital projects. To date in 2022, there have been thirteen (13) budget transfers required for capital projects in the first 5 months which is comparable to the average number of budget transfers 2021.

Within the operating budget, staff have the ability to manage service delivery on a whole-city perspective, managing pressures in one department with the positive outcomes or mitigations in another. The capital budget presents different challenges due to the capital program and unique funding sources associated with each project. The current pricing challenges create a situation where fewer projects can be delivered within the approved capital budget dollars.

The Engineering and Finance teams manage these capital budget shortages and transfers when they occur and redeploy unspent capital dollars to the highest priority projects and initiatives. In the current environment, this may result in some planned projects being delayed, which may further increase the City's infrastructure gap in the short term. Capital project prioritization is very familiar to staff as it is part of the creation of the city's annual capital budget and four-year forecast. The following is a list of key evaluation criteria used by staff when prioritizing capital projects and determining the appropriate projects to postpone.

- Infrastructure renewal projects which address current deficiencies or health and safety or other risks, or to meet regulatory requirements
- Projects which leverage time-limited grant funding
- Projects tied to agreements or impacts with other partners or stakeholders
- Growth-related projects which provide necessary infrastructure to a growing community
- Projects that prove to reduce costs/save money over time subject to a sound business case

Since the adoption of variance reporting and delegated authority to staff for budget transfers, this information is provided to BSC and Council through the regularly quarterly reporting process.

Staff are committed to continuing municipal business and stimulating the local economy through maintaining the critical infrastructure that the community relies on every day. While at the same time working within the financial means available and completing the highest priority works with those funds.



City Council Outstanding Reports List

Reports by Strategic Pillar

Cultural	1	Economic	4
Environmental	3	Social	23

Reports Related to Strategic Plan 31

Reports Unrelated to Strategic Plan 3

Updated: June 17, 2022

Relation to Strategic Plan	ORL #	Requested	Requested by	Request	Lead Dept.	Expected Return Date	Comments
Cultural	2020-15	19-Oct-20	Littleton / Siscoe / Harris	Report back on excluding 101 Oakdale Avenue, 25 Duke Street and 160, 168, 174, 176 St. Paul Street from the register of non-designated cultural heritage properties. Report to include update on the request for the property owners of 101 Oakdale Avenue and 25 Duke Street to attend a Heritage Committee meeting about their request to be excluded. Report to include update on correspondence from 160, 168, 174, 176 St. Paul Street requesting exclusion from the register.	PBS	July 18, 2022	Follow-up report to PBS-111-2020. See General Committee minutes from October 19, 2020. Due to the effects of the COVID-19 pandemic on downtown businesses, staff will report back to Council once the downtown economic climate strengthens. Staff will report back on 25 Duke Street upon completion of renovations at the property
Economic	2019-22	15-Jul-19	Townsend	Amend sign by-law to permit digital signage on City-owned properties and buildings, including the appropriateness and ability to include third-party advertising as part of digital signage on City-owned properties.	PBS / COMMS	July 18, 2022	Appeal Information Report - Application for Sign By-law Variance; 142 St. Paul Street; Owner: 2400795 Ontario Inc. was deferred 8-12-19 until ORL #2019-22 is presented to Council. COVID delayed.
Economic	2021-11	10-May-21	Social Pillar / Garcia	That the diverse supplier policy proposal from the Anti-Racism Advisory Committee, as amended, be sent to City Council to request a report back by the end of Q4 2021 from City staff on the development of a Diverse Supplier Policy.	FMS	Q3 2022	Council approved a complementary motion from Cllr Garcia at the meeting of February 28, 2022. See Council Minutes Item 10.1 from February 28 for full motion
Economic	2021-14	10-May-21	Surplus Lands Dev TF	That staff be directed to prepare a report regarding 2 Facer Street, including condition of the facility and the potential to declare the property surplus with consideration to not displacing the existing tenant.	FMS / EFES	Q2 2022	
Environmental	2020-18	16-Nov-20	Townsend / Sorrento	That staff be directed to prepare a report on the costs associated with beautifying the Bunting Road corridor between Scott Street and the Garden City Skyway to include tree planting, grassed boulevards, floral, etc.	EFES	Q2 2022	From Nov. 18, 2020 GC meeting (formerly BSC) - That \$50,000 for a visioning or master streetscape plan to recommend improvements to the Bunting Road corridor be included in the Draft 2022 Operating Budget
Environmental	2021-24	18-Oct-21	Porter	Prepare a report with information on the following: •Tree management and protection policy, with a focus on construction •Feasibility of a fee for service agreement with the Region to have city take over tree planting and maintenance on Regional Roads •Mandatory tree planting on boulevards	MW	Q2 2022	Information will be provided as a memo
Environmental	2022-10	25-Apr-22	Townsend	Report back on a workplan to plant 100,000 trees over the next 10 years – developed as a Corporate-wide focus for all appropriate departments, with information on financial and staffing resources required, and potential community partnerships and grants to achieve the planting goal. Include information on the reforestation of Walkers Creek and Malcolmson Eco-Park and an enhanced maintenance plan for trees	MW / EFES / CRCS / FMS	2022	Residents, businesses, organizations and schools to be challenged to commit to planting to total of 500,000 trees in 10 years in the city (inclusive of the City's 100,000 promise). Efforts of the community-wide challenge be monitored and promoted by the City.
Social	2019-12	15-Apr-19	Porter	Review of Citizen Appointments to Boards and Committees Policy	LCS	June 27, 2022	Report postponed due to COVID-19. See Council Minutes of April 15, 2019, Item 8.2, for original motion. Report to include info on a "statement of interest" for future appointments of elected officials to boards and commissions
Social	2019-23	15-Jul-19	Littleton	Opportunities and strategies for the City to support neighbourhood associations and neighbourhood-based community groups, including best practices and information gathered from the forum	CRCS	Q4 2022	Staff report will come forward following the neighbourhood association forum. Forum was scheduled for March 28, 2020 but was postponed due to the COVID-19 pandemic
Social	2019-29	09-Sep-19	Littleton	Report back on the existing street naming process with ways to include more public engagement, perhaps similar to the park naming process	PBS	July 18, 2022	
Social	2021-02	18-Jan-21	Miller	Repeal / review and update the City's loitering by-laws and report back to Council	MW	Q2 2022	Staff to provide a memo to Council noting issue will be included in Pilot study with Gateway of Niagara
Social	2021-04	18-Jan-21	Social Pillar	Produce a report on amending Facility and Design Standards (FADS) in the following sections: Section 4.2.7 Universal Washrooms and Section 4.5.2 Outdoor Recreational Facilities – Playground	CRCS / EFES	Q2 2022	See Council Minutes of January 18, 2021 for what is to be included in the report
Social	2021-12	10-May-21	Social Pillar	Amend current by-law for erection of signs and advertising devices to state that no person shall display or cause to be displayed a sign that bears a hate message or a logo, crest or graphic that would convey such a message	PBS / LCS	Q2 2022	

Relation to Strategic Plan	ORL #	Requested	Requested by	Request	Lead Dept.	Expected Return Date	Comments
Social	2021-13	10-May-21	Social Pillar	That staff provide a report by Q4 2021 on the options for improving accessibility of the Carousel to make it more inclusive	CRCS / EFES	Q2 2022	Information will be provided as a memo
Social	2021-18	9-Aug-21	Social Pillar	Amend By-law 2007-295 (a By-law to address Public Nuisances) under Section 2 "Prohibitions" to add: "No person shall, in a public place, unnecessarily interfere with another person's use and enjoyment of the Public Place by using abusive or insulting language as a personal invective."	LCS	Q2 2022	Staff report to also include information on adding "aggressive behaviour" to the Public Nuisances by-law
Social	2021-21	27-Sep-21	Garcia	Review issues with bird feeders and seed		2022	Include what other municipalities are doing
Social	2021-23	18-Oct-21	Siscoe	Stop signs for Coronation Boulevard at Vansickle Road North and options for the creation of a safe crosswalk and other appropriate traffic calming measures in the school zone at the intersection of Dufferin and George Street	EFES	Q3 2022	Appropriate Councillors have been contacted to advise that the required studies and collection of data can only be done in the Spring / Summer
Social	2021-22	4-Oct-21	Miller	Prepare a report exploring options for improving accessibility for those with invisible disabilities, including, but not limited to, providing closed captioning on livestreamed videos and identification options for those with invisible disabilities who are working at or otherwise accessing City facilities	CAO	2022	Consult with the Accessibility Advisory Committee in the creation of the report.
Social	2021-26	15-Nov-21	Social Pillar	Prepare a report regarding the Anti-Racism Advisory Committee's recommendations on a Racist / Hate Incident Response Protocol	CAO	2022	See Social Sustainability Minutes of November 4, 2021, page 45, for the Committee's recommendations on a Racist / Hate Incident Response Protocol.
Social	2021-28	15-Nov-21	Social Pillar	What Council can do to support initiatives in the motion from Anti-Racism Advisory Committee, and referred by the Social Sustainability Committee, regarding Calls to Action in the Wake of the London Islamophobic Attack.	CAO	2022	See Social Sustainability Minutes of November 4, 2021, page 40, for the Committee's recommended Calls to Action in the Wake of the London Islamophobic Attack.
Social	2021-30	29-Nov-21	Siscoe	Traffic calming on Dufferin Street East	EFES	Q3 2022	Appropriate Councillors have been contacted to advise that the required studies and collection of data can only be done in the Spring / Summer
Social	2021-31	29-Nov-21	Dodge	Prepare a report on the suitability of modifying Bylaw 89-2000 to permit vehicles to legally park within the confines of a residential driveway apron subject to specific safety and operational constraints	EFES	Q4 2022	
Social	2022-05	07-Mar-22	Littleton	Alternatives to current road configuration on Oakdale Avenue, including crosswalks, traffic calming, traffic humps and bike lanes.	EFES	Q3 2022	Appropriate Councillors have been contacted to advise that the required studies and collection of data can only be done in the Spring / Summer
Social	2022-07	28-Mar-22	Porter / Garcia	Prepare a report regarding item of correspondence from Friends of 12 Mile Creek with information on the questions posed in the item of correspondence.	CAO	Q2 2022	See Council Correspondence Report from March 28, 2022, Sub-Item 6, for the item of Correspondence.
Social	2022-11	25-Apr-22	Miller	Update Housing Action Plan to include emphasis on affordable housing	PBS	Q3 2022	
Social	2022-12	25-Apr-22	Mayor	Prepare a report on the creation of an Indigenous Relations Advisor position, including a job description developed in collaboration with the Niagara Regional Native Centre and a potential workplan. Workplan to include possibility of collaborating with St. Catharines Library and FirstOntario Performing Arts Centre	CAO / CSS	2022	Requested return date of Q3 2022. Funding for the position to be referred to the 2023 annual operating budget deliberations
Social	2022-13	13-Jun-22	BSC Motion	That the following be referred to staff to come back with a report on options to phase in the 40 km/h Speed Limits on Residential Streets: That \$260,000 for the 40 km/h Speed Limits on Residential Streets project be included in the Draft 2023 Capital Budget for deliberation.	FMS		Approved as part of BSC cover report from meeting of June 13, 2022
None	2021-27	15-Nov-21	Williamson	Respond to the item of correspondence from Marianne Murray regarding Regional Road 87, including the legal questions raised by Ms. Murray	LCS	2022	Item of correspondence included as additional correspondence from meeting of November 15, 2021
None	2019-47	16-Dec-19	Miller / Mayor Sendzik	That the request for funds to be used to record in-camera meetings be referred to 2020 for a report including the upgrading of screening services for all meetings (open and closed sessions).	LCS	2022	
None	2022-06	07-Mar-22	Porter	Information on a lobbyist registry for St. Catharines and the possibility of a fee-for-service agreement with the Niagara Region	LCS	2022	Information will be provided as a memo

Follow Up Reports

Relation to Strategic Plan	ORL #	Requested	Requested by	Request	Lead Dept.	Expected Return Date	Comments
Economic	2020-17	09-Nov-20	Mayor Sendzik	That Council bring back the Accessory Dwelling Unit Program in 2022 to come back as part of an update on the overall CIP program annual report.	PBS		Follow up report to PBS-154-2020 and PBS-048-2022.
Social	2020-07	24-Feb-20	Porter	Revised Graffiti Program: Consult with the community, the relevant cultural committees and downtown stakeholder groups to modernize the graffiti program and by-law by 2021.	PBS	September 12, 2022	Follow up report. Initial report (PBS-010-2020) approved February 10, 2020. Delayed due to COVID.
Social	2022-03	17-Jan-22	Phillips	That staff report back with additional information on the boat launch	CAO	2022	Follow up report to CAO-004-2022. See Council minutes of January 17, 2022
Social	2022-08	11-Apr-22	Miller	Success of the 2022 beach strategy, residential beach parking permits and recommended amendments to the beach strategy, including discounted parking passes for seniors and variable pricing for parking	CAO		Follow up report to CAO-044-2022. See Council minutes of April 11, 2022. Report back to Council before the 2023 beach season



Corporate Report City Council

Report from: Financial Management Services, Accounting and Payroll

Report Date: May 31, 2022

Meeting Date: June 13, 2022

Report Number: FMS-091-2022

File: 60.1.13 & 10.57.99

Subject: 2022 Community Benefits Charge Strategy

Strategic Pillar:

This report aligns with the following St. Catharines Strategic Plan pillars: economic, social, and cultural



Recommendation

That Report FMS-091-2022, regarding 2022 Community Benefits Charges Strategy, be referred to City Council for consideration of the Staff Recommendation after the Public Meeting on June 27, 2022, for which notice will be duly given.

Staff Recommendation

That the City of St. Catharines adopt the Community Benefits Charge Strategy approach to calculate the charges on a uniform city-wide basis; and

That the capital project listing contained in the Community Benefits Strategy (Appendix 1) be adopted subject to further annual review during the capital budget process; and

That a separate reserve fund account, Community Benefits Charge Reserve Fund, be created; and

Further, that a final staff report and Community Benefits Strategy By-law, incorporating comments received as part of the Public Meeting and inclusive of amendments as directed by Council, be brought to the July 18, 2022 Council meeting for approval, with an effective date of September 1, 2022 for the Community Benefits Charges By-law.

Summary

In March 2020, the City engaged consultants Watson and Associates Ltd. to undertake a Development Charges Background Study (DCBS), an Inclusionary Zoning study, and a Community Benefits Charge Strategy (CBC). The CBC is the second item completed and being brought forward to Council for consideration.

The City has engaged stakeholders through the Development Studies Task Force and through the EngageSTC platform for citizens and general public feedback. The Development Studies Task Force includes representatives from the Niagara Industrial Associations, the Greater Niagara Chamber of Commerce, Niagara Regional Housing, the Niagara Homebuilders Association, and a St. Catharines resident at large. The CBC Strategy was released to the public via the City's website on June 10, 2022.

Through the CBC Strategy process, there are sufficient planned developments that meet the density requirements to implement such a charge and there is a sufficient portfolio of eligible capital projects within the 10-year planning horizon eligible for funding. The CBC Strategy identified \$13.55 million of capital projects that would provide a level of community benefit, with \$5.39 million identified as being eligible to be funded by Community Benefits Charges. The CBC rate required to fund the CBC eligible capital projects is 4.2% which is above the maximum rate allowable of 4% outlined by the Planning Act.

Relationship to Strategic Plan

By providing a new funding source for the capital costs of facilities, services and matters required due to development and redevelopment, the introduction of Community Benefit Charges will support, either directly or indirectly, the economic, social and cultural strategic plan pillars.

Background

A CBC is a new growth revenue tool under the Planning Act replacing the former Section 37 height and density bonusing in the Act. While they replace bonusing provisions of the Planning Act, CBC's are a different funding tool for growth related costs, impacting more developments and charged in a different manner. Community Benefits Charges may be imposed by By-law for buildings or structures with five storeys or more and with 10 or more residential units.

CBC revenue will be used to offset amendments to the Development Charges Act that limits the City's ability to collect Development Charges for certain services that were previously eligible. Municipalities can use CBCs to fund a wide range of new growth-related capital costs, if those costs are not already recovered from development charges, parkland provisions, grants, subsidies, or other contributions. Funds may not be used for replacement of existing assets, operating costs, or other ineligible costs.

This revenue tool is aimed to support capital costs related to intensification as the legislation limits the CBC to development of certain level of residential density. The

prescribed maximum CBC rate (as per O. Reg. 509/20) is 4% of the property's land value prior to the day of building permit issuance.

Report

The requirements defined by O. Reg 509/20 for the passing of a CBC by-law under subsection (2) include that a strategy be prepared identifying the facilities, services and matters that will be funded with CBCs and consultation with the public is conducted prior to passing the by-law. Following the Public Meeting on June 27, 2022 and Council's consideration of this report, a final report with a final version of the proposed Community Benefits Charges By-law will be brought back to Council for their consideration at the Council meeting on July 18, 2022.

The balance of this report highlights various sections of the CBC Strategy, provides background on the process, and identifies support and remaining steps required to implement Community Benefit Charges.

Growth Forecast

The growth forecast (Appendix 1) identifies the level of growth expected over the 10-year planning horizon. For the residential sector, the expectation is a continuation of the intensification growth the city has experienced over the last approximately five years, with 6,554 housing units expected to be added over the next 10 years. For high density residential growth under the classification of apartments including accessory apartments, bachelor, 1 bedroom and 2 bedrooms plus apartments, a total of 4,083 new additional units are estimated to be created over the next 10 years.

The CBC legislation specifically limits the collection of the charge to residential development which is a minimum of five stories above grade and contains at least 10 units. Units that would be eligible for Community Benefit Charges would be 3,132 of the 4,083 units which is about 77% of all apartment units. The growth forecast has considered actual permit data from 2021 and current developments that are at various stages of the planning process anticipated to take place in the 10-year forecasted period including registered, draft, approved and pending applications. Census data from 2021 was used to update the growth forecasts including population and household growth.

Land Valuation

The CBC is based on the land value of the proposed development the day before a building permit is issued, prior to any development occurring. The CBCs imposed are calculated, payable, and collected upon issuance of a building permit for eligible development or redevelopment. To calculate an estimate of potential revenue from the developments as outlined by the growth forecasts, land value appraisals were provided for the calculation. The average land valuations were summarized by location and density for anticipated developments, and a weighted land value per acre is calculated for each area. Average densities (units per acre) were further assigned to each area to calculate the total land value estimate of \$129.97 million.

Cost Analysis

Services to be considered

In order to demonstrate the need for Community Benefits Charges, a list of eligible projects have been provided to demonstrate the extent of funding required. The types of growth-related capital that can be comprised in a CBC can include non-DC eligible services such as: parking, airport, certain planning-related studies, municipal administration building expansions, museums, public art, heritage preservation, landfill, public realm improvements, community gardens, and space for non-profits. Former services recovered under Section 37 of the Planning Act and parkland acquisition (except for parkland dedication) and DC eligible services with growth-related capital can also be considered. We have not included D.C. eligible services to avoid any cross use or reporting of funds.

Allocation of Costs to Eligible High-Density Growth

For projects to be funded by the CBC revenue, an analysis of the project benefit to eligible high-density residential growth must be completed. This analysis looks at the benefit split between non-residential and residential, the split between low/medium density and total high-density, and the split between eligible and ineligible high density. Approximately 28% of City-wide CBC eligible costs could be recovered with respect to City-wide services including corporate and building infrastructure and growth studies. Approximately 39% of parks, recreation, and culture related C.B.C. eligible costs could also be recovered.

Capital Projects

A list of potential projects was developed in consultation with the City's Planning and Building Services; Community, Recreation and Culture Services; Corporate Support Services; Engineering, Facilities and Environmental Services; Economic Development; and Financial Management Services departments. The capital project lists were created based on known department and Council priorities. The main service categories included growth studies, the CBC strategy update and revisions, cultural services and public realm, housing and corporate and building infrastructure. The projects included in Appendix 1 demonstrate gross costs of \$38,875,300, deducting benefit to the existing population to generate net growth-related costs of \$13,545,700. The CBC eligible capital costs total \$5,395,804. This calculates a percentage to recover all costs as 4.2%, just above the maximum rate of 4% outlined by the Planning Act. Per legislation 60% of collected funds must be allocated to approved projects each year.

Draft CBC By-law

A draft Community Benefits Charges By-law is being prepared and will be released prior to the public meeting on June 27, 2022. This proposed by-law will be put into the City's regular by-law template, with any revisions or amendments as may be appropriate and/or directed following the Public Meeting on June 27, 2022, and brought back to Council to consider for approval at its meeting on July 18, 2022, for an effective date of September 1, 2022.

Background Study and the Annual Capital Budget

The CBC is a new growth revenue tool under the Planning Act replacing the former Section 37 height and density bonusing. With the adoption of the CBC strategy and implementation of the Community Benefits Charge effective September 1, 2022, Council would still be required to approve capital projects as part of the annual budgetary process. The annual budget process will also allow Council to be responsible to the changing needs of the City based on variable factors, such as the rate of development, economic conditions, limited resources, and the City's ability to cover the non-growth share of costs could result in some projects being advanced, delayed, or revised relative to the project listing in the CBC strategy.

Affordable Housing Impacts

The imposition of CBC's as an additional fee on new developments can be viewed through two different lenses with respect to affordable housing. First, will this additional fee negatively impact new affordable housing being built, and secondly, can this fee be used to fund or support the creation of additional affordable housing.

Impacts on Affordable Housing Developments

Staff have recommended that a grant program be developed and maintained which would offset the impact of this new fee for qualifying affordable housing developments. As the CBC is not charged on a per unit basis, the grant will have some differences from the Development Charges affordable housing grant approved in 2021, likely including either a threshold or a sliding scale for proportion of units which must be deemed affordable. How affordable housing is defined will be key to a grant program and is expected to align with definitions in the Development Charge and Community Improvement Plan programs.

Supporting Additional Affordable Housing

The City recognizes that supporting the provision of affordable housing will need a collaborative approach. The City will be approaching this challenge both through an Inclusionary Zoning study that has started but will be coming forward in the future, and through the CBC. The first step towards including an affordable housing program in the CBC is updating the Housing Action Plan, which has been included as a capital project in Table 4-4 to be partially funded by CBCs. A definition of affordable housing has been included in the definition of "service" with respect to capital, in the CBC strategy. This definition allows for the opportunity to include added capital costs when the Affordable Housing policies and programs are developed. The Housing Action Plan is expected to kick off in 2023 and will create a supportive plan for affordable housing in the City. Specific projects and recommendations from the Housing Action Plan update may be incorporated into the next CBC by-law update once the full strategy has been developed.

When comparing to other municipalities currently undertaking a CBC Strategy, two other lower tier municipalities, Mississauga and Richmond Hill have included Affordable Housing in their proposed CBC projects to be funded. These municipalities both have existing Council approved programs and strategies that specify what actions they are taking to support affordable housing and the related costs.

Proposed Charge

Staff are recommending that the full calculated CBC rate of 4.0% on a unified city-wide basis be approved and come into effect on September 1, 2022. The charge is based on the land appraisal of the proposed development which must be within 12 months of the date of the building permit issuance. The CBCs imposed are calculated, payable, and collected upon issuance of a building permit for eligible development or redevelopment. The CBC strategy would be reviewed every five years for consistency with the legislation and to update forecasts and capital projects.

Stakeholder and Public Engagement

The City created a Development Studies Task Force in November 2020 which includes representatives from the development and business community, an affordable housing representative and a resident at-large. The Task Force met in May 2022 to review the CBC draft growth forecast and draft capital project listing. This meeting was led by the City's consultant, Watson and Associates, and highlighted the changes to legislation under the Planning Act and was an opportunity to discuss questions and concerns brought forward. The City launched a public engagement campaign, engaging people to the EngageSTC webpage with content on the CBC strategy and a survey to be answered. Survey results will be provided to Council via separate correspondence closer to the Public Meeting.

Exemptions

There are several exemptions that are required to be provided under subsection 37 (4) of the Planning Act and section 1 of O. Reg 509/20. These include the development of a proposed building or structure with fewer than five storeys, at or above ground, and 10 residential units and redevelopment of an existing building or structure that will have fewer than five storeys, at or above ground after the redevelopment, and 10 residential units. In addition, other exemptions include long-term care homes, retirement homes, post-secondary institutions, Memorial home, clubhouse, or athletic grounds by an Ontario branch of the Royal Canadian Legion, hospice, and non-profit housing.

In addition to the exemptions noted above, the CBC will not apply to buildings or structures owned by and used for the purposes of any municipality, local board, or Board of Education.

Administration of CBC

Planning and Building Services staff will be responsible for assessing and collecting CBCs. The administration, which will include interpreting the by-law and assisting with the calculation of charges, tracking exemptions and grant programs, allocating funds collected to Community Benefits Strategy Reserve Fund and tracking of funding commitments and applying funding to projects, will be the responsibility of Financial Management Services.

Financial Implications

Growth-related development revenues are a key component of funding growth-related infrastructure in the city. Maximizing the use of CBCs reduces the need for tax or ratepayer support for growth-related projects.

Exemptions and Grants will be required to be funded from the tax levy. These amounts could vary significantly from one year to the next but will lower relative to Development Charge exemption and grant amounts.

Conclusion

Community Benefits Charges are a revenue tool aimed to support capital costs related to intensification and to offset amendments to the Development Charges Act that limits the City's ability to collect Development Charges for certain services that were previously eligible. As a funding source for the costs of critical infrastructure and services not traditionally covered by development charges and parkland dedication, CBCs provide an opportunity to ensure that communities are being built, not just homes.

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Appendices:

- Appendix 1 - Community Benefits Charge Strategy



Community Benefits Charge Strategy

Corporation of the City of St. Catharines

June 9, 2022

Financial Management Services, Accounting and Payroll 2022 Community Ben...

Watson & Associates Economists Ltd.

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Page 226 of 566

Table of Contents

	Page
1. Introduction.....	1-1
1.1 Purpose of this Document.....	1-1
1.2 Legislative Context.....	1-2
1.2.1 Bill 197 - COVID-19 Economic Recovery Act, 2020.....	1-2
1.2.2 Bill 109 – More Homes for Everyone Act, 2022	1-4
1.3 Summary of the Process.....	1-4
2. Anticipated Development.....	2-1
2.1 Requirement of the Act	2-1
2.2 Basis of Population, Household and Employment Forecast	2-1
2.3 Summary of Growth Forecast	2-2
2.4 Land Valuation.....	2-7
2.5 Land Analysis	2-8
3. The Approach to the Calculation of the Charge	3-1
3.1 Introduction	3-1
3.2 Anticipated Development and Redevelopment	3-2
3.3 Services Potentially Involved	3-2
3.4 Increase in the Need for Service.....	3-2
3.5 Capital Forecast.....	3-3
3.6 Deductions.....	3-3
3.6.1 Reduction for Excess Capacity	3-4
3.6.2 Reduction for Benefit to Existing Development	3-4
3.6.3 Reduction for Anticipated Grants, Subsidies and Other Contributions.....	3-5
3.7 Municipal-wide vs. Area Rating.....	3-5
3.8 Land Valuation Analysis.....	3-6
3.9 Calculation of the Community Benefit Charge	3-6
4. C.B.C.-Eligible Cost Analysis	4-1
4.1 Introduction	4-1
4.2 Allocation of Costs to Eligible High-Density Growth.....	4-1



Table of Contents (Cont'd)

	Page
4.3 C.B.C. Eligible Cost Analysis	4-4
5. C.B.C. Calculation	5-1
5.1 Anticipated Funding Recovery	5-1
6. C.B.C. Policy Recommendations and C.B.C. By-law Rules	6-1
6.1 C.B.C. Policies	6-1
6.2 C.B.C. By-law Rules	6-1
6.2.1 Payment in any Particular Case	6-1
6.2.2 Maximum Amount of the Community Benefit Charge	6-2
6.2.3 Exemptions (full or partial)	6-2
6.2.4 Timing of Collection	6-3
6.2.5 In-kind Contributions	6-3
6.2.6 The Applicable Areas	6-4
6.2.7 Special Account	6-4
6.2.8 Credits	6-5
6.2.9 By-law In-Force Date	6-5
6.3 Recommendations	6-5
7. By-law Implementation	7-1
7.1 Introduction	7-1
7.2 Public Consultation Process	7-1
7.2.1 Required Consultation	7-1
7.2.2 Interested Parties to Consult	7-1
7.3 Anticipated Impact of the Charge on Development	7-2
7.4 Implementation Requirements	7-2
7.4.1 Introduction	7-2
7.4.2 Notice of Passage	7-3
7.4.3 Appeals	7-3
7.4.4 In-Kind Contributions	7-4
7.5 Ongoing Application and Collection of C.B.C. funds	7-6
7.5.1 Introductions	7-6
7.5.2 Overview of Process and Appraisals	7-6
7.5.3 Special Reserve Fund Account	7-7
7.6 Transitional Matters	7-10
7.6.1 Existing Reserves and Reserve Funds	7-10
7.6.2 Credits under Section 38 of the Development Charges Act	7-10
7.6.3 Continued Application of Previous Section 37 Rules	7-10
Appendix A Background Information on Residential and Non-Residential Growth Forecast	A-1
Appendix B Proposed C.B.C. By-law	B-1

List of Acronyms and Abbreviations

Acronym	Full Description of Acronym
C.B.C.	Community Benefits Charge
C.I.L.	Cash-in-lieu
D.C.	Development charge
D.C.A.	Development Charges Act, 1997, as amended
M.C.R.	Municipal Comprehensive Review
N.F.P.O.W.	No fixed place of work
OLT	Ontario Land Tribunal
O. Reg.	Ontario Regulation
P.P.U.	Persons per unit
sq.ft.	square foot

Report



Chapter 1

Introduction



1. Introduction

1.1 Purpose of this Document

This strategy report has been prepared pursuant to the requirements of the Planning Act, 1990, (section 37) and, accordingly, recommends the imposition of a Community Benefits Charge (C.B.C.) and associated policies for the Corporation of the City of St. Catharines (the “City”).

The City retained Watson & Associates Economists Ltd. (Watson), to undertake the C.B.C. strategy process beginning in the fall of 2021. Watson worked with City staff preparing the C.B.C. analysis and policy recommendations contained within this strategy.

The C.B.C. strategy report, containing the proposed C.B.C. by-law, will be distributed to members of the public in order to provide interested parties the background information on the legislation, the recommendations contained herein, and an outline of the basis for these recommendations.

This report has been prepared, in the first instance, to meet the statutory requirements applicable to the City’s C.B.C. strategy, as summarized in Chapter 3. It also addresses the requirement for “rules” (contained in Chapter 6) and the proposed by-law to be made available as part of the approval process (included as Appendix B).

In addition, the report is designed to set out sufficient background on the legislation (Chapter 3) and the policies underlying the proposed by-law, to make the exercise understandable to those who are involved.

Finally, the report addresses post-adoption implementation requirements (Chapter 7) which are critical to the successful application of the new policy.

The chapters in the strategy report are supported by Appendices containing the data required to explain and substantiate the calculation of the charge. A full discussion of the statutory requirements for the preparation of a strategy and calculation to support the C.B.C. rate is provided herein.



1.2 Legislative Context

1.2.1 Bill 197 - COVID-19 Economic Recovery Act, 2020

The *COVID-19 Economic Recovery Act* received Royal Assent on July 21, 2020. Schedule 3 of the Act amends the Development Charges Act (D.C.A.) and Schedule 17 amends the Planning Act (including amendments to community benefits and the alternative rate of parkland dedication). These amendments replace those not proclaimed under the *More Homes, More Choice Act* (Bill 108).

The *COVID-19 Economic Recovery Act* amendments in Schedules 3 and 17 were proclaimed and came into effect on September 18, 2020. In regard to the C.B.C., eligible municipalities have two years after the date of proclamation (i.e., September 18, 2022) to transition to the new rules and pass a C.B.C. by-law if they wish to continue imposing these charges.

D.C.A. Amendments:

Changes to Eligible Services – the amendments reframe the context of the D.C.A. from a tool to fund services that are not defined as "ineligible," to only include "eligible" services for which development charges (D.C.s) may be imposed. Eligible services include:

- Water supply services, including distribution and treatment services;
- Wastewater services, including sewers and treatment services;
- Storm water drainage and control services;
- Services related to a highway;
- Transit services;
- Waste diversion services;
- Policing services;
- Fire protection services;
- Ambulance services;
- Public library services;
- Long-term care services;
- Parks and recreation services;
- Public health services;



- Child-care services;
- Housing services;
- Services related to proceedings under the Provincial Offences Act; and
- Emergency preparedness services.

C.B.C. Amendments:

As per section 37 (5) of the Planning Act, a C.B.C. may be imposed for services that do not conflict with services or projects provided under a municipality's D.C. by-law or Parkland dedication by-law. Hence, the service provided under the C.B.C. would be defined as follows:

- (a) land for park or other public recreational purposes in excess of lands dedicated or provided cash-in-lieu payments under section 42 or 51 of the Planning Act;
- (b) services not provided under section 2 (4) of the D.C.A. (as noted above);
- (c) capital costs for eligible D.C. services that are not intended to be funded under the City's D.C. by-law.

Single-tier and lower-tier municipalities may impose a C.B.C. against land to pay for the capital costs of facilities, services and matters required because of development or redevelopment in the area to which the by-law applies. As noted above, there are no restrictions on the services that may be included in the charge, with the exception of capital costs included under a D.C.A. by-law or Cash-in-Lieu (C.I.L.) of Parkland by-law. There are, however, restrictions on the application of the charges, i.e., a C.B.C. may not be imposed with respect to:

- development or redevelopment of fewer than 10 residential units, and in respect of buildings or structures with fewer than five storeys;
- a building or structure intended for use as a long-term care home;
- a building or structure intended for use as a retirement home;
- a building or structure intended for use by a university, college, or an Indigenous Institute;
- a building or structure intended for use as a memorial home, clubhouse or athletic grounds by an Ontario branch of the Royal Canadian Legion;
- a building or structure intended for use as a hospice to provide end-of-life care; or



- not-for-profit housing.

O. Reg. 509/20 specifies that a maximum charge of 4% of the value of land at the time of building permit issuance may be imposed. Prior to adopting a C.B.C. by-law the municipality must undertake a C.B.C. strategy report and follow the required public procedure. The C.B.C. by-law is appealable to the Ontario Land Tribunal (OLT).

1.2.2 Bill 109 – More Homes for Everyone Act, 2022

The *More Homes for Everyone Act, 2022* received Royal Assent on April 14, 2022. Schedule 5 of the Act amends the Planning Act with respect to C.B.C. by-laws. New subsections 37 (54) to (59) require that Council must pass a resolution on whether a revision to the C.B.C. by-law is needed at least every five years from the date the by-law was first passed.

The municipality must review the by-law and determine whether there is need for a revision and requires that municipalities shall consult with such persons and public bodies as appropriate. The municipality must give notice of the passing of the resolution within 20 days on the website of the municipality.

If Council does not pass a resolution within the five years, the by-law is deemed to expire.

1.3 Summary of the Process

Prior to passing a C.B.C. by-law, the Planning Act, section 37 (10) requires the City to consult with the public and such persons and public bodies as the City considers appropriate. As such, a meeting of Council has been set for June 27, 2022 to present the strategy to the public and members of Council to solicit input. The meeting is also being held to present the strategy's purpose, approach, and proposed C.B.C. by-law. Adoption of the by-law is anticipated for July 18, 2022.

Figure 1-1 provides an outline of the schedule to be followed with respect to the C.B.C. strategy and by-law adoption and implementation process.



Figure 1-1
City of St. Catharines
Schedule of Key Dates in the C.B.C. Strategy Process

Item	Date
1. Data collection, land valuation analysis, growth forecast development, capital needs assessment, staff review, C.B.C. calculations, and policy work.	September 2021 to May 2022
2. Development Studies Task Force Meeting #1	May 19, 2022
3. Release of C.B.C. Strategy Report	June 9, 2022
4. Development Studies Task Force Meeting #2	June 15, 2022
5. Public engagement via EngageSTC	June to July 2022
6. Meeting of Council advertisement placed in newspaper(s)	June 2022
7. Public Meeting to present the C.B.C. strategy and proposed by-law and receive feedback	June 27, 2022
8. Council considers adoption of C.B.C. strategy and passage of by-law	July 18, 2022
9. Notice given of by-law passage	No later than 20 days after passage
10. Last day for by-law appeal	40 days after passage



Chapter 2

Anticipated Development in the City of St. Catharines



2. Anticipated Development

2.1 Requirement of the Act

Chapter 3 provides the methodology for calculating a C.B.C. as per the Planning Act. Figure 3-1 presents this methodology schematically. It is noted in the first box of the schematic that in order to determine the C.B.C. that may be imposed, it is a requirement of section 37 (9) of the Planning Act and O. Reg. 509/20 that “the anticipated amount, type and location of development and redevelopment, for which a C.B.C. can be imposed, must be estimated.”

The growth forecast contained in this chapter (with supplemental tables in Appendix A) provides for the anticipated development for which the City will be required to provide services over a 10-year (mid-2022 to mid-2032) time horizon.

2.2 Basis of Population, Household and Employment Forecast

The C.B.C. growth forecast has been prepared by Watson. In preparing the growth forecast, the following information sources were consulted to assess the residential and non-residential development potential for the City over the forecast period, including:

- City of St. Catharines Development Charges Background Study, Watson & Associates Economists Ltd., June 2, 2021;
- Niagara Region Municipal Comprehensive Review (M.C.R.) – Draft Updated Forecasts and Local Growth Allocations Memo; Hemson Consulting Ltd., July 27, 2018;
- Niagara Region Municipal Comprehensive Review and Update of M.C.R. Forecast Allocations and Land Needs Assessment Results, Hemson Consulting Ltd., September 9, 2019;
- City of St. Catharines traffic zone population, housing and employment forecast provided by the City of St. Catharines, June 2020;
- 2006, 2011, 2016 and 2021 population and household Census data;
- 2006, 2011 and 2016 employment Census data;
- Historical residential building permit data over the 2012 to 2021 period;
- Residential supply opportunities as identified by City staff; and



- Discussions with City staff regarding anticipated residential development in the City.

2.3 Summary of Growth Forecast

A detailed analysis of the residential and non-residential growth forecasts is provided in Appendix A and the methodology employed is illustrated in Figure 2-1. The discussion provided herein summarizes the anticipated growth for the City and describes the basis for the forecast. The results of the residential growth forecast analysis are summarized in Table 2-1 below, and Schedule 1 in Appendix A.

As identified in Table 2-1 and Schedule 1, the City's population is anticipated to reach approximately 149,720 by mid-2032, resulting in an increase of approximately 12,410 persons, over the 10-year forecast period.^[1]

^[1] The population figures used in the calculation of the 2022 C.B.C. exclude the net Census undercount, which is estimated at approximately 2.5%.



Figure 2-1
Approach to Population and Housing Forecast

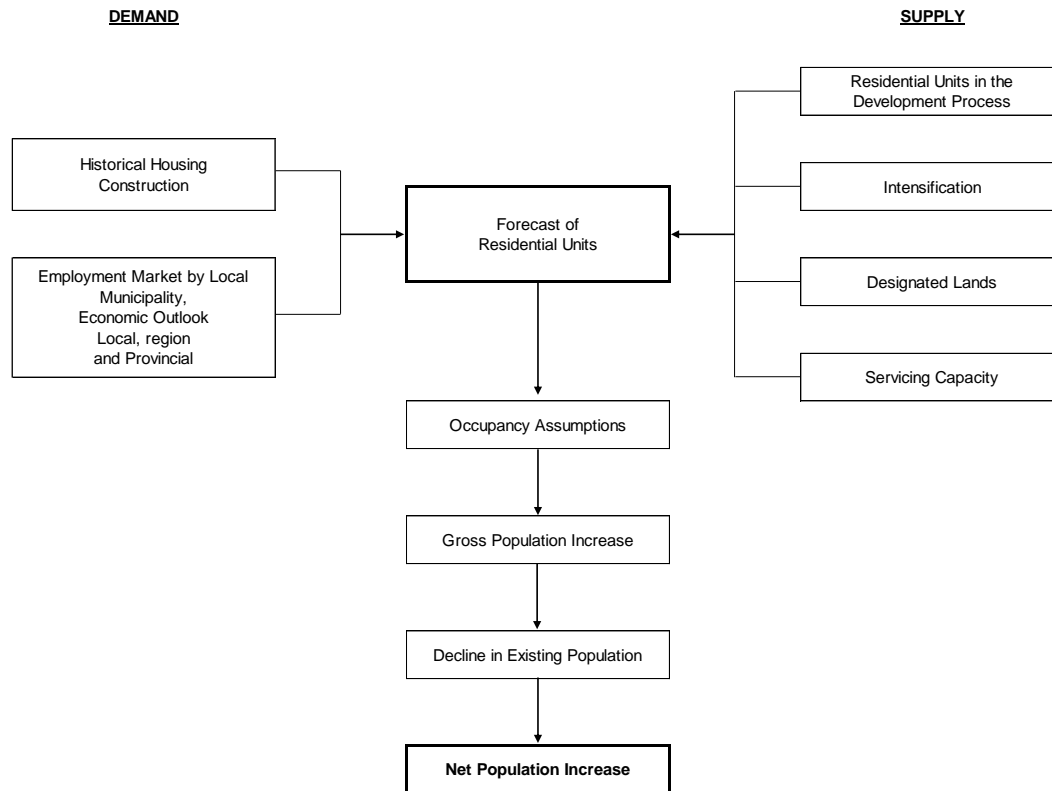




Table 2-1
City of St. Catharines
Residential Growth Forecast Summary

Year		Population (Including Census Undercount) ^[1]	Excluding Census Undercount			Housing Units						Persons Per Unit (P.P.U.): Total Population/ Total Households
			Population	Institutional Population	Population Excluding Institutional Population	Singles & Semi- Detached	Multiple Dwellings ^[2]	Apartments ^[3]	Other	Total Households	Equivalent Institutional Households	
Historical	Mid 2011	134,720	131,400	2,630	128,770	35,465	6,539	13,137	278	55,419	2,391	2.371
	Mid 2016	136,480	133,113	3,263	129,850	35,670	6,995	13,905	305	56,875	2,966	2.340
	Mid 2021	140,260	136,803	3,353	133,450	36,150	7,510	14,965	275	58,900	3,049	2.323
Forecast	Mid 2022	140,780	137,310	3,378	133,932	36,223	7,565	15,142	275	59,205	3,071	2.319
	Mid 2032	153,510	149,721	3,579	146,142	36,937	9,322	19,225	275	65,759	3,254	2.277
Incremental	Mid 2011 - Mid 2016	1,760	1,713	633	1,080	205	456	768	27	1,456	575	
	Mid 2016 - Mid 2021	3,780	3,690	90	3,600	480	515	1,060	-30	2,025	83	
	Mid 2021 - Mid 2022	520	507	25	482	73	55	177	0	305	22	
	Mid 2022 - Mid 2032	12,730	12,411	201	12,210	714	1,757	4,083	0	6,554	183	

^[1] Census undercount estimated at approximately 2.5%.

^[2] Includes townhouses and apartments in duplexes.

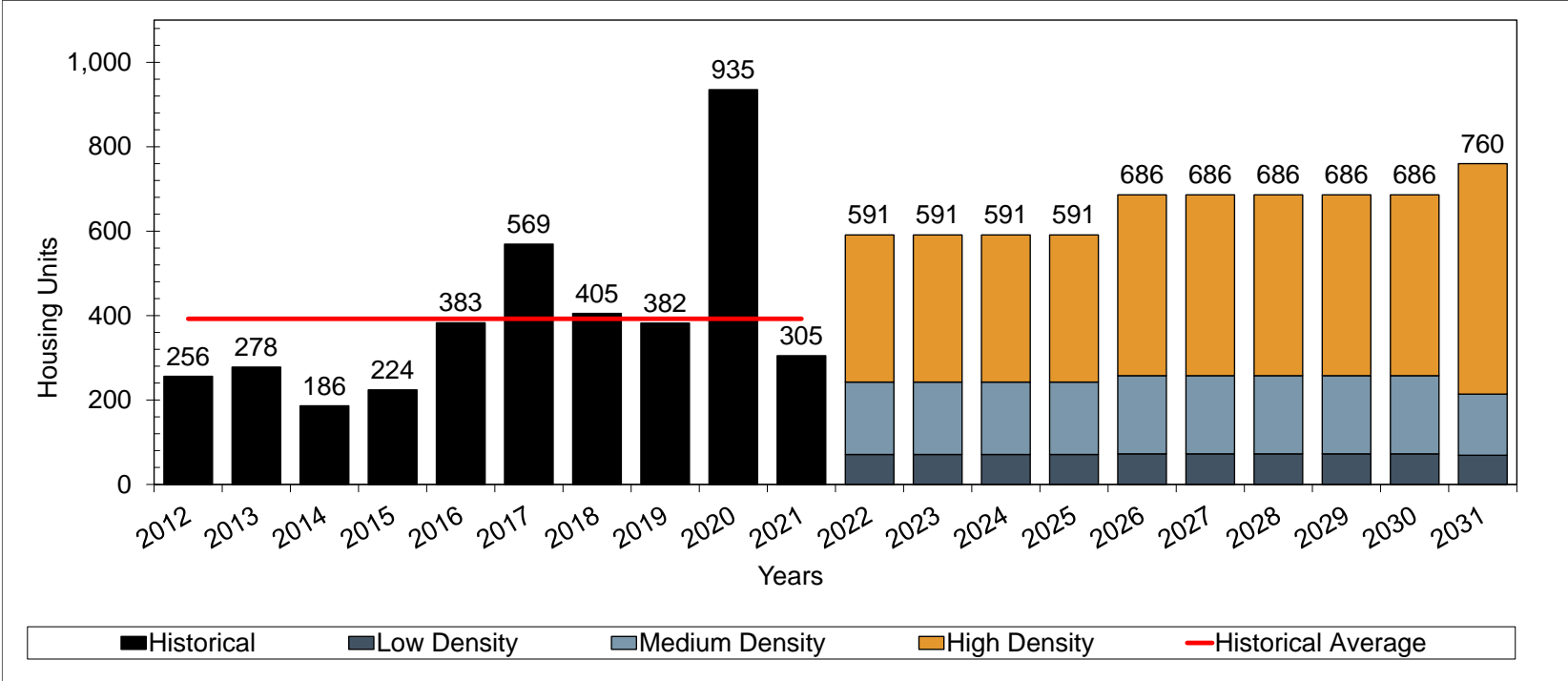
^[3] Includes bachelor, 1-bedroom, and 2-bedroom+ apartment units.

Note: Population including the Census undercount has been rounded.

Source: Derived from Niagara Region Municipal Comprehensive Review – Draft Updated Forecasts and Local Growth Allocations (July 2018, Hemson Memo) forecast for the City of St. Catharines, Niagara Region Municipal Comprehensive Review - Review and Update of MCR Forecast Allocations and Land Needs Assessment Results (September 2019, Hemson Memo) forecast for the City of St. Catharines, and City of St. Catharines 2016 to 2041 Traffic Zone Population, Housing and Employment Forecast (June 2020, City of St. Catharines) by Watson & Associates Economists Ltd., 2022.



Figure 2-2
City of St. Catharines
Annual Housing Forecast^[1]



^[1] Growth forecast represents calendar year.
Source: Historical housing activity derived from City of St. Catharines building permit data, 2012 to 2020, and 2021 from Statistics Canada building permit data for the City of St. Catharines., by Watson & Associates Economists Ltd.



Provided below is a summary of the key assumptions and findings regarding the City's C.B.C. growth forecast:

1. Unit Mix (Appendix A – Schedules 1, 5 and 6)

- The housing unit mix for the City was derived from a detailed review of historical development activity (as per Schedule 6), as well as active residential development applications (as per Schedule 5) and discussions with City staff regarding anticipated development trends for St. Catharines.
- Based on the above indicators, the 2022 to 2032 household growth forecast for the City is comprised of a unit mix of 11% low density units (single detached and semi-detached), 27% medium density (multiples except apartments) and 62% high density (accessory units, bachelor, 1-bedroom and 2-bedroom+ apartments) units.

2. C.B.C.-Eligible Units

- Subsection 37 (4) of the Planning Act establishes the criteria for a development to be C.B.C. eligible. A C.B.C. may be imposed if:
 - Development of a proposed building or structure has five or more storeys at or above ground and has 10 or more residential units;
 - Redevelopment of an existing building or structure that will have 5 or more storeys at or above ground after redevelopment and proposes to add 10 or more residential units to an existing building or structure; or
 - Such types of development or redevelopment as prescribed. 2020, c. 18, Sched. 17, section 1.
- The C.B.C.-eligible unit forecast is derived based on the established criteria above and a detailed review of historical Census housing trends, historical development activity (as per Schedule 6), active residential development applications (as per Schedule 5) and discussions with City staff regarding anticipated C.B.C.-eligible developments.
- Based on the above indicators, the City is forecast to accommodate 3,132 C.B.C.-eligible household units over the 10-year forecast period. This translates to 77% of all high-density units, including accessory units, being C.B.C. eligible from 2022 to 2032.



3. Geographic Location of C.B.C.-Eligible Residential Development (Appendix A – Schedule 2)

- Schedule 2 summarizes the anticipated amount, type, and location of C.B.C.-eligible development by area for the City.
- In accordance with forecast demand and available land supply, the amount and percentage of forecast C.B.C.-eligible housing growth between 2022 and 2032 by development location is summarized in Table 2-2.
- The development locations are Downtown, Merritton, Glenridge and Surrounding Area, Western Hill, Port Dalhousie, Queenston, Haig and Surrounding Area and all other.

Table 2-2
City of St. Catharines
Residential High-Density Growth by Development Area

Development Location	High-Density Housing Growth, 2022 to 2032 ^[1]	C.B.C.-Eligible Share	C.B.C.-Eligible Housing Growth, 2022 to 2032	C.B.C.-Housing Growth Shares by Location, 2022 to 2032
Downtown	253	85%	216	6%
Merritton	340	31%	107	8%
Glenridge and Surrounding Area	310	84%	259	8%
Western Hill	342	65%	289	9%
Port Dalhousie	410	97%	396	10%
Queenston, Haig and Surrounding Area	953	95%	906	23%



Development Location	High-Density Housing Growth, 2022 to 2032 ^[1]	C.B.C.- Eligible Share	C.B.C.- Eligible Housing Growth, 2022 to 2032	C.B.C.- Housing Growth Shares by Location, 2022 to 2032
Other Areas	1,475	65%	959	36%
City-Wide Total	4,083	77%	3,132	100%

^[1] High density includes accessory apartments, bachelor, 1-bedroom and 2-bedroom+ apartments.

Source: Watson & Associates Economists Ltd.

4. Planning Period

- For the purpose of this study, a 10-year planning horizon has been assumed.

5. Population in New Units (Appendix A – Schedules 3 and 4)

- The number of housing units to be constructed by 2032 in the City over the forecast period is presented in Figure 2-2. Over the 2022 to 2032 forecast period, the City is anticipated to average approximately 655 new housing units per year.
- Institutional population^[1] is anticipated to increase by approximately 200 people between 2022 to 2032.
- Population in new units is derived from Schedules 3 and 4 which incorporate historical development activity, anticipated units (see unit mix discussion) and average persons per unit (P.P.U.) by dwelling type for new units.
- Schedule 7 summarizes the average P.P.U. assumed for new housing units by age and type of dwelling based on Statistics Canada 2016 custom Census data for the City of St. Catharines. The total calculated P.P.U. for

^[1] Institutional population largely includes special care facilities such as nursing home or residences for senior citizens. A P.P.U. of 1.100 depicts 1-bedroom and 2-or-more-bedroom units in collective households.



all density types has been adjusted accordingly to account for the P.P.U. trends which has been recently experienced in both new and older units.

Forecast 25-year average P.P.U.s by dwelling type are as follows:

- Low density: 2.932
- Medium density: 2.151
- High density:^[1] 1.866

6. Existing Units and Population Change (Appendix A – Schedules 3 and 4)

- Existing households for mid-2022 are based on 2021 Census households, plus estimated residential units constructed between mid-2021 to the beginning of the growth period, assuming a six-month lag between construction and occupancy (see Schedule 3).
- The change in average occupancy levels for existing housing units is calculated in Schedules 3 and 4, by aging the existing population over the forecast period. The forecast population change in existing households over the 2022 to 2032 forecast period is approximately -1,280.

7. Employment (Appendix A – Schedule 8)

- The employment projections provided herein are largely based on the activity rate method, which is defined as the number of jobs in the City divided by the number of residents.
- 2016 employment data for the City is outlined in Schedule 8. In accordance with Statistics Canada Census data, the City's 2016 employment base including usual place of work, work at home and no fixed place of work (N.F.P.O.W.) is approximately 62,130.^[2]
- Total employment, including work at home and N.F.P.O.W. for the City is anticipated to reach approximately 72,330 by mid-2032. This represents an employment increase of approximately 7,270 over the 10-year forecast period.

^[1] Includes accessory units, bachelor, 1-bedroom and 2-or-more-bedroom apartments.

^[2] No fixed place of work is defined by Statistics Canada as "persons who do not go from home to the same workplace location at the beginning of each shift. Such persons include building and landscape contractors, travelling salespersons, independent truck drivers, etc."



- Schedule 8, Appendix A, summarizes the employment forecast, excluding work at home employment and N.F.P.O.W. employment, which is the basis for the C.B.C. employment forecast. The impact on municipal services from work at home employees has already been included in the population forecast. The need for municipal services related to N.F.P.O.W. employees has largely been included in the employment forecast by usual place of work (i.e., employment and gross floor area generated from N.F.P.O.W. construction employment).
- Total employment for the City (excluding work at home and N.F.P.O.W. employment) is anticipated to reach approximately 59,180 by mid-2032. This represents an employment increase of approximately 5,590 for the 10-year forecast period.

Based upon the above information, the following summaries are provided for use in the calculations presented in chapter 4, as follows:

- Of the services to be provided, most service costs will be allocated a 69% residential share (Table 2-3);
- Of the residential portion of the costs, 56% of the population is forecast to reside in high-density residential units (Table 2-4); and
- Of those who reside in high density residential units, 77% are forecast to reside in units to which the C.B.C. may be imposed (Table 2-5).



Table 2-3
Residential and Non-Residential Growth Share based on Incremental Growth in
Population and Employment over the 10-Year Forecast Period

Residential Population and Non-Residential Employment	Population/ Employment	Residential/ Non- Residential %
Residential Net Population	12,411	69%
Employment (net of Work at Home & N.F.P.O.W.)	5,594	31%
Total Population & Employment	18,005	100%

Table 2-4
Low/Medium Density Growth and High-Density Growth Share

Residential Density	Residential Population	% of Gross Population in New Units
Low/Medium Density	5,873	44%
High Density	7,617	56%
Total Residential Forecast	13,490	100%



Table 2-5
Eligible and Ineligible High-Density Growth Share

Residential High Density	Residential Population	% of Gross Population in High Density Units
Eligible High Density	5,844	77%
Ineligible High Density	1,773	23%
Total Residential High Density Forecast	7,617	100%

2.4 Land Valuation

As the C.B.C. rate is applied against the value of land the day before a building permit is issued, average land values are required to be assessed in various locations throughout the City where the anticipated development and redevelopment is anticipated. These land values assist in calculating the eligible C.B.C. rate (up to a maximum of 4%). As such, the City provided data from several professional land appraisers (Colliers International, Ridley & Associates, RCE Appraisals, Antec Appraisal, and iAppraise) to provide input into the analysis.

The land valuations were based on high density residential lands in various locations throughout the City. The high-density lands were based on lands permitted to be developed into buildings with five storeys or more and a minimum of 10 residential units.

The areas assessed are as follows:

1. Downtown;
2. Merritton;
3. Glenridge and Surrounding Area;
4. Western Hill;



5. Port Dalhousie;
6. Queenston, Haig and Surrounding Area; and
7. All Other Areas.

Table 2-6 provides the findings of the land valuation assessment for eligible high-density development, by area.

Table 2-6
Summary of Land Valuations by Area

Location	Weighted Average Land Value per Acre
Downtown	\$5,780,000
Merritton	\$1,140,000
Glenridge and Surrounding Area	\$3,060,000
Western Hill	\$2,820,000
Port Dalhousie	\$4,540,000
Queenston, Haig and Surrounding Area	\$866,000
All Other Areas	\$2,820,000

2.5 Land Analysis

For purposes of calculating the total land value potential for high-density development in the City, the eligible high-density growth forecast was aligned with the weighted average land valuations based on applications in the planning process and the anticipated growth over the 10-year forecast. Table 2-7 provides for the assumptions on growth by area and the corresponding land valuations.



Table 2-7
Summary of Eligible High-Density Growth in the Planning Process by Area

Area	Total C.B.C. Eligible Units	Weighted Average Land Value Per Acre
Downtown	216	\$5,780,000
Merritton	107	\$1,140,000
Glenridge and Surrounding Area	259	\$3,060,000
Western Hill	289	\$2,820,000
Port Dalhousie	396	\$4,540,000
Queenston, Haig and Surrounding Area	906	\$866,000
All Other Areas	959	\$2,820,000
Total	3,132	

Based on the weighted average land valuations identified in Table 2-7 and the eligible high-density units anticipated to develop over the forecast period, the total land value is calculated for each area by converting the units to estimated total acres.

To undertake this conversion, the average eligible high-density units per acre have been estimated by area based on current applications in the development process. The high-density growth identified in the downtown area provides for an average of 150 units per acre. The average units per acre in Merritton, Queenston, Haig and Surrounding Area have been identified as 55 units per acre, while in Port Dalhousie the average is 95 units per acre. Finally, an average of 50 units per acre are identified in Glenridge and surrounding area, Western Hill and all other areas.

Once the eligible units have been converted to acres of land (by area), the acres are multiplied by the land values to determine a total land value which will be used as the denominator in the C.B.C. calculations. Table 2-8 provides for these calculations. An estimated 54.2 acres of eligible high-density growth is anticipated over the 10-year forecast period; with the total land value estimated at approximately \$129.97 million.



Table 2-8
Summary of Eligible High-Density Growth and Total Land Value by Area

Area	Total C.B.C. Eligible Units	Weighted Average Land Value Per Acre	Average Units Per Acre	Estimated Total Acres	Total Land Value
Downtown	216	\$5,780,000	150	1.4	\$8,323,000
Merritton	107	\$1,140,000	55	1.9	\$2,218,000
Glenridge and Surrounding Area	259	\$3,060,000	50	5.2	\$15,851,000
Western Hill	289	\$2,820,000	50	5.8	\$16,300,000
Port Dalhousie	396	\$4,540,000	95	4.2	\$18,925,000
Queenston, Haig and Surrounding Area	906	\$866,000	55	16.5	\$14,265,000
All Other Areas	959	\$2,820,000	50	19.2	\$54,088,000
Total	3,132			54.2	\$129,970,000



Chapter 3

Approach to the Calculation

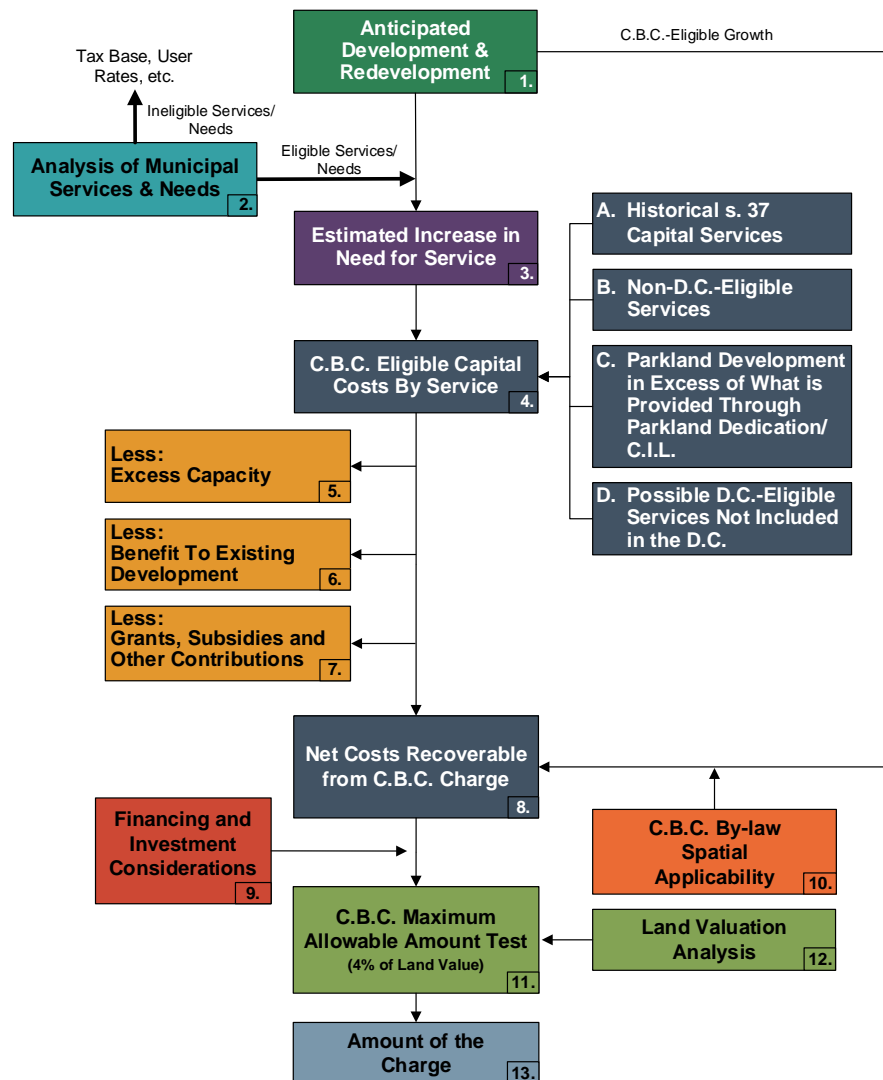


3. The Approach to the Calculation of the Charge

3.1 Introduction

This chapter addresses the requirements of subsection 37(9) of the Planning Act and sections 2 and 3 of O. Reg. 509/20 with respect to the establishment of the need for service which underpins the C.B.C. calculation. These requirements are illustrated schematically in Figure 3-1.

Figure 3-1
The Process of Calculating a Community Benefits Charge under the Planning Act





3.2 Anticipated Development and Redevelopment

The anticipated development and redevelopment forecast is provided in chapter 2 (with supplemental tables in Appendix A). This chapter provides for the anticipated overall growth within the City over a 10-year (mid-2022 to mid-2032) time horizon and then estimates the residential units eligible to be considered as per section 37 (4) of the Planning Act.

3.3 Services Potentially Involved

As per section 37 (5) of the Planning Act, a C.B.C. may be imposed for services that do not conflict with services or projects provided under a municipality's D.C. by-law or Parkland dedication by-law. Hence, the service provided under the C.B.C. would be defined as follows:

- (a) land for park or other public recreational purposes in excess of lands dedicated or provided cash-in-lieu payments under section 42 or 51 of the Planning Act.
- (b) services not provided under section 2 (4) of the D.C.A.
- (c) capital costs for eligible D.C. services that are not intended to be funded under the City's D.C. by-law.

Examples of services not provided by a D.C. or Parkland by-law include (but are not limited to) capital facilities and equipment for growth studies, corporate infrastructure, building infrastructure, culture, public realm, affordable housing, the community benefits charge strategy itself, etc.

3.4 Increase in the Need for Service

Similar to a D.C., the C.B.C. calculation commences with an estimate of "the increase in the need for service attributable to the anticipated development," for eligible services to be covered by the by-law. There must be some form of link or attribution between the anticipated development and the estimated increase in the need for service. While the need could potentially be expressed generally in terms of units of capacity, a project-specific expression of need would appear to be most appropriate. This is suggested by the requirement of section 2 (e) of O. Reg. 509/20 which provides "include estimates of



the capital costs necessary to provide the facilities, services and matters referred to in clause 2 (b).” As noted, this is a similar consideration provided when undertaking a D.C. calculation.

3.5 Capital Forecast

Section 37 (2) of the Planning Act provides that, “The council of a local municipality may by by-law impose community benefits charges against land to pay for the capital costs of facilities, services and matters.” The Act does not define what capital costs may be included within the charge. As noted in section 3.3 above, the Act provides that the C.B.C. charge could include capital costs for eligible D.C. services that are not intended to be funded under the City’s D.C. by-law. This provision suggest that capital costs may be defined in an equivalent manner as the D.C.A. Hence, based on this relationship with the D.C.A., capital costs may include:

- (a) costs to acquire land or an interest therein (including a leasehold interest);
- (b) costs to improve land;
- (c) costs to acquire, lease, construct or improve buildings and structures;
- (d) costs to acquire, lease or improve facilities, including rolling stock (with a useful life of 7 or more years), furniture and equipment (other than computer equipment), materials acquired for library circulation, reference, or information purposes;
- (e) interest on money borrowed to pay for the above-referenced costs;
- (f) costs to undertake studies in connection with the above-referenced matters; and
- (g) costs of the C.B.C. Strategy study.

3.6 Deductions

The section 2 of O. Reg. 509/20 potentially requires that three deductions be made to the capital costs estimates. These relate to:

- excess capacity;



- benefit to existing development; and
- anticipated grants, subsidies, and other contributions.

The requirements behind each of these reductions are addressed below.

3.6.1 Reduction for Excess Capacity

Section 2 (c) of O. Reg. 509/20 requires the identification of the excess capacity that exists in relation to the facilities, services and matters referred to in clause 2(b) suggesting the need for a potential deduction to the capital.

“Excess capacity” is undefined, but in this case, the excess capacity must be able to meet some or all of the increase in need for service, in order to potentially represent a deduction. The deduction of excess capacity from the future increase in the need for the service would normally occur as part of the conceptual planning and feasibility work associated with justifying and sizing new facilities, e.g., if a new landfill site to accommodate increased solid waste generated by the new growth is not required because sufficient excess capacity is already available, then a landfill site expansion would not be included as an increase in need, in the first instance.

3.6.2 Reduction for Benefit to Existing Development

Section 2 (c) of O. Reg. 509/20 of the Planning Act provides that the capital estimates identify extent to which an increase in a facility, service or matter referred to in clause 2 (b) of the regulation would benefit existing development. The general guidelines used to consider benefit to existing development included:

- the repair or unexpanded replacement of existing assets that are in need of repair;
- the elimination of a chronic servicing problem not created by growth; and
- providing services where none previously existed (for example, extending garbage pickup to the rural area which previously did not receive the municipal service).

Where existing development has an adequate service level which will not be tangibly increased by an increase in service, no benefit would appear to be involved. For example, where expanding existing garbage collection vehicles simply replicates what existing residents are receiving, they receive very limited (or no) benefit as a result. On



the other hand, where a clear existing service problem is to be remedied, a deduction should be made accordingly.

In the case of services such as cultural facilities, the service is typically provided on a municipal-wide system basis. For example, facilities of the same type may provide different services (i.e., art vs. theatre), different programs (i.e., art classes vs. acting classes), and different time availability for the same service (i.e., art classes available on Wednesdays in one facility and Thursdays in another). As a result, residents will travel to different facilities to access the services they want at the times they wish to use them, and facility location generally does not correlate directly with residence location. Even where it does, displacing users from an existing facility to a new facility frees up capacity for use by others and generally results in only a very limited benefit to existing development. Further, where an increase in demand is not met for a number of years, a negative service impact to existing development is involved for a portion of the planning period.

3.6.3 *Reduction for Anticipated Grants, Subsidies and Other Contributions*

This step involves reducing the capital costs by capital grants, subsidies, and other contributions made or anticipated by Council and in accordance with various rules such as the attribution between the share related to new vs. existing development. That is, some grants and contributions may not specifically be applicable to growth or where Council targets fundraising as a measure to offset impacts on taxes.

Although specific grants, subsidies and/or other contributions may not be currently identified and reduced in the calculations, due diligence will be undertaken by City staff during the annual budget process to net off any future identified funding from these other sources.

3.7 Municipal-wide vs. Area Rating

This step involves determining whether all of the subject costs are to be recovered on a uniform municipal-wide basis or whether some or all are to be recovered on an area-specific basis. Unlike D.C.s, there is no mandatory requirement to consider area rating of services (providing charges for specific areas and services); however, the legislation



does not prohibit area rating. There may be instances where Council may consider varying rates to align with other policies or possible incentives in the development area.

Through the C.B.C. strategy process, discussions with City staff took place related to structuring the charge on a municipal-wide vs. area specific basis. As the services being provided in the strategy are not restricted to one specific area and are anticipated to be used by all residents with a city-wide benefit, the charges have been provided on a municipal-wide basis. For example, cultural facilities are provided in different parts of the City, and they will be accessed by residents from all areas depending on the programming offered within the facilities and personal interests. Although the charges are to be calculated and imposed on a city-wide basis, consideration of location of the projects will take place through the annual budget process.

3.8 Land Valuation Analysis

To facilitate the rate calculation provided in section 3.9, an estimate of the market value of the land related to the anticipated applicable development/redevelopment presented in section 3.2, needs to be undertaken. It is noted that the land values may vary based on a number of factors including location, zoning density, parcel size, etc., however, these values should estimate the land value the day before building permit issuance. This data may be available from municipal staff, or the municipality may consider engaging the assistance of a land appraiser.

3.9 Calculation of the Community Benefit Charge

Section 37(32) of the Planning Act provides that the maximum charge which can be imposed is prescribed by the regulations. O. Reg 509/20 section 3 provides that the maximum charge is to be 4%.

To calculate the rate, the net capital cost (provided by netting the deductions set out in section 3.6 from the capital presented in section 3.5) divided by the land values related to the anticipated applicable development/redevelopment produces a percentage of the capital cost to the land value. The product of this calculation provides for the eligible rate. As noted above, the maximum rate to be imposed is 4%; hence, the rate can be any rate between 0% and 4%.



Chapter 4

C.B.C.-Eligible Cost Analysis



4. C.B.C.-Eligible Cost Analysis

4.1 Introduction

This chapter outlines the basis for calculating eligible costs to be recovered through C.B.C.s which are to be applied on a uniform basis throughout the City. In each case, the required calculation process set out in O. Reg. 509/20 section 2 (a) through (f) to the Planning Act and described in Chapter 3 was followed in determining C.B.C.-eligible costs.

The nature of the capital projects and timing identified in the Chapter reflects City staff's recommendation based on Council policy directions. However, it is recognized that over time, capital projects and Council priorities change; accordingly, Council's intentions may alter, and different capital projects (and timing) may be necessary to meet the need for services required by new growth.

4.2 Allocation of Costs to Eligible High-Density Growth

For capital costs identified for recovery through the C.B.C., a review of the gross costs has been made based on information provided by City staff. Each capital project was assessed to determine if there were deductions required to the gross costs related to excess capacity, benefit to existing development, and grants, subsidies, or other contributions known. The resultant net growth costs were then allocated based on the following:

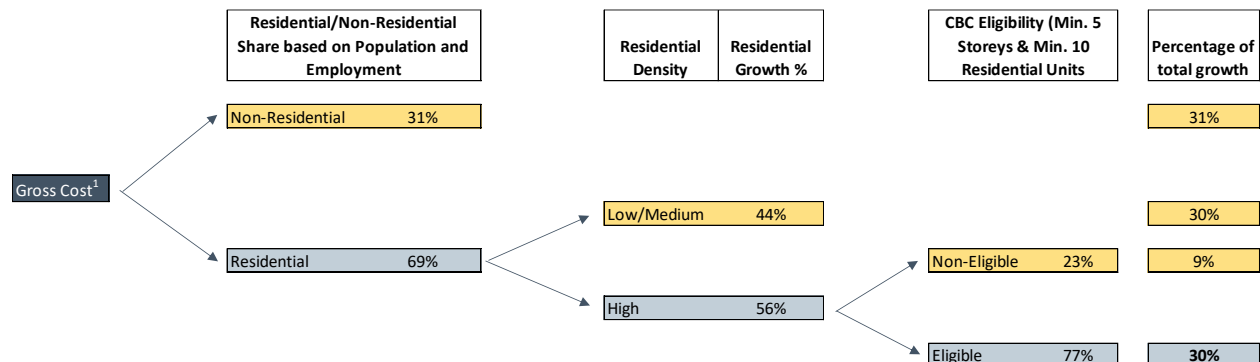
- Net costs for certain services (corporate and building infrastructure and growth studies), were apportioned between residential and non-residential growth (Table 2-3) based upon the relation between population and employment.
- Similar to the City's D.C. background study, public realm and cultural projects were apportioned 95% to residential and 5% to non-residential.
- Affordable housing has been apportioned 100% to the residential sector.
- The costs associated with residential growth were then further apportioned between low/medium density growth and total high-density growth anticipated over the forecast (Table 2-4).



- Finally, the costs associated with the total high-density growth were apportioned to eligible growth (i.e., buildings with a minimum of five storeys and a minimum of 10 residential units) and ineligible growth (Table 2-5).

As noted above, similar to the calculations undertaken in the City's D.C. study, some services are shared between residential and non-residential growth based on the incremental population and employment for the forecast period. Based on the C.B.C. 10-year forecast, this would result in an allocation of 69% residential/31% non-residential. Figure 4-1 provides a flowchart of the shares that would be assigned to services such as growth studies. As noted in Tables 2-3 through 2-5, the allocations between the total growth anticipated over the forecast period would result in 30% of net growth-related costs being eligible for recovery through the C.B.C. (see Table 4-1).

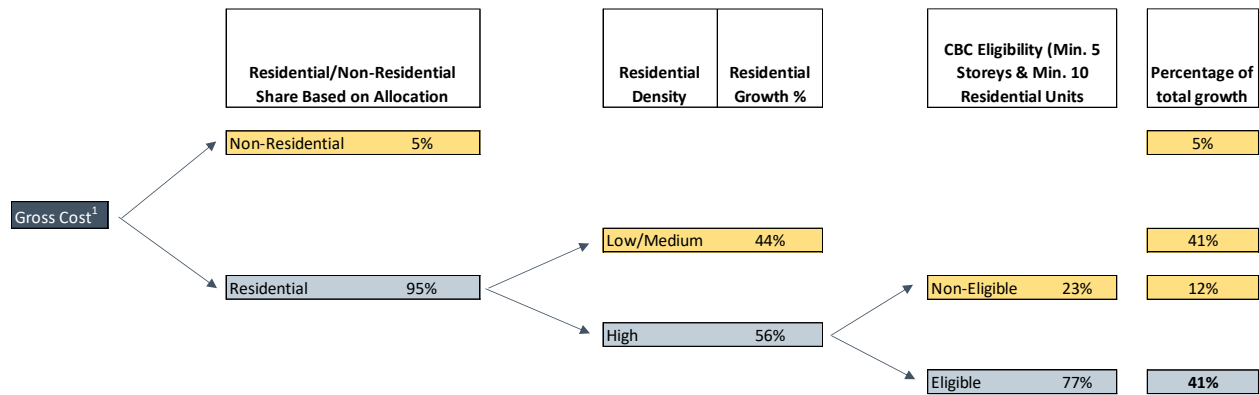
Figure 4-1
Growth Shares for City-Wide Services



As the predominant users of public realm and cultural services tend to be residents of the City, the forecast growth-related costs have been allocated 95% to residential and 5% to non-residential, similar to the allocations provided for in the City's D.C. study for these types of services. Figure 4-2 provides a flowchart of the shares that would be assigned to services such as culture and public realm. Therefore, for these services, the total growth anticipated over the forecast period would result in 41% of net growth-related costs being eligible for recovery through the C.B.C. (see Table 4-2).



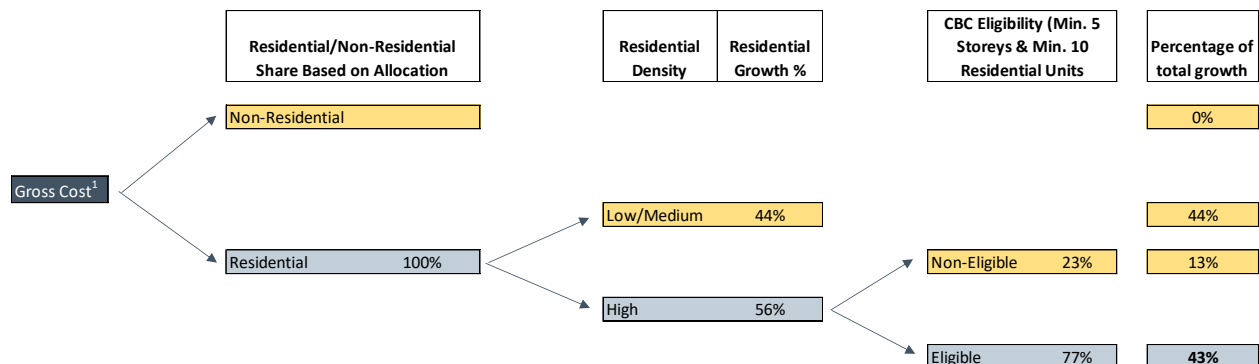
Figure 4-2
Growth Shares for Public Realm, and Cultural Services



¹ Gross Cost is net of deductions for benefit to existing, excess capacity, grants, subsidies, and other contributions, etc.

As affordable housing is a residential-based services, the forecast growth-related capital costs have been allocated 100% to residential and 0% to non-residential. Figure 4-3 provides a flowchart of the shares that would be assigned to this service. Therefore, the total growth anticipated over the forecast period would result in 43% of net growth-related costs being eligible for recovery through the C.B.C. (see Table 4-3).

Figure 4-3
Growth Shares for Affordable Housing Services



¹ Gross Cost is net of deductions for benefit to existing, excess capacity, grants, subsidies, and other contributions, etc.

For the costs related to undertaking the C.B.C. Strategy Study, 100% is attributable to the eligible high-density growth as the C.B.C. is not applicable to other forms of development (see Table 4-5).



4.3 C.B.C. Eligible Cost Analysis

This section provides for the evaluation of development-related capital requirements over a 10-year planning horizon. The projects include growth studies, corporate and building infrastructure, culture and public realm, affordable housing, and the C.B.C. study.

The estimated gross cost of each project has been reviewed with staff and where necessary, deductions have been made to recognize the benefit the projects have to the existing community. Further, the projects that have been identified have been reviewed and currently, there are no anticipated grants, subsidies or other funding anticipated for any of the projects. Finally, as the projects are associated with future service needs, consideration was given to the capacity available for the existing service and projects provided are considered to be incremental costs to service the future growth needs.

Based on the calculations and allocations to eligible high-density growth, the City has identified approximately \$5.41 million in eligible net growth-related costs to be included within the C.B.C. calculations.



Table 4-1
Capital Infrastructure Needs to be Recovered through C.B.C.s for Growth Studies

Prj.No	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Gross Capital Cost Estimate (2022\$)	Less:		Net Growth-Related Cost	Total Non-Residential Share	Total Residential Share	Low/Medium Density Residential	Total High Density Residential	Potential C.B.C. Recoverable Cost	
				Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development						Ineligible High Density Residential	Eligible High Density Residential
	2022-2031						31%	69%	44%	56%	23%	77%
	Growth Studies											
1	Zoning By-law Review	2025	80,000	-	-	80,000	24,800	55,200	24,028	31,172	7,257	23,915
2	Zoning By-law Update	2023	65,300	-	-	65,300	20,243	45,057	19,613	25,444	5,924	19,520
3	Conservation Demand Management study	2023	70,000	63,000	-	7,000	2,170	4,830	2,102	2,728	635	2,093
4	Site Plan Guidelines Update/Consolidation*	2022-2023	229,000	-	-	229,000	-	229,000	-	229,000	53,313	175,687
	Total		444,300	63,000	-	381,300	47,213	334,087	45,744	288,343	67,129	221,215

*This capital project would benefit high-density residential development, therefore, deductions have not been made for shares for non-residential and low/medium density development



Table 4-2
Capital Infrastructure Needs to be Recovered through C.B.C.s for Corporate and Building Infrastructure

Prj.No	Project Description	Timing (year)	Gross Capital Cost Estimate (2022\$)	Less:		Net Growth-Related Cost	Total Non-Residential Share	Total Residential Share	Low/Medium Density Residential	Total High Density Residential	Potential C.B.C. Recoverable Cost	
				Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development						Ineligible High Density Residential	Eligible High Density Residential
							31%	69%	44%	56%	23%	77%
	Corporate Infrastructure:											
1	ERP System, Financials replacement/implementation	2022	7,000,000	6,300,000	-	700,000	217,000	483,000	210,247	272,753	63,499	209,254
2	Property Tax System Implementation	2022	850,000	765,000	-	85,000	26,350	58,650	25,530	33,120	7,711	25,409
3	Water System Implementation	2023	800,000	720,000	-	80,000	24,800	55,200	24,028	31,172	7,257	23,915
4	Asset Management - Phase 2- Implementation of AM Solutions	2022	1,300,000	1,170,000	-	130,000	40,300	89,700	39,046	50,654	11,793	38,861
5	Customer Relationship Management System	2024	1,500,000	1,350,000	-	150,000	46,500	103,500	45,053	58,447	13,607	44,840
6	Excess Soil Management Software	2022	40,000	36,000	-	4,000	1,240	2,760	1,201	1,559	363	1,196
	Building Infrastructure											
7	Buchanan House-New Elevator Add	2022	500,000	450,000	-	50,000	15,500	34,500	15,018	19,482	4,536	14,947
8	Robertson School- Main- Install a new elevator	2022-2023	800,000	720,000	-	80,000	24,800	55,200	24,028	31,172	7,257	23,915
9	Court House Repurpose Plan/Strategy	2023	5,500,000	4,125,000	-	1,375,000	426,250	948,750	412,986	535,764	124,730	411,034
			18,290,000	15,636,000	-	2,654,000	822,740	1,831,260	797,138	1,034,122	240,752	793,370



Table 4-3
Capital Infrastructure Needs to be Recovered through C.B.C.s for Culture and Public Realm Services

Prj.No	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Gross Capital Cost Estimate (2022\$)	Less:		Net Growth- Related Cost	Total Non- Residential Share	Total Residential Share	Low/Medium Density Residential	Total High Density Residential	Potential C.B.C. Recoverable Cost	
				Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development						Ineligible High Density Residential	Eligible High Density Residential
	2022-2031						5%	95%	44%	56%	23%	77%
	Culture and Public Realm											
1	St. Catharines Museum & Welland Canals Centre Strategic Plan	2024-2025	75,000	18,800	-	56,200	17,422	38,778	16,880	21,898	5,098	16,800
2	Culture Plan	2022-2023	150,000	37,500	-	112,500	5,625	106,875	46,522	60,353	14,051	46,302
3	St. Catharines Cultural Investment Program (SCCIP) Plan	2024-2025	75,000	18,800	-	56,200	2,810	53,390	23,240	30,150	7,019	23,131
4	Neil Peart Memorial	2023-2024	1,000,000	200,000	-	800,000	40,000	760,000	330,824	429,176	99,915	329,260
5	Fallen Firefighters Memorial	2023	400,000	360,000	-	40,000	2,000	38,000	16,541	21,459	4,996	16,463
6	James Street Public Realm	2022	5,266,000	2,633,000	-	2,633,000	131,650	2,501,350	1,088,825	1,412,525	328,847	1,083,678
7	Lockhart Point Old Lock 1 - Event Power Installation	2022	100,000	90,000	-	10,000	500	9,500	4,135	5,365	1,249	4,116
8	Feasibility Study- Art Gallery	2023-2025	150,000	37,500		112,500	5,625	106,875	46,522	60,353	14,051	46,302
9	Feasibility Study/Heritage Condition Assessment Dalhousie House	2023-2025	150,000	37,500		112,500	5,625	106,875	46,522	60,353	14,051	46,302
10	Public Art Strategy	2023-2025	150,000	30,000		120,000	6,000	114,000	49,624	64,376	14,987	49,389
11	Downtown Gateway Feature	2024-2026	500,000	-		500,000	25,000	475,000	206,765	268,235	62,447	205,788
12	Facer Street Gateway Feature	2024-2026	500,000	-		500,000	25,000	475,000	206,765	268,235	62,447	205,788
13	Indigenous Culture & Public Art Strategy	2023-2025	150,000	30,000		120,000	6,000	114,000	49,624	64,376	14,987	49,389
14	BPOC Culture & Public Art Strategy	2023-2025	150,000	30,000		120,000	6,000	114,000	49,624	64,376	14,987	49,389
15	Part IV Designation of Properties under the Ontario Heritage Act	2023-2025	100,000	90,000		10,000	500	9,500	4,135	5,365	1,249	4,116
16	Heritage Initiatives (HCD) (Port Dalhousie/ St. Paul/Downtown)	2023-2026	600,000	-		600,000	30,000	570,000	248,118	321,882	74,937	246,945
17	Public Realm Improvements	2023-2026	100,000	-		100,000	5,000	95,000	41,353	53,647	12,489	41,158
18	Hydro Line Reconfiguration for Heritage Areas	2023-2026	8,250,000	6,187,500		2,062,500	103,125	1,959,375	852,906	1,106,469	257,595	848,874
19	Community Garden Strategy	2023-2025	150,000	30,000		120,000	6,000	114,000	49,624	64,376	14,987	49,389
20	Privately Owned Public Spaces Strategy and Implementation Guideline	2023-2026	75,000	-		75,000	3,750	71,250	31,015	40,235	9,367	30,868
21	Special Events Equipment Strategy	2023-2025	50,000	-		50,000	2,500	47,500	20,677	26,823	6,245	20,579



Table 4-3 (Cont'd)

Prj.No	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Gross Capital Cost Estimate (2022\$)	Less:		Net Growth- Related Cost	Total Non- Residential Share	Total Residential Share	Low/Medium Density Residential	Total High Density Residential	Potential C.B.C. Recoverable Cost	
				Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development						Ineligible High Density Residential	Eligible High Density Residential
	2022-2031						5%	95%	44%	56%	23%	77%
22	Expansion of Historical Signs	2023-2025	150,000	75,000		75,000	3,750	71,250	31,015	40,235	9,367	30,868
23	Expansion of Wayfinding signage	2023-2025	200,000	100,000		100,000	5,000	95,000	41,353	53,647	12,489	41,158
24	Downtown St. Paul Valley Activation	2025	300,000	-	-	300,000	93,000	207,000	90,106	116,894	27,214	89,680
25	Sculpture Garden	2025	750,000	-	-	750,000	37,500	712,500	310,148	402,352	93,671	308,682
26	Public Art - Indigenous	2028	400,000	-	-	400,000	20,000	380,000	165,412	214,588	49,958	164,630
27	Public Art - Black Artist	2031	400,000	-	-	400,000	20,000	380,000	165,412	214,588	49,958	164,630
	Total		20,341,000	10,005,600	-	10,335,400	609,382	9,726,018	4,233,687	5,492,331	1,278,658	4,213,673



Table 4-4
Capital Infrastructure Needs to be Recovered through C.B.C.s for Affordable Housing

Prj.No	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Gross Capital Cost Estimate (2022\$)	Less:		Net Growth- Related Cost	Total Non- Residential Share	Total Residential Share	Low/Medium Density Residential	Total High Density Residential	Potential C.B.C. Recoverable Cost	
				Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development						Ineligible High Density Residential	Eligible High Density Residential
	2022-2031						0%	100%	44%	56%	23%	77%
1	Housing Action Plan Update	2023-2026	150,000	75,000		75,000	-	75,000	32,647	42,353	9,860	32,493
	Total		150,000	75,000	-	75,000	-	75,000	32,647	42,353	9,860	32,493



Table 4-5
Capital Infrastructure Needs to be Recovered through C.B.C.s for the C.B.C. Strategy

Prj. No.	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Gross Capital Cost Estimate (2022\$)	Less:		Net Growth- Related Cost	Total Non- Residential Share	Total Residential Share	Low/Medium Density Residential	Total High Density Residential	Potential C.B.C. Recoverable Cost	
				Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development						Ineligible High Density Residential	Eligible High Density Residential
	2022-2031						0%	100%	0%	100%	0%	100%
1	Community Benefits Strategy	2022	75,000	-	-	75,000	-	75,000	-	75,000	-	75,000
2	Community Benefits Strategy	2027	75,000	-	-	75,000	-	75,000	-	75,000	-	75,000
	Total		150,000	-	-	150,000	-	150,000	-	150,000	-	150,000



Chapter 5

C.B.C. Calculation



5. C.B.C. Calculation

5.1 Anticipated Funding Recovery

To summarize the calculation of the charge, the following has been undertaken:

- 1) Anticipated Development: As presented in Chapter 2, the 10-year growth forecast provides for 3,132 eligible high-density units (i.e., in buildings containing a minimum of five storeys and a minimum of 10 residential units).
- 2) Land Valuation: the City supplied land appraisals from various appraisers. These appraisals provided average land valuations for properties anticipated for eligible high-density development. The land valuations were provided for various locations throughout the City, including areas such as the downtown core, Merritton, and Queenston (refer to Chapter 2).
- 3) Identification of Services: A number of services were identified including growth studies, corporate/building infrastructure, culture, public realm, affordable housing, and the C.B.C. strategy itself.
- 4) C.B.C. Eligible Costs: Capital needs related to the identified services were provided by City staff. Gross costs of the capital projects were assessed for the portion of the projects that would benefit the existing community vs. the future growth. The growth costs were then allocated amongst all types of growth to calculate the amount that is associated with eligible high-density units.
- 5) Total Land Value: Based on the growth forecast, density assumptions, and land valuation assessment, the total land value for eligible high density was calculated to equal approximately \$130 million.
- 6) Maximum C.B.C.: As per the Planning Act, the maximum a municipality can impose for a C.B.C. is equal to 4% of the land value of a property, the day before building permit issuance. Based on the total land value, the estimated potential C.B.C. recovery for the City equates to approximately \$5.2 million for the 10-year forecast period (see Table 5-1).



Table 5-1
Anticipated C.B.C. Funding Recovery

Area	Total C.B.C. Eligible Units	Weighted Average Land Value Per Acre	Average Units Per Acre	Estimated Total Acres	Total Land Value	C.B.C. %	Potential C.B.C. Revenue
Downtown	216	\$5,780,000	150	1.4	\$8,323,000		
Merritton	107	\$1,140,000	55	1.9	\$2,218,000		
Glenridge and Surrounding Area	259	\$3,060,000	50	5.2	\$15,851,000		
Western Hill	289	\$2,820,000	50	5.8	\$16,300,000		
Port Dalhousie	396	\$4,540,000	95	4.2	\$18,925,000		
Queenston, Haig and Surrounding Area	906	\$866,000	55	16.5	\$14,265,000		
All Other Areas	959	\$2,820,000	50	19.2	\$54,088,000		
Total	3,132			54.2	\$129,970,000	4%	\$5,198,800

The City has identified capital costs attributable to eligible high-density growth in the amount of \$5.41 million, or 4.2% of the land value (as per Tables 4-1 through 4-5), which is just above the maximum allowable amount of \$5.2 million. Therefore, the City has provided herein that the maximum C.B.C. of 4% may be considered to be imposed on eligible forms of development. Table 5-2 provides a summary of the growth capital costs by service.

Table 5-2
Summary of Growth Capital Costs

Services	Gross Cost	Benefit to Existing Deduction	Grants, Subsidies & Other Contributions	Net Growth-Related Costs	C.B.C. Eligible Costs
Growth Studies	444,300	63,000	-	381,300	221,215
CBC Strategies	150,000	-	-	150,000	150,000
Cultural Services & Public Realm	20,341,000	10,005,600	-	10,335,400	4,213,673
Housing	150,000	75,000	-	75,000	32,493
Corporate and Building Infrastructure	18,290,000	15,636,000	-	2,654,000	793,370
Total Potential Capital Program	39,375,300	25,779,600	-	13,595,700	5,410,751
Total Land Value					129,970,000
Calculated Percentage to Recover all Costs Identified					4.2%



Chapter 6

C.B.C. Policy

Recommendations and C.B.C.

By-law Rules



6. C.B.C. Policy Recommendations and C.B.C. By-law Rules

6.1 C.B.C. Policies

Planning Act section 37 and O. Reg. 509/20 outline the required policies that must be considered when adopting a C.B.C. by-law. The following subsections set out the recommended policies governing the calculation, payment and collection of C.B.C.s in accordance with the legislation.

6.2 C.B.C. By-law Rules

6.2.1 *Payment in any Particular Case*

In accordance with the Planning Act, subsection 37 (3), a C.B.C. may be imposed only with respect to development or redevelopment that requires one of the following:

- (a) “the passing of a zoning by-law or of an amendment to a zoning by-law under section 34 of the *Planning Act*;
- (b) the approval of a minor variance under section 45 of the *Planning Act*;
- (c) a conveyance of land to which a by-law passed under subsection 50 (7) of the *Planning Act* applies;
- (d) the approval of a plan of subdivision under section 51 of the *Planning Act*;
- (e) a consent under section 53 of the *Planning Act*;
- (f) the approval of a description under section 9 of the *Condominium Act, 1998*; or
- (g) the issuing of a permit under the *Building Code Act, 1992* in relation to a building or structure.”



6.2.2 Maximum Amount of the Community Benefit Charge

Subsection 37 (32) of the Planning Act states that the amount of a C.B.C. payable in any particular case shall not exceed an amount equal to the prescribed percentage of the value of the land as of the valuation date.

Based on section 3 of O. Reg. 509/20, the prescribed percentage is 4%.

6.2.3 Exemptions (full or partial)

The following exemptions are provided under subsection 37 (4) of the Planning Act and section 1 of O. Reg. 509/20:

- Development of a proposed building or structure with fewer than five storeys at or above ground;
- Development of a proposed building or structure with fewer than 10 residential units;
- Redevelopment of an existing building or structure that will have fewer than five storeys at or above ground after the redevelopment;
- Redevelopment that proposes to add fewer than 10 residential units to an existing building or structure;
- Such types of development or redevelopment as are prescribed:
 - Development or redevelopment of a building or structure intended for use as a long-term care home within the meaning of subsection 2 (1) of the Long-Term Care Homes Act, 2007.
 - Development or redevelopment of a building or structure intended for use as a retirement home within the meaning of subsection 2 (1) of the Retirement Homes Act, 2010.
 - Development or redevelopment of a building or structure intended for use by any of the following post-secondary institutions for the objects of the institution:
 - i. a university in Ontario that receives direct, regular and ongoing operating funding from the Government of Ontario,
 - ii. a college or university federated or affiliated with a university described in subparagraph i,
 - iii. an Indigenous Institute prescribed for the purposes of section 6 of the Indigenous Institutes Act, 2017.



- Development or redevelopment of a building or structure intended for use as a memorial home, clubhouse or athletic grounds by an Ontario branch of the Royal Canadian Legion.
- Development or redevelopment of a building or structure intended for use as a hospice to provide end of life care.
- Development or redevelopment of a building or structure intended for use as residential premises by any of the following entities:
 - i. a corporation to which the Not-for-Profit Corporations Act, 2010 applies that is in good standing under that Act and whose primary object is to provide housing,
 - ii. a corporation without share capital to which the Canada Not-for-profit Corporations Act applies, that is in good standing under that Act and whose primary object is to provide housing,
 - iii. a non-profit housing co-operative that is in good standing under the Co-operative Corporations Act.

In addition to the exemptions noted above, the C.B.C. will not apply to buildings or structures owned by and used for the purposes of any municipality, local board, or Board of Education.

6.2.4 Timing of Collection

The C.B.C.s imposed are calculated, payable, and collected upon issuance of a building permit for eligible development or redevelopment.

6.2.5 In-kind Contributions

A municipality that has passed a C.B.C. by-law may allow the landowner to provide to the municipality: facilities, services, or matters required because of development or redevelopment in the area to which the by-law applies.

Prior to providing these contributions, the municipality shall advise the landowner of the value that of the in-kind contributions that will be attributed to them. This value shall be deducted from the amount the landowner would otherwise be required to pay under the C.B.C. by-law.



6.2.6 The Applicable Areas

The C.B.C. by-law will apply to all lands within the City.

6.2.7 Special Account

All money received by the municipality under a C.B.C. by-law shall be paid into a special account. The money contained within the special account:

- may be invested in securities in which the municipality is permitted to invest under the Municipal Act, 2001, and the earnings derived from the investment of the money shall be paid into a special reserve fund account; and
- must have at least 60 percent of the funds spent or allocated at the beginning of the year.

In addition to the monies collected under a C.B.C. by-law, transitional rules for transferring existing reserve funds are provided in subsection 37 (51) of the Planning Act. These rules apply for any existing reserve funds related to a service that is not listed in subsection 2 (4) of the D.C.A., as well as reserve funds established under section 37 of the Planning Act prior to Bill 197.

1. If the municipality passes a C.B.C. by-law under this section before the specified date, the municipality shall, on the day it passes the by-law, allocate the money in the special account or reserve fund to the special account referred to in subsection (45) of the Planning Act.
2. If the municipality has not passed a C.B.C. by-law under this section before the specified date, the special account or reserve fund is deemed to be a general capital reserve fund for the same purposes for which the money in the special account or reserve fund was collected.
3. Despite paragraph 2, subsection 417 (4) of the Municipal Act, 2001 (a provision which requires the funds raised for a reserve fund must only be used for the intended purpose) and any equivalent provision of do not apply with respect to the general capital reserve fund referred to in paragraph 2.
4. If paragraph 2 applies and the municipality passes a C.B.C. by-law under this section on or after the specified date, the municipality shall, on the day it passes the by-law, allocate any money remaining in the general capital reserve fund referred to



in paragraph 2 to the special account referred to in subsection (45) of the Planning Act.

6.2.8 Credits

Subsection 37 (52) of the Planning Act indicates that any credits that were established under section 38 of the D.C.A. and that are not related to a service that is listed in subsection 2 (4) of the D.C.A., may be used by the holder of the credit with respect to a charge that the holder is required to pay under a C.B.C. by-law.

6.2.9 By-law In-Force Date

A C.B.C. by-law comes into force on the day it is passed, or the day specified in the by-law, whichever is later.

6.3 Recommendations

It is recommended that Council:

“Adopt the C.B.C. approach to calculate the charges on a uniform City-wide basis;”

“Approve the capital project listing set out in Chapter 4 of the C.B.C. Strategy dated June 9, 2022, subject to further annual review during the capital budget process;”

“Create a special reserve fund account which will contain all C.B.C. monies collected;”

“Approve the C.B.C. Strategy dated June 9, 2022, as amended (if applicable);”

“Determine that no further public consultation is required;” and

“Approve the C.B.C. By-law as set out in Appendix B.”



Chapter 7

By-law Implementation



7. By-law Implementation

7.1 Introduction

This chapter addresses the public consultation process and by-law implementation requirements for the imposition of a C.B.C. by-law. Figure 7-1 provides an overview of the process.

7.2 Public Consultation Process

7.2.1 *Required Consultation*

In establishing the policy for which a C.B.C. strategy and by-law will be based; section 37 (10) of the Planning Act requires that:

“In preparing the community benefits strategy, the municipality shall consult with such persons and public bodies as the municipality considers appropriate.”

As there is no specific guidance as to which parties the municipality shall consult with, municipalities may establish their own policy for public consultation. The policy for public consultation should be designed to seek the co-operation and participation of those involved, in order to produce the most suitable policy. Municipalities may consider a public meeting, similar to that undertaken for D.C. study processes (however, this is not a mandated requirement). At a minimum, this would include a presentation to Council and the public on the findings of the C.B.C. strategy, advanced notice of the meeting, and consideration for delegations from the public.

7.2.2 *Interested Parties to Consult*

There are three broad groupings of the public who are generally the most concerned with municipal C.B.C. policy.

1. The first grouping is the residential development community, consisting of land developers and builders, who will typically be responsible for generating the majority of the C.B.C. revenues. Others, such as realtors, are directly impacted by C.B.C. policy. They are, therefore, potentially interested in all aspects of the charge, particularly the percentage applicable to their properties, projects to be funded by



the C.B.C. and the timing thereof, and municipal policy with respect to development agreements and in-kind contributions.

2. The second public grouping embraces the public at large and includes taxpayer coalition groups and others interested in public policy.
3. The third grouping is the non-residential mixed-use development sector, consisting of land developers and major owners or organizations with significant construction plans for mixed use developments. Also involved are organizations such as Industry Associations, the Chamber of Commerce, the Board of Trade, and the Economic Development Agencies, who are all potentially interested in municipal C.B.C. policy. Their primary concern is frequently with the percentage charge applicable to their lands, exemptions, and phase-in or capping provisions in order to moderate the impact.

As noted in Section 1.4, through the C.B.C. strategy process, the City's consultation process includes meetings with the general public and Council.

7.3 Anticipated Impact of the Charge on Development

The establishment of sound C.B.C. policy often requires the achievement of an acceptable balance between two competing realities. The first is that increased residential development fees (such as a C.B.C.) can ultimately be expected to be recovered via higher housing prices and can impact project feasibility in some cases (e.g., rental apartments). Secondly, C.B.C.s or other municipal capital funding sources need to be obtained in order to help ensure that the necessary infrastructure and amenities are installed. The timely installation of such works is a key initiative in providing adequate service levels and in facilitating strong economic growth, investment, and wealth generation.

7.4 Implementation Requirements

7.4.1 Introduction

Once the City has calculated the charge, prepared the complete strategy, carried out the public process, and passed a new by-law, the emphasis shifts to implementation matters.



These include notices, potential appeals and complaints, in-kind contributions, and finally the collection of revenues and funding of projects.

The sections that follow provide an overview of the requirements in each case.

7.4.2 Notice of Passage

In accordance with subsection 37 (13) of the Planning Act, when a C.B.C. by-law is passed, the clerk of the municipality shall give written notice of the passing and of the last day for appealing the by-law (the day that is 40 days after the day it was passed). Such notice must be given no later than 20 days after the day the by-law is passed (i.e., as of the day of newspaper publication or the mailing of the notice).

Section 4 of O. Reg. 509/20 further defines the notice requirements which are summarized as follows:

- notice shall be given by publication in a newspaper which is (in the clerk's opinion) of sufficient circulation to give the public reasonable notice, or by personal service, fax or mail to every owner of land in the area to which the by-law relates;
- subsection 4 (2) lists the persons/organizations who must be given notice; and
- subsection 4 (5) lists the seven items that the notice must cover.

7.4.3 Appeals

Subsections 37 (13) to 37 (31) of the Planning Act set out the requirements relative to making and processing a C.B.C. by-law appeal as well as an OLT hearing in response to an appeal. Any person or organization may appeal a C.B.C. by-law to the OLT by filing a notice of appeal with the clerk of the municipality, setting out the objection to the by-law and the reasons supporting the objection. This must be done by the last day for appealing the by-law, which is 40 days after the by-law is passed.

The municipality is carrying out a public consultation process, in order to address the issues that come forward as part of that process, thereby avoiding or reducing the need for an appeal to be made.

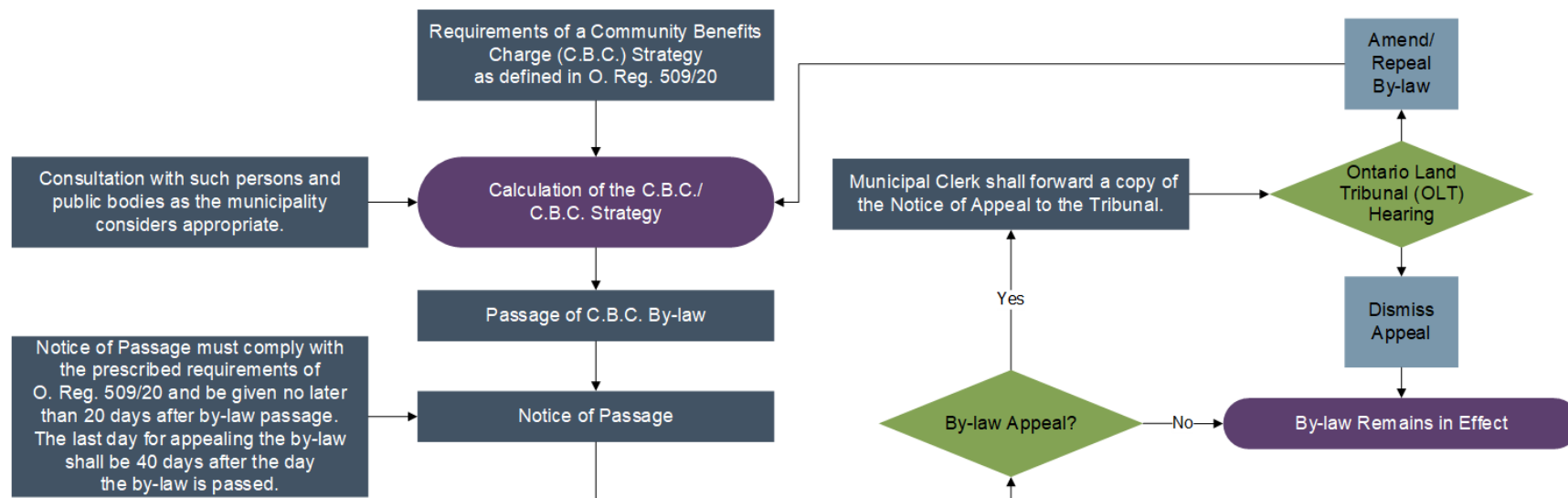


7.4.4 In-Kind Contributions

Subsections 37 (6) to 37 (8) provide the rules for in-kind contributions. An owner of land may provide the municipality facilities, services, or matters required because of development or redevelopment in the area to which the by-law applies. Prior to providing these contributions, the municipality shall advise the owner of the land of the value that will be attributed to the contributions. The value of the contributions shall be deducted from the amount the owner of the land would otherwise have to pay under the C.B.C. by-law.



Figure 7-1
The Process of Required for Passing a Community Benefits Charge By-law under the Planning Act





7.5 Ongoing Application and Collection of C.B.C. funds

7.5.1 Introductions

Once the municipality passes a C.B.C. by-law, development or redevelopment that meets the requirements of the C.B.C. by-law will pay a C.B.C. based on the value of their land. The following sections describe the overall process and discusses the approach to appraisals and use of the special account as set out in the Planning Act.

7.5.2 Overview of Process and Appraisals

Figure 7-2 provides an overview of the process for application of the C.B.C. by-law and collection of C.B.C. funds.

Once the C.B.C. by-law is in place, as development or redevelopment that meets the eligibility criteria proceeds (i.e., prior to issuance of a building permit), the municipality collects C.B.C.s based on the calculated percentage (as set out in the by-law and C.B.C. strategy) and the value of the land. The City will require each eligible development to provide a land appraisal of the market value of the land from a certified professional appraiser of real estate who is designated as an accredited appraiser by the Appraisal Institute of Canada, at no expense to the City, for use in calculating the C.B.C. charge on each development or redevelopment. The date of the appraisal must be within 12 months of the date of the building permit issuance.

If the City agrees with the appraised value, then the owner pays their C.B.C.s to the City and the funds will then be deposited into the special account.

If the City does not agree with the appraisal provided by the owner, the City has 45 days to provide the owner of the land with their own appraisal value. Then:

- If no appraisal is provided to the owner within 45 days, the owner's appraisal is deemed accurate and the difference in the amounts shall be refunded to the owner.
- If the municipality's appraisal is within 5% of the landowner's appraisal, the landowner's appraisal is deemed accurate, and the municipality shall refund the difference in the amounts to the owner.
- If the appraisal is more than 5% higher than the landowner's appraisal, the municipality shall request an appraisal be undertaken by an appraiser, selected



by the landowner, from the list of approved appraisers provided by the municipality. This must be undertaken within 60 days. This final appraisal is deemed accurate for the purposes of calculating the applicable C.B.C.

- In regard to the last bullet, subsection 37 (42) and 37 (43) require the municipality to maintain a list of at least three persons who are not employees of the municipality or members of Council and have an agreement with the municipality to perform appraisals for the above. This list is to be maintained until the C.B.C. by-law is repealed or the day on which there is no longer any refund that could be required (whichever is later).

7.5.3 Special Reserve Fund Account

All funds collected under the C.B.C. by-law are to be deposited into a special account. Subsections 37 (45) to 37 (48) of the Planning Act outline the rules with respect to the special reserve fund account. As noted in section 6.2.7, these rules are as follows:

- All money received under a C.B.C. by-law shall be paid into a special account;
- The money in the special account may be invested in securities (as permitted under the Municipal Act) and the interest earnings shall be paid into the special account;
- In each year, a municipality shall spend or allocate at least 60 percent of the monies that are in the special account at the beginning of the year; and
- The municipality shall provide reports and information as set out in section 7 of O. Reg. 509/20
- In regard to the third bullet, it is suggested that the annual capital budget for the City directly list the works which are being undertaken and/or to which monies from this fund are being allocated toward.

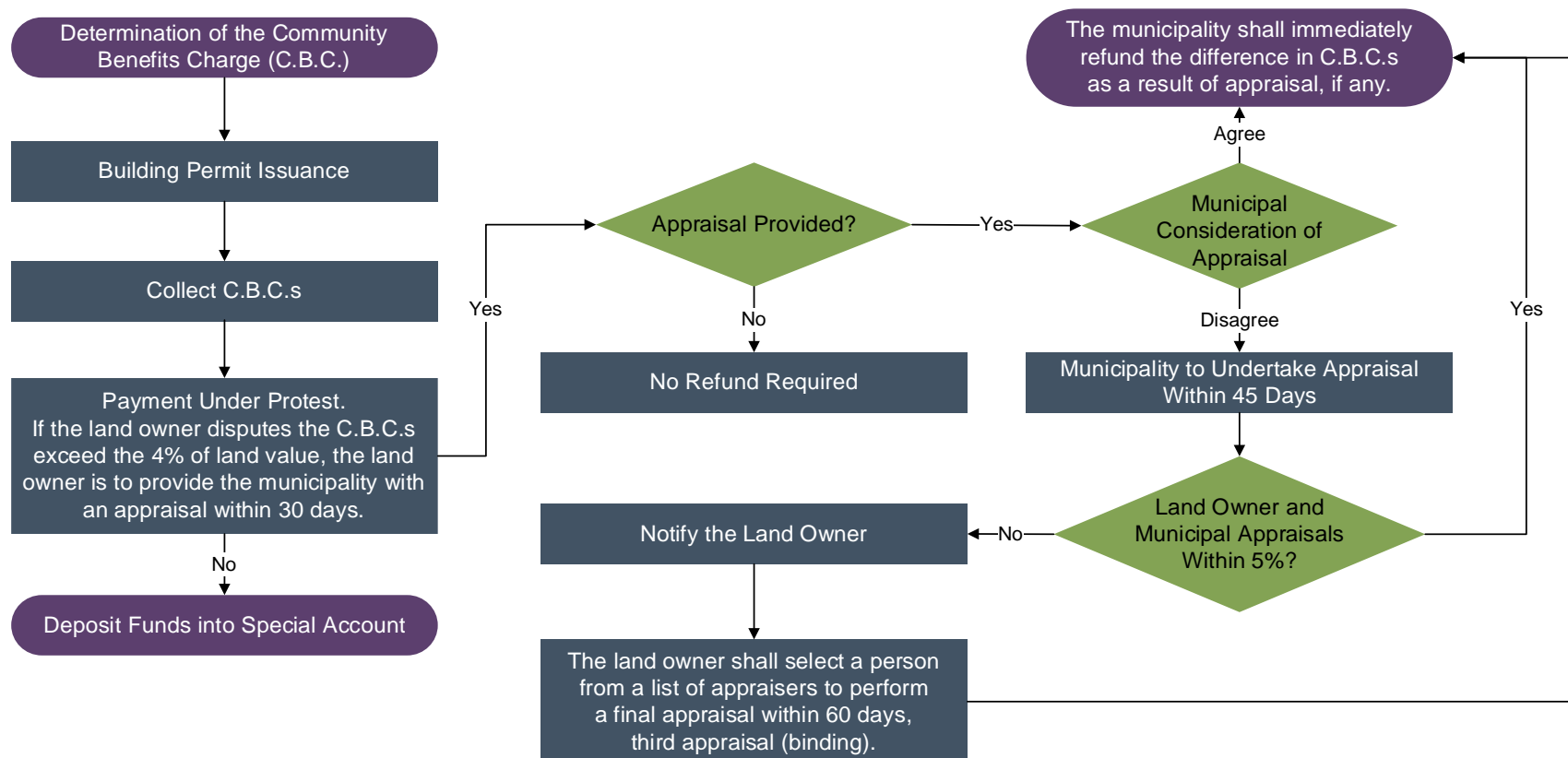
As per this C.B.C. strategy, the growth-related services (as outlined in Chapter 4), form the anticipated capital needs required to service growth over the 10-year forecast period. However, other services may be considered by Council in the future and are subject to approval by resolution and inclusion in the annual budget process. Further, any additional services approved and funded from C.B.C. revenue in the future will be reported on through an annual C.B.C. reserve fund statement, which will form part of the City's overall year-end statements.



During the annual budget process, the use of C.B.C. funding will be reviewed, and the capital costs associated with each eligible service and capital project will be confirmed and identified for approval of Council.



Figure 7-2
City of St. Catharines
Community Benefits Charge Application and Calculation Process





7.6 Transitional Matters

7.6.1 Existing Reserves and Reserve Funds

The Planning Act, section 37 (49) to section 37 (51) provides transitional provisions for:

1. A special account established under the previous section 37 rules; and
2. A D.C. reserve fund for which services are no longer eligible.

If the municipality passes a C.B.C. by-law before September 18, 2022, the municipality shall allocate the money in the special account or D.C. reserve fund to the C.B.C. special account.

If the municipality does not pass a C.B.C. by-law before September 18, 2022, the special account and/or D.C. reserve funds are deemed to be general capital reserve funds for the same purpose in which the money was collected (e.g., a parking D.C. reserve fund would become a general capital reserve fund for parking services).

If a C.B.C. by-law is passed after September 18, 2022, the municipality shall allocate the money from the newly created general capital reserve funds described above, to the C.B.C. special account.

7.6.2 Credits under Section 38 of the Development Charges Act

The Planning Act (s.37 (52)) provides that, if a municipality passes a C.B.C. by-law before September 18, 2022, any credits held for services that are no longer D.C. eligible (e.g., parking services), may be used against payment of a C.B.C. by the landowner. The City does not currently hold credits related to the services which are no longer D.C. eligible, therefore, there are no adjustment against future payments of a C.B.C. to apply.

7.6.3 Continued Application of Previous Section 37 Rules

Section 37.1 of the Planning Act provides for transitional matters regarding previous section 37 rules. Any charges that are currently in place under the previous rules, may remain in place until the municipality passes a C.B.C. by-law or September 18, 2022, whichever comes first.

Appendices



Appendix A

Background Information on Residential and Non- Residential Growth Forecast



Schedule 1 City of St. Catharines Residential Growth Forecast Summary

Year		Population (Including Census Undercount) ^[1]	Excluding Census Undercount			Housing Units						Persons Per Unit (P.P.U.): Total Population/ Total Households
			Population	Institutional Population	Population Excluding Institutional Population	Singles & Semi- Detached	Multiple Dwellings ^[2]	Apartments ^[3]	Other	Total Households	Equivalent Institutional Households	
Historical	Mid 2011	134,720	131,400	2,630	128,770	35,465	6,539	13,137	278	55,419	2,391	2.371
	Mid 2016	136,480	133,113	3,263	129,850	35,670	6,995	13,905	305	56,875	2,966	2.340
	Mid 2021	140,260	136,803	3,353	133,450	36,150	7,510	14,965	275	58,900	3,049	2.323
Forecast	Mid 2022	140,780	137,310	3,378	133,932	36,223	7,565	15,142	275	59,205	3,071	2.319
	Mid 2032	153,510	149,721	3,579	146,142	36,937	9,322	19,225	275	65,759	3,254	2.277
	Mid 2011 - Mid 2016	1,760	1,713	633	1,080	205	456	768	27	1,456	575	
	Mid 2016 - Mid 2021	3,780	3,690	90	3,600	480	515	1,060	-30	2,025	83	
	Mid 2021 - Mid 2022	520	507	25	482	73	55	177	0	305	22	
	Mid 2022 - Mid 2032	12,730	12,411	201	12,210	714	1,757	4,083	0	6,554	183	

^[1] Census undercount estimated at approximately 2.5%.

^[2] Includes townhouses and apartments in duplexes.

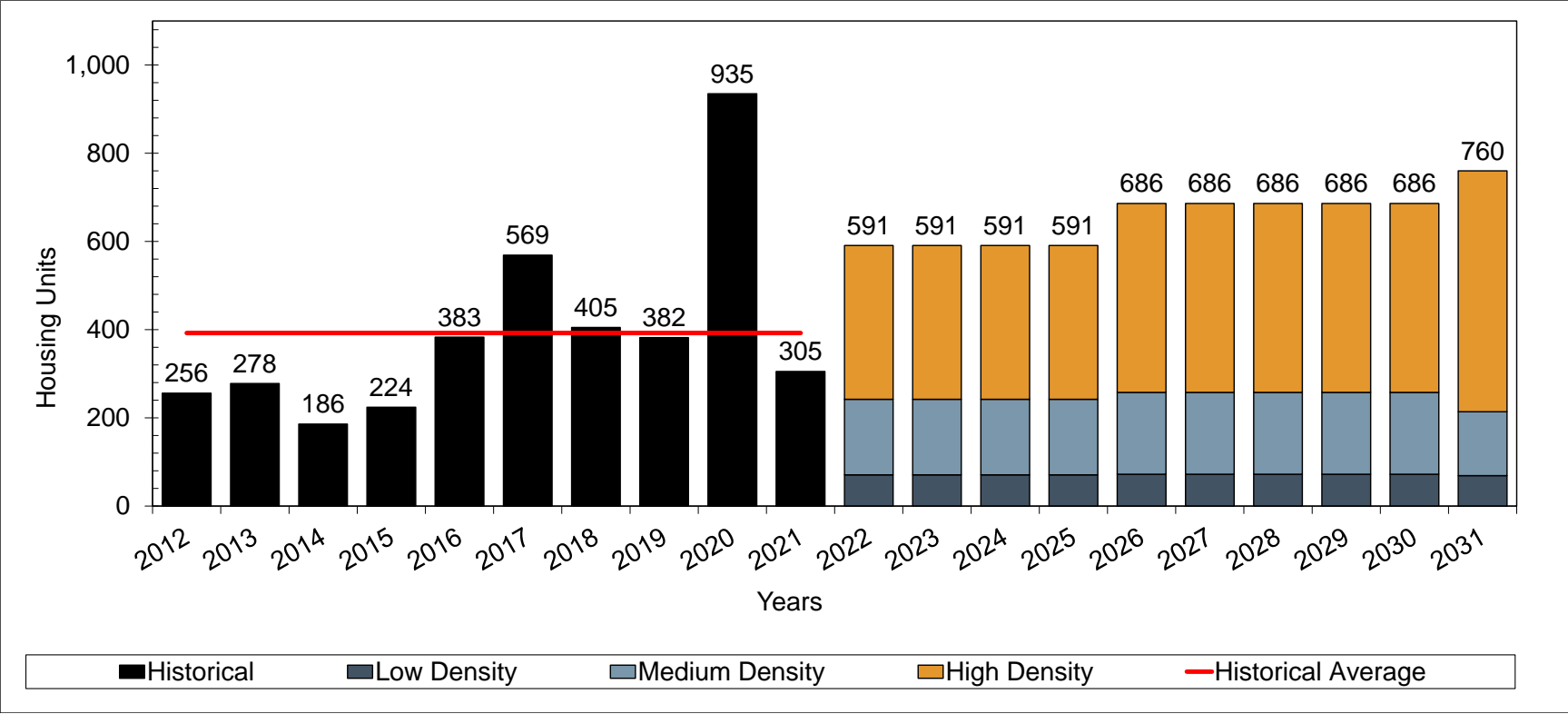
^[3] Includes bachelor, 1-bedroom, and 2-bedroom+ apartment units.

Note: Population including the Census undercount has been rounded.

Source: Derived from Niagara Region Municipal Comprehensive Review – Draft Updated Forecasts and Local Growth Allocations (July 2018, Hemson Memo) forecast for the City of St. Catharines, Niagara Region Municipal Comprehensive Review - Review and Update of MCR Forecast Allocations and Land Needs Assessment Results (September 2019, Hemson Memo) forecast for the City of St. Catharines, and City of St. Catharines 2016 to 2041 Traffic Zone Population, Housing and Employment Forecast (June 2020, City of St. Catharines) by Watson & Associates Economists Ltd., 2022..



Figure A-1
City of St. Catharines
Annual Housing Forecast¹



⁽¹⁾ Growth forecast represents calendar year.
Source: Historical housing activity derived from City of St. Catharines building permit data, 2012 to 2020, and 2021 from Statistics Canada building permit data for the City of St. Catharines., by Watson & Associates Economists Ltd.



Schedule 2
City of St. Catharines
Estimate of the Anticipated Amount, Type and Location of
Residential Development for Which Community Benefits Charges Can Be Imposed

Development Location	Timing	Single & Semi-Detached	Multiples ¹	Apartments ²			Total Residential Units	Gross Population In New Units	Existing Unit Population Change	Net Population Increase, Excluding Institutional	Institutional Population	Net Population Including Institutional
				Units in C.B.C. Ineligible Buildings	Units in C.B.C. Eligible Buildings	Total Apartment Units						
City of St. Catharines	2022 - 2032	714	1,757	951	3,132	4,083	6,554	13,490	(1,280)	12,210	201	12,411
City of St. Catharines C.B.C. Eligible Unit Breakdown												
Downtown	2022 - 2032			37	216	253						
Merritton	2022 - 2032			233	107	340						
Glenridge and Surrounding Area	2022 - 2032			51	259	310						
Western Hill	2022 - 2032			53	289	342						
Port Dalhousie	2022 - 2032			14	396	410						
Queenston, Haig and Surrounding Area	2022 - 2032			47	906	953						
Other Areas	2022 - 2032			516	959	1,475						

⁽¹⁾ Includes townhouses and apartments in duplexes.

⁽²⁾ Includes accessory apartments, bachelor, 1-bedroom and 2-bedroom+ apartments.

Note: Numbers may not add to totals due to rounding.

Source: Watson & Associates Economists Ltd.



Schedule 3
City of St. Catharines
Current Year Growth Forecast
Mid 2021 to Mid 2022

		Population
Mid 2021 Population		136,803
Occupants of New Housing Units, Mid 2021 to Mid 2022	Units (2)	305
	multiplied by P.P.U. (3)	2.078
	gross population increase	634
Occupants of New Equivalent Institutional Units, Mid 2021 to Mid 2022	Units	22
	multiplied by P.P.U. (3)	1.100
	gross population increase	25
Decline in Housing Unit Occupancy, Mid 2021 to Mid 2022	Units (4)	58,900
	multiplied by P.P.U. decline rate (5)	-0.003
	total decline in population	-152
Population Estimate to Mid 2022		137,310
Net Population Increase, Mid 2021 to Mid 2022		507

(1) 2016 population based on Statistics Canada Census unadjusted for Census undercount.

(2) Estimated residential units constructed, Mid-2021 to the beginning of the growth period assuming a six-month lag between construction and occupancy.

(3) Average number of persons per unit (P.P.U.) is assumed to be:

Structural Type	Persons Per Unit ¹ (P.P.U.)	% Distribution of Estimated Units ²	Weighted Persons Per Unit Average
<i>Singles & Semi Detached</i>	3.042	24%	0.728
<i>Multiples (6)</i>	2.160	18%	0.390
<i>Apartments (7)</i>	1.655	58%	0.961
Total		100%	2.078

¹ Based on 2016 Census custom database

² Based on Building permit/completion activity

(4) 2021 households taken from Statistics Canada Census.

(5) Decline occurs due to aging of the population and family life cycle changes, lower fertility rates and changing economic conditions.

(6) Includes townhouses and apartments in duplexes.

(7) Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

Note: Numbers may not add to totals due to rounding.



Schedule 4
City of St. Catharines
Ten Year Growth Forecast
Mid 2022 to Mid 2032

			Population
Mid 2022 Population			137,310
Occupants of New Housing Units, Mid 2022 to Mid 2032	Units (2)	6,554	
	multiplied by P.P.U. (3)	2.058	
	gross population increase	13,490	13,490
Occupants of New Equivalent Institutional Units, Mid 2022 to Mid 2032	Units	183	
	multiplied by P.P.U. (3)	1.100	
	gross population increase	201	201
Decline in Housing Unit Occupancy, Mid 2022 to Mid 2032	Units (4)	59,205	
	multiplied by P.P.U. decline rate (5)	-0.022	
	total decline in population	-1,280	-1,280
Population Estimate to Mid 2032			149,721
Net Population Increase, Mid 2022 to Mid 2032			12,411

(1) Mid 2022 Population based on:

2021 Population (136,803) + Mid 2021 to Mid 2022 estimated housing units to beginning of forecast period (305 x 2.078 = 634) + (22 x 1.1 = 25) + (58,900 x -0.003 = -152) = 137,310

(2) Based upon forecast building permits/completions assuming a lag between construction and occupancy.

(3) Average number of persons per unit (P.P.U.) is assumed to be:

Structural Type	Persons Per Unit ¹ (P.P.U.)	% Distribution of Estimated Units ²	Weighted Persons Per Unit Average
<i>Singles & Semi Detached</i>	2.932	11%	0.320
<i>Multiples (6)</i>	2.151	27%	0.576
<i>Apartments (7)</i>	1.866	62%	1.162
<i>one bedroom or less</i>	1.455		
<i>two bedrooms or more</i>	2.129		
Total		100.0%	2.058

¹ Persons per unit based on adjusted Statistics Canada Custom 2016 Census database.

² Forecast unit mix based upon historical trends and housing units in the development process.

(4) Mid 2022 households based upon 2021 Census (58,900 units) + Mid 2021 to Mid 2022 unit estimate (305 units) = 59,205 units.

(5) Decline occurs due to aging of the population and family life cycle changes, lower fertility rates and changing economic conditions.

(6) Includes townhouses and apartments in duplexes.

(7) Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

Note: Numbers may not add to totals due to rounding.



Schedule 5
City of St. Catharines
Summary of C.B.C Eligible Units in the Development Approvals Process

Location	Stage of Development Approvals Process		Total	Share of Total
	Active (Approved & Pre-Con)	Inactive (Approved & Draft Approved)		
Downtown	205	0	205	7%
Merritton	98	0	98	3%
Glenridge and Surrounding Area	247	0	247	8%
Western Hill	97	192	289	10%
Port Dalhousie	396	0	396	13%
Queenston, Haig and Surrounding Area	409	487	896	30%
Other Areas	651	250	901	30%
Grand Total	2,103	929	3,032	100%

Note: There are additional units in the development approvals process beyond the units identified in the table in different stages of development.
Source: Derived from data provide by the City of St. Catharines by Watson & Associates Economists Ltd.



Schedule 6
City of St. Catharines
Historical Residential Building Permits
Years 2012 to 2021

Year	Residential Building Permits			
	Singles & Semi-Detached	Multiples ^[1]	Apartments ^[2]	Total
2012	70	59	127	256
2013	97	96	85	278
2014	108	43	35	186
2015	103	83	38	224
2016	112	106	165	383
Sub-total	490	387	450	1,327
Average (2012 - 2016)	98	77	90	265
% Breakdown	36.9%	29.2%	33.9%	100.0%
2017	125	245	199	569
2018	71	146	188	405
2019	68	196	118	382
2020	64	160	711	935
2021	73	55	177	305
Sub-total	401	802	1,393	2,596
Average (2017 - 2021)	80	160	279	519
% Breakdown	15.4%	30.9%	53.7%	100.0%
2012 - 2021				
Total	891	1,189	1,843	3,923
Average	89	119	184	392
% Breakdown	22.7%	30.3%	47.0%	100.0%

^[1] Includes townhouses and apartments in duplexes.

^[2] Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

Source: Historical housing activity derived from City of St. Catharines building permit data, 2011-2020, and 2021 from Statistics Canada building permit data for the City of St. Catharines.



Schedule 7
City of St. Catharines
Person Per Unit by Age and Type of Dwelling
(2016 Census)

Age of Dwelling	Singles and Semi-Detached						25 Year Average	25 Year Average Adjusted ^[3]
	< 1 BR	1 BR	2 BR	3/4 BR	5+ BR	Total		
1-5	-	-	1.875	3.169	-	3.042		
6-10	-	-	1.850	2.959	-	2.922		
11-15	-	-	1.952	3.200	4.208	3.213		
16-20	-	-	2.077	2.844	3.955	2.852		
20-25	-	-	1.952	2.965	3.667	2.930	2.992	2.932
25-35	-	-	2.129	2.809	3.563	2.822		
35+	0.545	1.353	1.805	2.560	3.726	2.464		
Total	0.529	1.331	1.826	2.637	3.822	2.557		

Age of Dwelling	Multiples ¹						25 Year Average	25 Year Average Adjusted ^[3]
	< 1 BR	1 BR	2 BR	3/4 BR	5+ BR	Total		
1-5	-	-	1.600	3.053	-	2.160		
6-10	-	-	1.778	2.236	-	2.011		
11-15	-	-	1.739	2.240	-	2.058		
16-20	-	-	1.975	2.653	-	2.393		
20-25	-	-	1.721	2.806	-	2.339	2.192	2.151
25-35	-	-	1.966	2.550	-	2.321		
35+	-	1.137	1.844	2.666	3.500	2.241		
Total	-	1.104	1.835	2.622	3.537	2.246		

Age of Dwelling	Apartments ²						25 Year Average	25 Year Average Adjusted ^[3]
	< 1 BR	1 BR	2 BR	3/4 BR	5+ BR	Total		
1-5	-	1.318	1.690	-	-	1.655		
6-10	-	1.250	1.765	-	-	1.786		
11-15	-	1.500	1.689	-	-	1.618		
16-20	-	1.250	1.915	3.133	-	1.826		
20-25	-	1.270	1.787	3.625	-	1.737	1.724	1.866
25-35	-	1.253	1.752	2.871	-	1.627		
35+	1.040	1.203	1.760	2.570	-	1.565		
Total	1.065	1.224	1.763	2.726	2.583	1.603		

Age of Dwelling	All Density Types						25 Year Average	25 Year Average Adjusted ^[3]
	< 1 BR	1 BR	2 BR	3/4 BR	5+ BR	Total		
1-5	-	1.300	1.694	3.100	4.917	2.429		
6-10	-	1.261	1.795	2.747	-	2.421		
11-15	-	1.517	1.775	3.057	4.417	2.695		
16-20	-	1.217	1.938	2.786	3.870	2.421		
20-25	-	1.271	1.793	2.973	3.926	2.365		
25-35	-	1.267	1.822	2.773	3.397	2.340		
35+	1.379	1.221	1.789	2.564	3.643	2.239		
Total	1.289	1.237	1.796	2.635	3.736	2.283		

[1] Includes townhouses and apartments in duplexes.

[2] Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

[3] Adjusted based on 2001 to 2016 historical trends.

Note: Does not include Statistics Canada data classified as 'Other'.

P.P.U. Not calculated for samples less than or equal to 50 dwelling units, and does not include institutional population.



Schedule 8 City of St. Catharines Employment Forecast, Mid-2022 to Mid-2032

Period	Population	Activity Rate								Employment								Employment
		Primary	Work at Home	Industrial	Commercial/ Population Related	Institutional	Total	N.F.P.O.W. ^[1]	Total Including N.F.P.O.W.	Primary	Work at Home	Industrial	Commercial/ Population Related	Institutional	Total	N.F.P.O.W. ^[1]	Total Employment (Including N.F.P.O.W.)	Total (Excluding Work at Home and N.F.P.O.W.)
Mid 2006	131,989	0.005	0.025	0.123	0.193	0.106	0.453	0.049	0.502	665	3,355	16,238	25,428	14,055	59,740	6,489	66,229	56,385
Mid 2011	131,400	0.004	0.025	0.085	0.179	0.116	0.409	0.050	0.459	525	3,315	11,123	23,543	15,205	53,710	6,591	60,301	50,395
Mid 2016	133,113	0.005	0.027	0.076	0.180	0.125	0.412	0.055	0.467	650	3,570	10,078	23,898	16,655	54,850	7,284	62,134	51,280
Mid 2022	137,310	0.005	0.028	0.075	0.183	0.127	0.418	0.056	0.474	695	3,820	10,285	25,183	17,426	57,409	7,651	65,060	53,589
Mid 2032	149,721	0.005	0.030	0.076	0.187	0.127	0.425	0.058	0.483	731	4,465	11,440	27,980	19,032	63,648	8,686	72,334	59,183
Incremental Change																		
Mid 2006 - Mid 2011	-589	-0.001	0.000	-0.038	-0.013	0.009	-0.044	0.001	-0.043	-140	-40	-5,115	-1,885	1,150	-6,030	102	-5,928	-5,990
Mid 2011 - Mid 2016	1,713	0.0009	0.0016	-0.0089	0.0004	0.0094	0.0033	0.0046	0.0079	125	255	-1,045	355	1,450	1,140	693	1,833	885
Mid 2016 - Mid 2022	4,197	0.0002	0.0010	-0.0008	0.0039	0.0018	0.0060	0.0010	0.0070	45	250	207	1,286	771	2,559	367	2,926	2,309
Mid 2022 - Mid 2032	12,411	-0.0002	0.0020	0.0015	0.0035	0.0002	0.0070	0.0023	0.0093	36	645	1,155	2,797	1,606	6,239	1,035	7,274	5,594
Annual Average																		
Mid 2006 - Mid 2011	-118	-0.0002	0.0000	-0.0077	-0.0027	0.0018	-0.0088	0.0002	-0.0086	-28	-8	-1,023	-377	230	-1,206	20	-1,186	-1,198
Mid 2011 - Mid 2016	343	0.0002	0.0003	-0.0018	0.0001	0.0019	0.0007	0.0009	0.0016	25	51	-209	71	290	228	139	367	177
Mid 2016 - Mid 2022	700	0.0000	0.0002	-0.0001	0.0006	0.0003	0.0010	0.0002	0.0012	8	42	35	214	128	427	61	488	385
Mid 2022 - Mid 2032	1,241	0.0000	0.0002	0.0002	0.0003	0.0000	0.0007	0.0002	0.0009	4	65	116	280	161	624	104	727	559

^[1] Statistics Canada defines no fixed place of work (N.F.P.O.W.) employees as "persons who do not go from home to the same work place location at the beginning of each shift".

Such persons include building and landscape contractors, travelling salespersons, independent truck drivers, etc.

Source: Derived from Niagara Region Municipal Comprehensive Review – Draft Updated Forecasts and Local Growth Allocations (July 2018, Hemson Memo) forecast for the City of St. Catharines, Niagara Region Municipal Comprehensive Review - Review and Update of MCR Forecast Allocations and Land Needs Assessment Results (September 2019, Hemson Memo) forecast for the City of St. Catharines, and City of St. Catharines 2016 to 2041 Traffic Zone Population, Housing and Employment Forecast (June 2020, City of St. Catharines) by Watson & Associates Economists Ltd., 2022.



Appendix B

Proposed C.B.C. By-law

Provided Under Separate Cover

Memorandum

To: Mayor Sendzik and Members of Council

Cc: Senior Leadership Team

From: Adam Smith, Manager, Accounting & Payroll / Deputy City Treasurer

Date: June 16, 2022

Subject: Motion from Development Studies Task Force regarding Community Benefits Charges

This memo is provided on behalf of the Development Studies Task Force for the purpose of informing the Public Meeting of Council on June 27, 2022 of the Task Force's position on Community Benefits Charges.

The following motion was passed by the Development Studies Task Force at its meeting on June 15, 2022:

That the development studies task force endorses the staff recommendation on Community Benefits Charges and that the task force recommend that City Council approve the Community Benefits Charge By-law; and

That any grants related to the Community Benefits Charges be funded in order to replenish the Community Benefits Charge Reserve

This motion was unanimously supported by members of the Development Studies Task Force.

Attached are the draft minutes from the meeting on June 15, 2022.

Attachment:

Draft Minutes Development Studies Task Force – June 15, 2022

Development Studies Task Force 1

Minutes**Wednesday, June 15, 2022****Electronic Meeting at 5:00pm****Attendance:**

Councillor Lori Littleton (Chair)
 Chuck McShane (Vice-Chair)
 Councillor Dawn Dodge
 Councillor Carlos Garcia
 Councillor Karrie Porter
 Councillor Bill Phillips
 Kevin Jacobi
 Kevan Peters

Absent:

Cameron Banach
 Hugo Chesshire

Guests:

Gary Scandlan, Watson & Associates Economists Ltd.
 Navreet Bains, Watson & Associates Economists Ltd.

Staff Liaison:

Adam Smith, Manager, Accounting & Payroll/Deputy City Treasurer
 Kristine Douglas, Director, Financial Management Services & City Treasurer
 Tami Kitay, Director, Planning & Building Services
 Margaret Josipovic, Manager of Planning Services
 Taya Devlin, Senior Planner
 Jenna Northcott, Development Finance Specialist

1. Call meeting to order (Chair)

Councillor Littleton called the meeting to order at 5:02pm

2. Recognition of Traditional Territories

Councillor Littleton acknowledged that the land on which the Development Studies Task Force meets today is the traditional territory of the Haudenosaunee and Anishinaabe peoples, many of whom continue to live and work here today. This territory is covered by the Upper Canada Treaties and is within the land protected by the Dish with One Spoon Wampum agreement. Today this gathering place is home

to many First Nations, Metis, and Inuit Peoples. Acknowledging this is a reminder that our great standard of living is directly related to the resources and friendship of Indigenous people.

3. Amendments to the Agenda

There were none

4. Motion to approve the agenda

Moved by: Councillor Garcia

That the Development Studies Task Force adopt the agenda as presented.

Carried

5. Motion to adopt the minutes of the previous meeting

Moved by: Councillor Phillips

That the Development Studies Task Force adopt the minutes from the meeting of May 19, 2022.

Carried

6. Declarations of Interest

There were none.

7. Business

7.1 – Recap Presentation from Watson & Associates Economists Ltd. On Community Benefits Charges and affordable housing considerations

Mr. Gary Scandlon from Watson and Associates Economists Ltd. provided a presentation overview of Community Benefits Charge, methodology, capital costs, exemptions, and highlighted changes since the last meeting and provided additional information regarding affordable housing. Discussion included development of a grant program for affordable housing projects, land value and calculations, and mixed use developments.

Moved by: Councillor Dodge

That the Development Studies Task Force receive the presentation from Gary Scandlon from Watson and Association Economists Ltd. Regarding the Community benefits charges and affordable housing considerations.

Carried

7.2 – Memo from Watson & Associates Economists Ltd. re: Affordable Housing and Community Benefits Charges

Moved by: Councillor Phillips

That the Development Studies Task Force receive the memo from Watson & Associates Economists Ltd. regarding affordable housing and community benefits charge for information

Carried

7.3 – General Discussion on Community Benefits Charges

Moved by: Councillor Garcia

Seconded by: Councillor Phillips

That the development studies task force endorses the staff recommendation on community benefits charges and that the task force recommend that City Council approve the Community Benefits Charge By-law; and

That any grants related to the Community Benefits Charges be funded in order to replenish the Community Benefits Charge Reserve.

Carried

8. Date of next meeting

Staff advised that the Task Force next meet following the completion of preliminary/draft Inclusionary Zoning information.

9. Motion to Adjourn

Moved by: Mr. McShane

That there be no further items to discuss, this meeting be adjourned at 5:45pm.

Carried

Memorandum

To: Mayor Sendzik, Members of Council

Cc:

From: Adam Smith, Manager, Accounting & Payroll / Deputy City Treasurer
Sandor Csanyi, Director of Legal and Clerks Services / City Solicitor

Date: June 17, 2022

Subject: Community Benefits Charges Draft By-law

As part of the 2022 Community Benefits Strategy [Report FMS-091-2022](#) submitted to council for tabling on June 13, 2022, a Draft By-law has also been provided for release prior to the public meeting on June 27, 2022.

This proposed draft by-law has been put into the City's regular by-law template. Any revisions or amendments as may be appropriate and/or directed following the Public Meeting on June 27, 2022 will be brought back to Council to consider for approval at its meeting on July 18, 2022, for an effective date of September 1, 2022.

Adam Smith
Accounting & Payroll / Deputy
City Treasurer

Sandor Csanyi
Director of Legal and Clerks
Services / City Solicitor

Attachment:
Draft CBC By-law – dated June 24, 2022

CITY OF ST. CATHARINES

BY-LAW NO. _____

A by-law for the imposition of Community Benefits Charges

WHEREAS the City of St. Catharines will experience growth through development and re-development;

AND WHEREAS Council desires to impose Community Benefits Charges against land to pay for the capital costs of facilities, services and matters required because of development or redevelopment in the area to which the by-law applies;

AND WHEREAS the *Planning Act, 1990* (the “Act”) provides that the council of a municipality may by by-law impose Community Benefits Charges against higher density residential development or redevelopment;

AND WHEREAS a Community Benefits Charge strategy report has been completed which identifies the facilities, services and matters that will be funded with community benefits charges and complies with the prescribed requirements;

AND WHEREAS the Corporation of the City of St. Catharines (the “City”) has consulted with such persons and public bodies as the municipality considers appropriate;

The Council of the Corporation of the City of St. Catharines enacts as follows:

1. INTERPRETATION

1.1 This By-law may be referred to as the “Community Benefits Charges By-law”.

1.2 In this By-law, the following items shall have the corresponding meanings:

“**Act**” means the *Planning Act*, R.S.O. 1990, CHAPTER P.13, as amended, or any successor thereof;

“Accessory Apartment” see **“Residential Unit”**;

“Apartment” see **“Residential Unit”**;

“Appraisal” means an appraisal of land value prepared in accordance with the Canadian Uniform Standards of Professional Appraisal Practice of the Appraisal Institute of Canada;

“Board of Education” means a board as defined in clause 1(1) of the Education Act 1997, S.O. 1997, c.E.2

“Building” means any structure or building as defined in the *Ontario Building Code* (O Reg 332/12 under the Building Code Act, as amended from time to time or any successor thereof) but does not include a vehicle;

“Building Code Act” means the *Building Code Act, 1992*, SO 1992, c 23, as amended, or any successor thereof;

"Building Permit" means a permit issued pursuant to the Building Code Act that permits the construction, alteration or change in use of a building or structure which is described in its respective building permit application.

"Building Permit Application" means an application submitted to and accepted by the Chief Building Official of the City for a Building Permit which complies with the applicable Zoning-Bylaw and with all technical requirement of the Building Code Act and includes payment of all applicable fees.

"Chief Building Official" means a chief building official for the City appointed or constituted under section 3 of the Building Code Act or their designate.

“Capital Costs” means costs incurred or proposed to be incurred by the City or a Local Board thereof directly or by others on behalf of, and as authorized by, the City or Local Board,

- (a) to acquire land or an interest in land, including a leasehold interest,
- (b) to improve land,
- (c) to acquire, lease, construct or improve buildings and structures,
- (d) to acquire, construct or improve facilities including,
 - (i) furniture and equipment, and;
 - (ii) rolling stock.
- (e) to undertake studies in connection with any of the matters referred to in clauses (a) to (d) above, including the Community Benefits Charge strategy study,

required for the provision of Services designated in this By-law within or outside the City, including interest on borrowing for those expenditures under clauses (a) to (e) above;

“City” means The Corporation of the City of St. Catharines or the geographic area of the municipality, as the context requires;

“Community Benefits Charge” means charge(s) permitted by the Planning Act and imposed by this By-law against land to pay for the Capital Costs of Facilities, Services and Matters required because of Development or Redevelopment in the area to which the by-law applies;

“Community Benefits Charge Strategy” means the community benefits strategy prepared by the City in accordance with the Planning Act and approved by Council;

“Council” means the Council of the Corporation of the City of St. Catharines;

“Development” means the construction, erection, or placing of one or more buildings or structures on land or the making of an addition or alteration to a building or structure that has the effect of increasing the size or usability thereof

or any development requiring any of the actions described in section 3.4(a), and includes Redevelopment;

“Facilities, Services and Matters” are the facilities, services and matters described in the Community Benefits Charge Strategy;

“Ground” means the average level of finished grade adjoining a building or structure at all exterior walls;

“Local Board” means a municipal service board, transportation commission, public library board, board of health, police services board, planning board, or any other board, commission, committee, body or local authority established or exercising any power under any Act with respect to the affairs or purposes of the City, excluding a school board and a conservation authority;

“Mixed-use Development” means a Building used, designed or intended for use for both Residential and Non-residential Uses;

“Owner” means the owner of land or a person who has made application for an approval for a Development for which a Community Benefits Charge may be imposed;

“In-Kind Contribution” means facilities, services or matters identified in a Community Benefits Strategy and required because of Development or Redevelopment provided by an Owner of land, in lieu of payment of the Community Benefits Charge otherwise applicable, in whole or in part, and requiring any of the actions described in sections 3.17 to 3.21;

“Prescribed” means prescribed in the regulations made under the Act;

“Redevelopment” means the construction, erection or placing of one or more Buildings on land where all or part of a Building has previously been demolished on such land, or changing the use of a Building from a Non-Residential Use to a

Residential Use, or changing a Building from one form of Residential Use to another form of Residential Use and including any development or redevelopment requiring any of the actions described in section 3.4(a);

“Residential Unit” means a room or group of rooms occupied or designed to be occupied exclusively as an independent and separate self-contained housekeeping unit including a house;

(a) **“Accessory Apartment”** means a Residential Unit located within and subordinate to an existing Detached Dwelling, Semi-Detached Dwelling, Townhouse and a Multiple Attached Dwelling;

(b) **“Apartment Building”** means a Building consisting of 10 or more Residential Units, where access to each unit is obtained through a common entrance or entrances from the Street level and subsequently through a common hall or halls, and “Apartment” means a Residential Unit in an Apartment Building;

“Residential Use” means land, Buildings or structures of any kind whatsoever used or designed or intended for use as living accommodations for one or more individuals;

“Service” means a service designated in section 2.1, and “Services” shall have a corresponding meaning;

“Storey” means a level of a building, other than a basement, located between any floor and the floor, ceiling or roof immediately above it.

“Valuation Date” means, with respect to land that is the subject of Development or Redevelopment,

(a) the day before the day the Building Permit is issued in respect of the Development or Redevelopment, or

(b) if more than one Building Permit is required for the development or redevelopment, the day before the day the first permit is issued.

“Zoning By-Law” means City of St. Catharines By-law Number 2013-283, as amended, or any successor thereof.

- 1.3 Community Benefit Charge applies to and shall be payable for the Capital Cost of facilities, Services, and matters required for Development and Redevelopment of all lands in the geographic area of the City of St. Catharines.
- 1.4 The Community Benefit Charge shall be imposed on all Development and/or Redevelopment of a Building or structure with five or more storeys and that adds ten or more residential units.
- 1.5 Nothing in this By-law shall be construed so as to commit or require the City or its Council to authorize or proceed with any specific capital project at any specific time.
- 1.6 The onus is on the Owner to produce evidence to the satisfaction of the City establishing that the Owner is entitled to an exemption under the provisions of this by-law.
- 1.7 Any reference in this By-law to any statute or regulation or any section of any statute or regulation shall, unless otherwise expressly stated, be deemed to be a reference to such statute, regulation or section as amended, restated or re-enacted from time to time and to any successor legislation or regulation. Any defined term in the Planning Act that has not been defined in this By-law, shall have the meaning given to it in the Planning Act.

2. **DESIGNATION OF SERVICES**

- 2.1. A Community Benefits Charge may be imposed in respect of the following:
 - (a) land for park or other public recreational purposes in excess of lands dedicated or provided cash-in-lieu payments under section 42 or 51.1 of the Planning Act.

- (b) services not provided under section 2(4) of the Development Charges Act, as amended, or any successor thereof.
- (c) capital costs for eligible development charges services that are not intended to be funded under the City's development charge by-law.

3. **APPLICATION OF BY-LAW RULES**

- 3.1. Community Benefits Charges shall be payable in the amounts set out in this By-law where:
 - (a) the lands are located in the area described in section 3.2; and
 - (b) the Development requires any of the approvals set out in section 3.4(a).

Area to Which By-law Applies

- 3.2. Subject to section 3.3, this By-law applies to all lands in the City.
- 3.3. This By-law shall not apply to lands that are owned by and used for the purposes of:
 - (a) the City or a Local Board;
 - (b) a Board of Education;

Approvals for Development

- 3.4 (a) A Community Benefits Charge may be imposed only with respect to development or redevelopment that requires:
 - (i) the passing of a Zoning By-Law or of an amendment to a Zoning By-Law under section 34 of the *Planning Act*;
 - (ii) the approval of a minor variance under section 45 of the *Planning Act*;

- (iii) a conveyance of land to which a by-law passed under subsection 50(7) of the *Planning Act* applies;
 - (iv) the approval of a plan of subdivision under section 51 of the *Planning Act*;
 - (v) a consent under section 53 of the *Planning Act*;
 - (vi) the approval of a description under section 9 of the *Condominium Act, 1998*, SO 1998, c 19, as amended, or any successor thereof; or
 - (vii) the issuing of a permit under the *Building Code Act, 1992* in relation to a building or structure.
- (b) Despite 3.4(a) above, a Community Benefits Charge may not be imposed with respect to:
- (i) development of a proposed building or structure with fewer than five storeys at or above ground;
 - (ii) development of a proposed building or structure with fewer than 10 residential units;
 - (iii) redevelopment of an existing building or structure that will have fewer than five storeys at or above ground after the redevelopment;
 - (iv) redevelopment that proposes to add fewer than 10 residential units to an existing building or structure; or
 - (v) such types of development or redevelopment as are Prescribed.

Exemptions

- 3.5 Notwithstanding the provisions of this By-law, Community Benefits Charges shall not be imposed with respect to:

- (a) Development or redevelopment of a building or structure intended for use as a long-term care home within the meaning of subsection 2 (1) of the Long-Term Care Homes Act, 2007, as amended or any successor legislation thereof;
- (b) Development or redevelopment of a building or structure intended for use as a retirement home within the meaning of subsection 2 (1) of the Retirement Homes Act, 2010, as amended or any successor legislation thereof;
- (c) Development or redevelopment of a building or structure intended for use by any of the following post-secondary institutions for the objects of the institution;
 - (i) a university in Ontario that receives direct, regular and ongoing operating funding from the Government of Ontario;
 - (ii) a college or university federated or affiliated with a university described in subparagraph (i);
 - (iii) an Indigenous Institute prescribed for the purposes of section 6 of the Indigenous Institutes Act, 2017, as amended or any successor legislation thereof;.
- (d) Development or redevelopment of a building or structure intended for use as a memorial home, clubhouse or athletic grounds by an Ontario branch of the Royal Canadian Legion.;
- (e) Development or redevelopment of a building or structure intended for use as a hospice to provide end of life care;
- (f) Development or redevelopment of a building or structure intended for use as residential premises by any of the following entities:
 - (i) a corporation to which the Not-for-Profit Corporations Act, 2010, as amended or any successor legislation thereof applies, that is in good

standing under that Act and whose primary object is to provide housing,

(ii) corporation without share capital to which the Canada Not-for-profit Corporations Act as amended or any successor legislation thereof applies, that is in good standing under that Act and whose primary object is to provide housing,

(iii) a non-profit housing co-operative that is in good standing under the Co-operative Corporations Act. O. Reg 509/20, s. 1, 8, as amended or any successor legislation thereof;

Amount of Charge

- 3.6 The amount of a Community Benefits Charge payable in any particular case shall be four (4) percent of the value of the land as of the Valuation Date.
- 3.7 Land referred to in this By-law means the extent of the Parcel or Parcels on which the Development or Redevelopment is occurring.
- 3.8 If a Development or Redevelopment consists of two or more above grade Buildings that will not be constructed concurrently and are anticipated to be completed at different times, each phase of the Development or Redevelopment is deemed to be a separate Development or Redevelopment for the purposes of this By-law including without limitation the calculation and payment of Community Benefits Charges. For the purposes of this subsection an above grade shared podium structure will not be considered part of a Building.
- 3.9 If a Development or Redevelopment is partially comprised of a use described in subsections 3.5 (Exemptions), the portion of the Development or Redevelopment comprised of such use will not be considered part of the Development or Redevelopment and only the portion of the Development or Redevelopment that does not contain a use described in subsections 3.5 (Exemption) will be considered for the determination of whether a Community Benefits Charge is payable pursuant to this By-law and the Community Benefit Charge otherwise

payable for the Development or Redevelopment will be reduced by an amount attributed to the value of the exempt portion of Development or Redevelopment.

- 3.10 No person shall construct a building on the land proposed for Development or Redevelopment unless,

(a) The payment required by the Community Benefits Charge By-law has been made or arrangements for the payment, including any in-kind contribution where permitted, that are satisfactory to Council have been made; and

(b) Any facilities, services or matters being provided in accordance with subsection 37(6) of the Act have been provided or arrangements for their provision that are satisfactory to Council have been made.

- 3.11 The Owner shall provide the City with an appraisal of the value land as of the valuation date, or dated within a period of one year preceding the valuation day.

- 3.12 If the City disputes the value of land identified in the owner's appraisal, then the City shall provide the owner with an appraisal of the value of the land as of the valuation date within the Prescribed time period of receiving the Owner's appraisal, and subsections 37(37) to (41) of the Planning Act apply.

In-Kind Contributions

- 3.13 The City may, in its sole discretion, allow an owner of land to provide to the municipality facilities, services or matters required because of development or redevelopment in the area to which the by-law applies, in return for a deduction from the Community Benefits Charges payable subject to the Owner and the City entering into an agreement on such terms and conditions satisfactory to the City.

- 3.14 Before the owner of land provides facilities, services or matters in accordance with subsection 3.13, the City shall advise the owner of land of the value that will be attributed to them.
- 3.15 The value attributed under subsection 3.14 shall be deducted from the amount the owner of land would otherwise be required to pay under this by-law. If the value attributed exceeds the Community Charges Benefits Charge payable, the excess value shall not be paid to the Owner providing the Facilities, Services or Matters and no credit shall be provided to the Owner. If the value attributed is less than the Community Benefits Charge payable, the Owner shall pay the difference to the City in accordance with section 3.6 herein.

Time of Payment of Community Benefits Charges

- 3.16 Community Benefits Charges imposed under this By-law are calculated, payable, and collected upon issuance of a Building Permit for the Development.
- 3.17 If a Development or Redevelopment is to be constructed in phases, each phase of the Development is deemed to be a separate Development or Redevelopment for the purposes of this by-law and the amount of the Community Benefit Charge for each phase will be 4% of the value of the land of that phase on the day before the first Building Permit for Development or Redevelopment of that phase is issued.

Interest on Refunds

- 3.18 If it is determined that a refund is required, the City shall pay interest on a refund under subsections 37 (28) and 37 (29) of the Act at a rate not less than the Prescribed minimum interest rate, from the day the amount was paid to the municipality to the day it is refunded.

4. SEVERABILITY

5. If, for any reason, any provision of this By-law is held to be invalid, it is hereby declared to be the intention of Council that all the remainder of this By-law shall continue in full force and effect until repealed, re-enacted, amended or modified.

6. **DATE BY-LAW IN FORCE**

- 6.1. This By-law shall come into force and effect on September 1, 2022.
- 6.2. This By-law shall apply to building permits issued on or after the day it is passed and in respect of Development or Redevelopment described in in this By-law.

Read and passed this _____ day of _____ 2022.

CLERK

MAYOR



Corporate Report City Council

Report from: Financial Management Services, Director

Report Date: June 2, 2022

Meeting Date: June 13, 2022

Report Number: FMS-099-2022

File: 10.57.28

Subject: 2023 Schedule of Rates and Fees Recommendations

Strategic Pillar: This report does not relate to the Strategic Plan

Recommendation (to be considered June 13, 2022)

That Report FMS-099-2022, regarding the 2023 Schedule of Rates and Fees, be referred to City Council for consideration of the Committee Recommendation after the public meeting on June 27, 2022, for which notice will be duly given.

Committee Recommendation (to be considered June 27, 2022)

That City Council approve the 2023 Schedule of Rates and Fees as recommended by the Budget Standing Committee; and

That fees created outside the annual rate and fee process be added to the next year's Schedule of Rates and Fees without a minimum inflation increase; and

That the starting inflation rate for all City fees be changed from the historical Common Core rate of inflation to the future estimated Total Inflation rate calculated by the City's bank (Scotiabank); and

That the City Clerk be directed to maintain the list of Rates and Fees for public inspection in the Legal and Clerks Services department; and

Further, that the City Solicitor be directed to prepare the necessary by-laws.

Report

At its meeting of May 25, 2022, the Budget Standing Committee received [Report FMS-B009-2022](#) (Appendix A), and approved the following motion:

That fees created outside the annual rate and fee process be added to the next year's Schedule of Rates and Fees without a minimum inflation increase; and

That the starting inflation rate for all City fees be changed from the historical Common Core rate of inflation to the future estimated Total Inflation rate calculated by the City's bank (Scotiabank); and

That the Budget Standing Committee approve the 2023 Schedule of Rates and Fees; and forward the same to Council on June 13, 2022 for consideration after the public meeting on June 27, 2022, for which notice will be duly given.

Prepared by

Sarah McWilliams
Council and Committee Coordinator

Submitted and Approved by

Kristine Douglas
Director of Financial Management Services / City Treasurer

Kristen Sullivan
Deputy Clerk

Appendix

- Appendix A – Report FMS-B009-2022, 2023 Schedule of Rates and Fees Recommendations



Corporate Report Budget Standing Committee

A

Report from: Financial Management Services, Administration

Report Date: April 28, 2022

Meeting Date: May 25, 2022

Report Number: FMS-B009-2022

File: 10.57.28

Subject: 2023 Schedule of Rates & Fees Recommendations

Recommendation

That fees created outside the annual rate and fee process be added to the next year Schedules of Rates and Fees without a minimum inflation increase; and

That the starting inflation rate for all City fees be changed from the historical Common Core rate of inflation to the future estimated Total Inflation rate calculated by the City's bank (Scotiabank); and

That the Budget Standing Committee approve the 2023 Schedule of Rates and Fees; and forward the same to Council on June 13, 2022 for consideration after the public meeting on June 27, 2022, for which notice will be duly given.

Summary

This report proposes two changes to the annual rate and fee process and provides a summary of changes to the 2023 Schedule of Rates and Fees.

The first recommended change is to have new fees which are created in the current year but outside the annual rate and fee process to be added to next year's Schedule of Rates and Fees at the original value without a minimum increase in inflation. The purpose of this recommendation is to allow staff the opportunity to ensure the fee is at an appropriate rate and to avoid possible administrative issues. The second recommended change is to set the starting inflation rate for all fees from the previous year's Common Core rate of inflation to the estimated Total Inflation rate calculated by the City's bank for the corresponding year.

As part of the summary of changes to the 2023 Schedule of Rates and Fees, all new and deleted fees are identified along with fees which have percentage changes differing significantly from the 2023 estimated Total Inflation rate.

For 2023, most fees have been adjusted by the 2023 estimated Total Inflation rate of 3.2%. In total there are 1,108 user fees being proposed. These fees consist of 11 new

fees, 23 fees to be removed and 30 fees differing by more than a half a percent from the 2023 estimated Total Inflation rate.

The revenue estimates included in this report assume the City will be open for business providing all programs and services without any fee waivers and operating at the pre-COVID-19 capacity.

Based on the assumptions and if approved, Staff estimates total user fee revenue should increase approximately \$385,700 in 2023.

Background

User Fees are charged by the City of St. Catharines for purchases of publicly provided goods and services. The rationale for charging fees is that those who distinctly benefit from a good or service should be the ones to pay for it. The legislation primarily governing user fees is Section 391 of the Municipal Act. The Municipal Act requires municipalities to keep a master list of their user fees (Schedule of Rates and Fees) and outlines policy and procedure considerations for establishing, reviewing and implementing user fees.

In October 2005, City Council delegated the review of the Schedule of Rates and Fees to the Ad Hoc Budget Committee. This development was further added to on May 9, 2011 when Council approved that Rates and Fees be presented for consideration and approval of Council prior to January 1st of each year.

In January 2015, the Budget Standing Committee approved Mayor Walter Sendzik's motion to expand the information provided to include:

- An executive summary of Rates and Fees changes
- Revenue implications
- Comparisons with similar municipalities

In September 2016, the Budget Standing Committee approved that future increases would be set at a minimum of the Common Core rate of inflation.

Report

The rate and fee process begins in early March each year with a draft list of fees being presented to Staff for review. Updates to the draft list of fees are presented to the Standing Budget Committee in May and usually by the end of July the list of fees has been reviewed by City Council which once approved becomes the official Schedule of Rates and Fees for next year.

Sometimes during this process new fees are created in the current year but are not part of next year's Schedule of Rates and Fees due to timing. This creates the issue of how the fee should be represented in the future year's Schedule of Rates and Fees given Council has already reviewed the fees. For simplicity, Staff are recommending fees created outside the rate and fee process will be added to the future year Schedule of Rates and Fees at the original value without a minimum increase for inflation. By

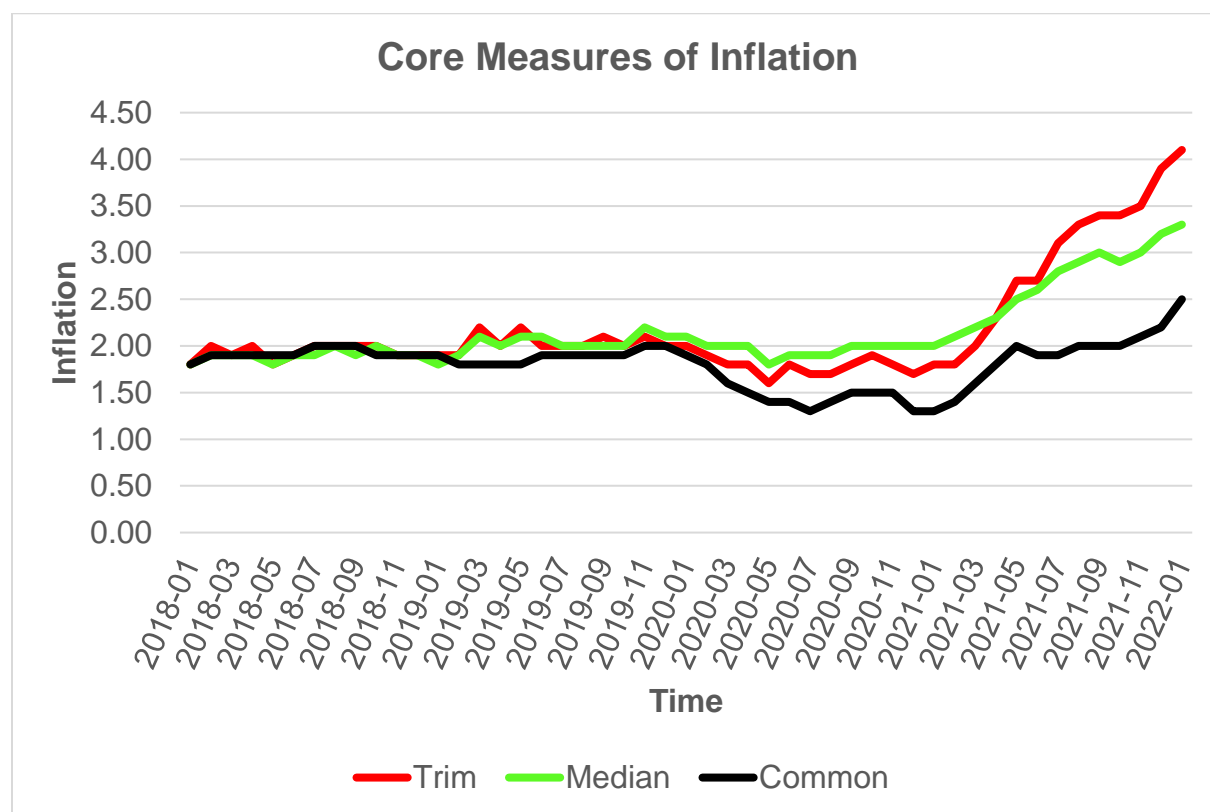
delaying any automatic application of inflation will allow staff the opportunity to ensure the fee is at an appropriate rate and avoid possible administrative issues.

Estimated Total Inflation

Since 2016 rates and fees have been provided to staff with a preset level of inflation equal to the previous year's Common Core rate of inflation. The Common Core rate of inflation is one of three metrics used by the Bank of Canada to guide monetary policy. The other core inflation metrics are known as Trim Core inflation and Median Core inflation.

In theory all three metrics should be relatively the same but during an evaluation the Bank of Canada acknowledged that all measures of inflation have limitations and consequently would continue to monitor a set of measures instead of a single measure which may have bias.

If we plot the three measures of core inflation over time, we see the range of inflation values is increasing and the Common Core rate of inflation is consistently skewed to a lower range of values.



Source: Bank of Canada

To address the limitation of the Common Core rate of inflation, Staff is recommending using the future estimated Total Inflation rate. The future estimated Total inflation rate is currently calculated by Scotiabank and represents the total basket of goods an average

family would purchase in Canada. Staff believes this measure is an improvement because the measure includes the cost of energy which is a cost the City is exposed to which is often either excluded or mitigated in the core measures of inflation. In addition, the estimated future Total inflation will match the time period when the rates and fees apply.

Summary of Changes

This report presents proposed changes to the Schedule of Rates and Fees for 2023. Staff review rates and fees annually and adjust fees based on the City's cost to deliver services, local market conditions, comparator municipal information and user demand.

Details to the changes in rates and fees are outlined in seven appendices in Table 1.

Table 1: Appendix Summary

Appendix	Topic
Appendix 1	A list of new fees proposed for 2023 and the impact on revenue by department or division.
Appendix 2	A list of existing fee changes greater than \$0.05 and outside the parameters of total inflation by more than a half percent.
Appendix 3	A list of fees to be removed in 2023.
Appendix 4	A list of existing fee changes and the impact on revenue.
Appendix 5	A list of new fees and fee changes greater than \$0.05, with a percentage change of 10% or more than inflation, compared to other municipalities.
Appendix 6	The Schedule of Rates and Fees except for the Cemetery and new fees (added once approved).
Appendix 7	The Schedule of Rates and Fees for the Cemetery.

For 2023, the City of St. Catharines is proposing 1,108 user fees. These fees consist of 11 new fees mainly to provide swim instructor courses no longer provided by the Red Cross Association and to remind payers of outstanding tax and water bills.

New fees may be created from reviewing fees charged by comparator municipalities. When a comparator Municipality is charging a fee for a similar good or service and the City is not charging a fee, a new fee is created. New fees may also be created to recover the cost of new equipment, technology or provided enhanced service to the public.

Appendix 2 provides a list of fee changes that are greater than \$0.05 and outside the range of estimated Total inflation by more than a half percent. Fees may also appear in appendix 2 if the rationale for the fee change is something other than a previous rounding policy.

The initial inflation rate used for the 2023 Schedule of Rates and Fees was 3.2%. The rate was calculated by the City's bank Scotiabank.

The majority (86.5%) of rates and fees, have changed within a range of between 2.5% and 3.5%. The percentage of rates and fees that have increased greater than 3.5% to 5% is 4.3% and 2.1% of fees are proposed to increase by greater than 5%.

Fees may increase by more than inflation if the fee has not been increased for a number of years, or the cost of providing the good or service is not being recovered. In addition, a fee may exceed estimated Total inflation if the average of comparator municipalities is significantly higher than the fee currently charged by the City. Details of how the City's existing fee changes measure to comparator municipalities can be found in Appendix 5.

For 2023, there are 23 fees being removed from the 2022 Schedule of Rates and Fees mostly due to the Red Cross Association no longer providing certain swimming courses, the Life Saving Society restructuring swimming courses, voter lists being free of charge in electronic format and existing stage and show mobile services being discontinued.

A complete list of the fees being recommended by staff for 2023 are included in appendices 1, 6 and 7.

Table 2: Fee Tally for 2023

Category	Number
Total Number of Fees in 2022	1,120
Total Number of Fees to be Removed for 2022	(23)
Total Number of Active Fees (excluding New Fees for 2023)	1,097
Total Number of New Fees for 2023	11
Total Number of Proposed Fees for 2023	1,108

By adopting all of the fee changes above, Staff estimates user fee revenue should increase by approximately \$385,700 (rounded down to nearest hundred). This estimate was obtained by multiplying the change in the fee (proposed 2023 fee before tax – 2022 fee before tax) by the forecasted quantities sold.

Table 3: Estimated Revenue for 2023

Category	Amount
Estimated Revenue Increase from Existing Fees	\$188,200
Estimated Revenue Increase from New Fees	\$197,500
Total Estimated Revenue Increase	\$385,700

Details regarding the forecasted revenue from new fees are included in Appendix 1 and revenue forecasted for existing fees in Appendix 4.

Community, Recreation and Culture Services (CRCS)

For 2023, Community, Recreation and Culture Services (CRCS) is proposing the creation of six new fees. Four of the fees are designed to replace swim instructor classes no longer provided by the Red Cross Association and Life Saving Society. The

remaining two fees are for special event staffing and a new membership category designed for children at the museum. While the swim instructor fees are new, no additional revenue is expected as the prices are lower than the Red Cross Association fees.

CRCS is recommending all but three existing fees increase by approximately 3.2%. Fees differing from the rate of inflation include two fees which are growing faster than the rate of inflation and one fee which is being decreased. The first fee growing faster than the rate of inflation is the Per Instructor Swim Fee which has been increased by 20.2% and is expected to generate \$285. The second fee growing faster than the rate of inflation is the Market Square Per Hour Surcharge fee which is increasing by 39.5%. The Market Square surcharge is implemented when staffing and additional resources are required to facilitate after hours bookings. The resulting fee increase has been made to reflect the actual cost incurred in offering the facility and is required for cost recovery. Overall, both fees are increasing above inflation to work toward greater cost recovery while remaining competitive.

The only fee decreasing is the Market Square Sunday Surcharge fee which is being decreased to remain competitive in the local market.

Based on the information available, existing fee revenue should increase by approximately \$20,380 in 2023.

Finally, CRCS is recommending the removal of 19 fees. Seven of the fees are related to either the Red Cross Association no longer providing certain swimming courses or the Life Saving Society restructuring swimming courses. Six fees are related to the Stage Rental and Show Mobile as these assets have reached the end of their useful life and are unsuitable for community rentals. Two fees are associated with Loonie swimming and are being replaced with free swim days. Finally, the Market Square Saturday Surcharge fee is being consolidated into the Monday to Saturday Surcharge fee.

Economic Development and Tourism Services (EDTS)

For 2023, Economic Development and Tourism Services (EDTS) is proposing the creation of one new fee associated with not-for-profit film permits. While the permit fee is new, no additional revenue is expected as the price represents a discount for not-for-profit film studios in comparison to the original film permit fee.

All remaining fees in EDTS are increasing approximately 3.2%. Based on the information available, existing fee revenue should increase by approximately \$93.

Engineering, Facilities and Environmental Services (EFES)

For 2023, Engineering, Facilities and Environmental Services (EFES) is proposing the creation of one new fee associated with private street name signs. The fee has been created to establish a uniform standard across private street signs. The impact of the new fee is expected to generate approximately \$2,500 in additional revenue.

For the remainder of the fees in EFES, the 3.2% inflation increase is being applied to all existing fees except for 12. Fees differing from the 3.2% inflation increase include seven fees which are growing faster than the rate of inflation to recover increasing constructions costs associated with sewers or because they have not been adjusted for a number of years like construction plan fees. Fees increasing less than the inflation rate have been kept at low levels to remain competitive in the local market.

Based on the information available, existing fee revenue should increase by approximately \$436 in 2023.

Financial Management Services (FMS)

For 2023, Financial Management Services (FMS) is proposing the creation of two new administrative fees associated with tax and water reminder notices. The new fees have been adopted by 50% of the City's comparator municipalities and has the objective of recovering costs associated with the administering and delivering the notices. The new fees are expected to generate approximately \$194,690 in additional revenue.

The 3.2% inflation increase is being applied to all existing fees. Based on the information available, existing fee revenue should increase approximately \$21,601 in 2023.

Fire Services (FS)

For 2023, Fires Services (FS) is not proposing the creation of any new fees but is proposing the removal of a free service involving open air burning permits in agricultural areas. Previously there was an open air burn permit fee in non-agricultural areas and after reviewing the processes and expenses of the agricultural areas, staff has determined by eliminating the free service a more balanced cost recovery methodology can be employed which ensures fairness in the application of the fee for the same activity.

The 3.2% inflation increase is being applied to all existing fees except for two emergency gas line response fees. The emergency gas line response fees are being increased by 19.0% each to reflect updates to the Ministry of Transportation fire apparatus cost. Expected incremental revenue from the emergency gas line response fees will be less than \$100.

Based on the information available, existing fee revenue should increase by approximately \$3,886 in 2023.

Legal and Clerks Services (LCS)

For 2023, Legal and Clerks Services (LCS) is not proposing the creation of any new fees but is recommending the removal of two fees. The fees are the Individual and Ward Voter Lists fees which are being removed because the department has moved to an electric format which is provided free of charge.

The 3.2% inflation increase is being applied to all existing fees except for seven fees which will not change from 2022. The fees differing from the rate of inflation include four fees associated with the Freedom of Information and Protection to Privacy Act which are mandated by provincial legislation and three fees associated with marriage licencing and ceremonies. The fees, Marriage Licence, Civil Marriage Ceremony and Staff Attendance at Rehearsal are not changing to remain competitive in the local market.

Based on the information available, existing fee revenue should increase by approximately \$12,379.

Municipal Works (MW)

For 2023, Municipal Works (MW) is not proposing the creation of any new fees or the removal of any existing fees. The 3.2% inflation increase is being applied to all existing fees. Based on the information available, existing fee revenue should increase by approximately \$25,622 in 2023.

Parking Services (PS)

For 2023, Parking Services (PS) is not proposing the creation of any new fees or the removal of any existing fees. The 3.2% core inflation increase is being applied to all existing fees except for 16 fees. All 16 fees are proposed to remain at the same price last year. The majority of the unchanged fees are related to either hourly or special event parking in the downtown core or parking in special provision areas.

Based on the information available, existing fee revenue should increase by approximately \$45,034 in 2023.

Planning and Building Services (PBS)

For 2023, Planning and Building Services (PBS) is proposing the creation of a new By-law Enforcement administrative fee. The administrative fee will be charged in matters of non-compliance where the City is required to remedy an issue by performing the work. The fee will be based on a percentage of the total cost of work performed and cannot be estimated at this time. This fee is meant to be a further deterrence and is anticipated to encourage voluntary compliance.

At present, the 3.2% inflation increase has been applied to all existing fees. However, following a Request for Proposals process, Watson and Associates have been retained to undertake a comprehensive fee review study to evaluate PBS workflows and implement fees that better represent fee for service delivery and a better cost recovery model. This study will begin in May and further amendments to the City's Rates and Fees By-law are anticipated for a January 2023 start. A separate public meeting will be held for this purpose and the Niagara Home Builders Association and Niagara Construction Association will be consulted during the study process. Based on the information available, existing fee revenue should increase by approximately \$18,629 in 2023. Further clarification will be provided to Council upon conclusion of the comprehensive fee review study.

Victoria Lawn Cemetery (VLC)

For 2023, the Victoria Lawn Cemetery (VLC) is not proposing the creation of any new fees or the removal of any existing fees. The 3.2% core inflation increase is being applied to all existing fees except for five fees. The fees are not being changed because the fees are controlled by the Ministry of Government and Consumer Services and they have not authorized an increase.

Most fees within City operations are rounded to the nearest \$0.05. Victoria Lawn Cemetery has a policy where most fees are rounded to the nearest dollar. This policy exists because most transactions are for several thousands of dollars and rounding to the nearest dollar simplifies billing.

Based on the information available, existing fee revenue should increase by approximately \$40,230 (rounded to nearest hundred) in 2023.

All departments and divisions have provided an estimate of the increase in expected revenue for 2023, by adopting all of the fee changes above, Staff estimates user fee revenue should generate an additional \$385,700.

Financial Implications

As stated previously, if all items are approved for 2023, the City of St. Catharines will have 1,108 user fees. These fees will consist of 11 new fees and 23 fees to be removed. There will be an estimated \$197,500 in new revenue and approximately \$188,200 generated in additional revenue from existing fee increases. Overall, these changes are estimated to increase revenue by approximately \$385,700.

Conclusion

Staff are recommending two amendments to the rate and fee process to address administrative issues and a growing bias in the Common Core rate of inflation measure.

The first amendment is to have new fees created outside the annual rate and fee process be added to the next year's Schedules of Rates and Fees without a minimum inflation increase. The second amendment is to have the starting inflation rate for all City fees be changed from the historical Common Core rate of inflation to the future estimated Total inflation rate calculated by the City's bank (Scotiabank).

In addition, Staff recommends the 2023 Schedule of Rates and Fees be accepted and the Budget Standing Committee approve the proposed fee changes as indicated in Appendix 1, 3, 6 and 7.

Implementing the proposed changes to rates and fees in this report would allow for sustaining or improved cost recovery for our programs and services. Many of the fee recommendations in this report are intended to maximize revenue while taking into account changes in demand, cost and our goal of realigning our fee structure to be closer to our comparable municipalities.

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Appendices

- Appendix 1 - Proposed New Fees 2023
- Appendix 2 – Proposed Rates and Fees Outside Inflation (Fee Change is Greater than \$0.05 and Outside 3.2% +/- 0.5%)
- Appendix 3 – Proposed Fees to be Removed for 2023
- Appendix 4 – Estimated Revenue Generation - Existing Fees
- Appendix 5 – Municipal Comparators
- Appendix 6 – Proposed Rates and Fees 2023
- Appendix 7 – Proposed Rates and Fees 2023 - Cemetery

Proposed New and Amended Fees 2023

Reference	Fee Title	Department or Division	Unit of Measure	Fee	Tax	Total Fee before Surcharges	Estimated Quantity Sold per	Estimated Revenue before Tax
1	Swim Instructor - Lifesaving Society	CRCS	Per Course	\$135.00	\$17.55	\$152.55	32	Amended Existing Fee No New Revenue
2	Lifesaving Instructor - Lifesaving Society	CRCS	Per Course	\$166.02	\$21.58	\$187.60	32	Amended Existing Fee No New Revenue
3	Swim Instructor and Lifesaving Instructor	CRCS	Per Course	\$280.00	\$36.40	\$316.40	32	Amended Existing Fee No New Revenue
4	Lifesaving Swimmer 5-6	CRCS	Per Class	\$7.95	\$0.00	\$7.95	450	Amended Existing Fee No New Revenue
5	Museum Kids Subscription Box	CRCS	Flat Fee	\$40.00	\$5.20	\$45.20	10	\$400
6	Special Event Staffing Fee	CRCS	Per Event	-	-	Job Specific Costing	1	-
Community, Recreation and Culture Services: Estimated New Fees Revenue Subtotal								\$400
7	Not for Profit Film Permit Fee	EDTS	Flat Fee	\$25.00	\$3.25	\$28.25	1	New Discounted Fee No New Revenue
Economic Development and Tourism Services: Estimated New Fees Revenue Subtotal								\$0
8	Private Street Name Sign	EFES	Flat Fee	\$250.00	\$32.50	\$282.50	\$10.00	\$2,500
Engineering, Facilities and Environmental Services : Estimated New Fees Revenue Subtotal								\$2,500
9	Tax Reminder Fee	FMS	Per Roll Number	\$4.42	\$0.58	\$5.00	24,000	\$106,195

Proposed New and Amended Fees 2023

Reference	Fee Title	Department or Division	Unit of Measure	Fee	Tax	Total Fee before Surcharges	Estimated Quantity Sold per	Estimated Revenue before Tax
10	Water Reminder Fee	FMS	Per Account	\$4.42	\$0.58	\$5.00	20,000	\$88,496

Financial Management Services: Estimated New Fees Revenue Subtotal \$194,690

11	By-law Enforcement Admin Fee	PBS	Flat Fee	-	-	Job Specific Costing	50	-
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Economic Development and Tourism Services: Estimated New Fees Revenue Subtotal -

Estimated Revenue Increase from New Fees	\$197,500
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Proposed Rates and Fees Outside of Inflation - Fee Change is Greater than \$0.05 and Outside 3.2% +/- 0.5%

Fee ID	Fee Title	Department ID	2023 Fee before Surcharges	2022 Fee before Surcharges	Percentage Change	Rational
219,000	Carousel Ride	CRCS	\$0.05	\$0.05	0.0%	8. Fee increase is less than estimated total inflation because contractual or external agency reasons prevent an
164,000	Per Instructor (1 instructor per 8 children)	CRCS	\$18.45	\$15.35	20.2%	6. Fee increase exceeds estimated total inflation because we are working toward cost recovery while remaining
278,000	Market Square: Per Hour Surcharge - Monday to Saturday	CRCS	\$38.65	\$27.70	39.5%	6. Fee increase exceeds estimated total inflation because we are working toward cost recovery while remaining
280,000	Market Square: Per Hour Surcharge - Sunday	CRCS	\$51.55	\$55.45	-7.0%	10. Fee increase is less than estimated total inflation to remain competitive in the local market
588,000	Storm Sewers Excluding Laterals	EFES	\$700.00	\$562.65	24.4%	2. Fee increase exceeds estimated total inflation because there is an increase in a cost element above inflation
589,000	Sanitary Sewer Including Laterals	EFES	\$700.00	\$586.40	19.4%	2. Fee increase exceeds estimated total inflation because there is an increase in a cost element above inflation
590,000	Watermain Excluding Services	EFES	\$579.20	\$579.20	0.0%	10. Fee increase is less than estimated total inflation to remain competitive in the local market
591,000	Roads and Drainage Improvements on Local Streets, assuming existing Storm Sewers	EFES	\$456.00	\$454.05	0.4%	10. Fee increase is less than estimated total inflation to remain competitive in the local market
592,000	Roads and Drainage Improvements on Local Streets, including Storm Sewers and	EFES	\$973.00	\$877.05	10.9%	2. Fee increase exceeds estimated total inflation because there is an increase in a cost element above inflation
593,000	Concrete Sidewalk on Low Traffic Local Streets	EFES	\$252.40	\$252.40	0.0%	10. Fee increase is less than estimated total inflation to remain competitive in the local market
594,000	100 mm Storm Lateral	EFES	\$5,100.00	\$4,638.75	9.9%	2. Fee increase exceeds estimated total inflation because there is an increase in a cost element above inflation
595,000	100 mm Sanitary Lateral	EFES	\$7,363.05	\$7,363.05	0.0%	10. Fee increase is less than estimated total inflation to remain competitive in the local market
596,000	25 mm Water Service	EFES	\$6,126.10	\$6,126.10	0.0%	10. Fee increase is less than estimated total inflation to remain competitive in the local market
602,000	Construction Plans and Specifications - Small-Medium	EFES	\$70.00	\$41.35	69.3%	3. Fee increase exceeds estimated total inflation because the fee has not been increased for at least 5 years

Proposed Rates and Fees Outside of Inflation - Fee Change is Greater than \$0.05 and Outside 3.2% +/- 0.5%

Fee ID	Fee Title	Department ID	2023 Fee before Surcharges	2022 Fee before Surcharges	Percentage Change	Rational
603,000	Construction Plans and Specifications - Large	EFES	\$150.00	\$82.70	81.4%	3. Fee increase exceeds estimated total inflation because the fee has not been increased for at least 5 years
604,000	Construction Plans and Specifications - Very Large	EFES	\$200.00	\$134.45	48.8%	3. Fee increase exceeds estimated total inflation because the fee has not been increased for at least 5 years
815,000	Emergency Gas Line Response 1st hour or part thereof per apparatus *Fee is equal to hourly	FS	\$576.15	\$484.15	19.0%	6. Fee increase exceeds estimated total inflation because we are working toward cost recovery while remaining competitive
816,000	Emergency Gas Line Response each additional 1/2 hour per apparatus *Fee is equal to half hour MTO rate	FS	\$288.05	\$242.10	19.0%	6. Fee increase exceeds estimated total inflation because we are working toward cost recovery while remaining competitive
833,000	Freedom of Information - Application Fee	LCS	\$5.00	\$5.00	0.0%	8. Fee increase is less than estimated total inflation because contractual or external agency reasons prevent an
834,000	Freedom of Information - Photocopies	LCS	\$0.20	\$0.20	0.0%	8. Fee increase is less than estimated total inflation because contractual or external agency reasons prevent an
835,000	Freedom of Information - Manual search	LCS	\$7.50	\$7.50	0.0%	8. Fee increase is less than estimated total inflation because contractual or external agency reasons prevent an
836,000	Freedom of Information - Preparing a record for disclosure	LCS	\$7.50	\$7.50	0.0%	8. Fee increase is less than estimated total inflation because contractual or external agency reasons prevent an
910,000	Marriage Licences	LCS	\$160.00	\$158.25	1.1%	9. Fee increase is less than estimated total inflation because the fee is above the comparator average
911,000	Civil Marriage Ceremony	LCS	\$316.45	\$316.45	0.0%	10. Fee increase is less than estimated total inflation to remain competitive in the local market
916,000	Staff Attendance at Rehearsal	LCS	\$100.00	\$100.00	0.0%	10. Fee increase is less than estimated total inflation to remain competitive in the local market
2,070,000	Setting Of Marker: Over 14" x 24" - Setting are and Maintenance *	VLC	\$113.00	\$113.00	0.0%	8. Fee increase is less than estimated total inflation because contractual or external agency reasons prevent an
2,073,000	Setting Of Marker: 12" x 18" to 14" x 24" - Care and Maintenance *	VLC	\$113.00	\$113.00	0.0%	8. Fee increase is less than estimated total inflation because contractual or external agency reasons prevent an

Proposed Rates and Fees Outside of Inflation - Fee Change is Greater than \$0.05 and Outside 3.2% +/- 0.5%

Fee ID	Fee Title	Department ID	2023 Fee before Surcharges	2022 Fee before Surcharges	Percentage Change	Rational
2,078,000	Under 12" x 18" (over 439.42 square cent.) - Care and Maintenance	VLC	\$113.00	\$113.00	0.0%	8. Fee increase is less than estimated total inflation because contractual or external agency reasons prevent an increase
2,085,000	Upright Monuments up to 48" High and up to 48" Long Including Base	VLC	\$226.00	\$226.00	0.0%	8. Fee increase is less than estimated total inflation because contractual or external agency reasons prevent an
2,086,000	Upright Monuments Over 48" High or over 48" Long Including Base	VLC	\$452.00	\$452.00	0.0%	8. Fee increase is less than estimated total inflation because contractual or external agency reasons prevent an

Proposed Fees to be Removed for 2023

Fee ID	Fee Title	Department or Division	Total Fee Paid by Customer
28,000	Red Cross Preschool and Swim Kids Level 1-6 and Camp Activity Lesson at outdoor pools	CRCS	\$6.95
30,000	Level 7-10, Swim Patrol and Jr. Lifeguard Club at outdoor pools	CRCS	\$7.75
51,000	CPR Recertified	CRCS	\$44.85
53,000	Instructor Renewal	CRCS	\$90.40
54,000	Red Cross Water Safety Instructor (WSI) with High Five Certification	CRCS	\$529.95
55,000	Lifesaving Society, Bronze Family Instructor	CRCS	\$196.40
56,000	Lifesaving Society Instructor Transfer Course	CRCS	\$196.40
66,000	Loonie Swim	CRCS	\$1.00
83,000	Loonie Swim	CRCS	\$1.00
85,000	Day Entry - Large Pool: Day Camp Leisure Swim Child	CRCS	\$2.20
86,000	Day Entry - Large Pool: Day Camp Lesson Child	CRCS	\$5.35
279,000	Per Hour Surcharge - Saturday	CRCS	\$41.70
281,000	Per Hour Surcharge - Application Fee Per Booking	CRCS	\$61.65
339,000	Portable Plywood Stage Rental	CRCS	\$259.90
340,000	Portable Stage delivery charge	CRCS	\$652.95

Proposed Fees to be Removed for 2023

Fee ID	Fee Title	Department or Division	Total Fee Paid by Customer
345,000	Showmobile - City Community Non-profit Groups - Weekday	CRCS	\$650.80
346,000	Showmobile - City Community Non-profit Groups - Weekend and Stat Holidays	CRCS	\$969.30
349,000	Showmobile - Commercial/Community - Weekday	CRCS	\$1,268.55
350,000	Showmobile - Commercial/Community - Weekend and Stat Holidays	CRCS	\$1,899.05
800,000	Open Air Burning – Permit Application (Agricultural Fire)	FS	\$0.00
842,000	Voter's List - individual	LCS	\$10.90
843,000	Voter's List - Set (All Wards)	LCS	\$65.40
1,452,000	Heritage Permit Application Fee	PBS	\$263.50

Estimated Revenue Generation - Existing Fees

Fee ID	Fee Title	Department or Division	Proposed 2023 Rate without taxes	2022 Rate without taxes	Change in Rate	Estimated Quantity Sold	Estimated Revenue
2,000	Administration Fee	CRCS	\$11.33	\$10.97	\$0.35	170	\$60.18
3,000	Replacement Receipt Fee	CRCS	\$5.66	\$5.49	\$0.18	12	\$2.12
6,000	Play Cards (Valid for 12 Entries) - Children	CRCS	\$30.45	\$29.50	\$0.95	105	\$99.75
7,000	Play Cards (Valid for 12 Entries) - Youth	CRCS	\$30.13	\$29.20	\$0.93	20	\$18.58
8,000	Play Cards (Valid for 12 Entries) - Older Adult	CRCS	\$31.50	\$30.53	\$0.97	260	\$253.10
9,000	Play Cards (Valid for 12 Entries) - Adult	CRCS	\$41.55	\$40.27	\$1.28	367	\$470.93
10,000	Play Cards (Valid for 12 Entries) - Family	CRCS	\$109.60	\$106.19	\$3.41	16	\$54.51
21,000	Dynamite Drop-in Lessons	CRCS	\$5.50	\$5.35	\$0.15	647	\$97.05
22,000	Dynamite Drop-in Play Card	CRCS	\$27.40	\$26.65	\$0.75	161	\$120.75
23,000	Adult Water Safety Lessons	CRCS	\$8.81	\$8.54	\$0.27	367	\$97.43
24,000	Teen Water Safety Lessons	CRCS	\$8.05	\$7.79	\$0.27	459	\$121.86
27,000	Lifesaving Preschool and Swimmer Level 1-4	CRCS	\$7.50	\$7.25	\$0.25	21,606	\$5,401.50
29,000	Swim Patrol and Jr. Lifeguard Club at Kiwanis Aquatics	CRCS	\$8.25	\$8.00	\$0.25	3,410	\$852.50
33,000	Private Instruction - Child	CRCS	\$26.45	\$25.65	\$0.80	1,563	\$1,250.40
36,000	Semi Private Instruction - Child	CRCS	\$18.60	\$18.00	\$0.60	241	\$144.60

Estimated Revenue Generation - Existing Fees

Fee ID	Fee Title	Department or Division	Proposed 2023 Rate without taxes	2022 Rate without taxes	Change in Rate	Estimated Quantity Sold	Estimated Revenue
39,000	W'ittle Water Works	CRCS	\$7.75	\$7.50	\$0.25	16	\$4.00
43,000	Bronze Medallion	CRCS	\$156.19	\$151.37	\$4.82	37	\$178.45
44,000	Bronze Star	CRCS	\$82.92	\$80.35	\$2.57	16	\$41.06
45,000	Bronze Cross	CRCS	\$112.26	\$108.76	\$3.50	24	\$83.89
46,000	National Lifeguard Service	CRCS	\$278.14	\$269.51	\$8.63	23	\$198.45
47,000	National Lifeguard Saving Recertification	CRCS	\$78.05	\$75.62	\$2.43	33	\$80.31
49,000	Standard First Aid	CRCS	\$112.61	\$109.12	\$3.50	23	\$80.40
50,000	Standard First Aid Recertified	CRCS	\$68.32	\$66.19	\$2.12	20	\$42.48
61,000	Day Entry - Large Pool or Arena - Children	CRCS	\$3.05	\$2.95	\$0.10	4,056	\$405.60
62,000	Day Entry - Large Pool or Arena - Youth	CRCS	\$3.01	\$2.92	\$0.09	296	\$26.19
63,000	Day Entry - Large Pool or Arena - Older Adult	CRCS	\$3.14	\$3.05	\$0.09	2,187	\$193.54
64,000	Day Entry - Large Pool or Arena - Adult	CRCS	\$4.16	\$4.03	\$0.13	4,878	\$647.52
65,000	Day Entry - Large Pool or Arena - Family	CRCS	\$10.97	\$10.62	\$0.35	932	\$329.91
67,000	Day Camp Leisure Swim Child	CRCS	\$2.25	\$2.20	\$0.05	1,436	\$71.80
71,000	Women Only Swimming Adult	CRCS	\$7.08	\$6.86	\$0.22	225	\$49.78

Estimated Revenue Generation - Existing Fees

Fee ID	Fee Title	Department or Division	Proposed 2023 Rate without taxes	2022 Rate without taxes	Change in Rate	Estimated Quantity Sold	Estimated Revenue
72,000	Women Only Swimming Child	CRCS	\$4.30	\$4.15	\$0.15	65	\$9.75
91,000	Children - 3 Month Pass	CRCS	\$45.90	\$43.70	\$2.20	7	\$15.40
92,000	Children - 6 Month Pass	CRCS	\$71.80	\$69.55	\$2.25	8	\$18.00
95,000	Youth - 3 Month Pass	CRCS	\$54.65	\$52.96	\$1.68	4	\$6.73
99,000	Older Adult - 3 Month Pass	CRCS	\$46.50	\$45.04	\$1.46	45	\$65.71
100,000	Older Adult - 6 Month Pass	CRCS	\$74.47	\$72.17	\$2.30	4	\$9.20
101,000	Older Adult - One Year	CRCS	\$93.63	\$90.71	\$2.92	263	\$768.05
104,000	Adult - 3 Month Pass	CRCS	\$73.45	\$71.19	\$2.26	50	\$112.83
105,000	Adult - 6 Month Pass	CRCS	\$124.38	\$120.53	\$3.85	5	\$19.25
106,000	Adult - One Year	CRCS	\$156.81	\$151.95	\$4.87	125	\$608.41
109,000	Family - 3 Month Pass	CRCS	\$197.70	\$191.55	\$6.15	5	\$30.75
110,000	Family - 6 Month Pass	CRCS	\$329.42	\$319.20	\$10.22	5	\$51.11
114,000	Summer Leisure Swim, Skate and Swim Activity Pass - Children	CRCS	\$33.85	\$32.80	\$1.05	5	\$5.25
116,000	Summer Leisure Swim, Skate and Swim Activity Pass - Older Adult	CRCS	\$34.12	\$33.05	\$1.06	2	\$2.12
118,000	Summer Leisure Swim, Skate and Swim Activity Pass - Family	CRCS	\$126.46	\$122.52	\$3.94	1	\$3.94

Estimated Revenue Generation - Existing Fees

Fee ID	Fee Title	Department or Division	Proposed 2023 Rate without taxes	2022 Rate without taxes	Change in Rate	Estimated Quantity Sold	Estimated Revenue
123,000	Adult - Pay As You Go Fitness	CRCS	\$6.64	\$6.42	\$0.22	215	\$47.57
124,000	Adult - Clip Card Fitness - 12 Visits	CRCS	\$66.19	\$64.16	\$2.04	46	\$93.63
125,000	Adult - 3 Month Fitness Pass	CRCS	\$154.47	\$149.69	\$4.78	13	\$62.12
126,000	Adult - 6 Month Fitness Pass	CRCS	\$286.55	\$277.65	\$8.89	169	\$1,503.05
131,000	Older Adult - Pay As You Go Fitness	CRCS	\$4.38	\$4.25	\$0.13	1,175	\$155.97
132,000	Older Adult - Clip Card Fitness - 12 Visits	CRCS	\$43.85	\$42.48	\$1.37	768	\$1,053.45
133,000	Older Adult - 3 Month Fitness Pass	CRCS	\$94.51	\$91.59	\$2.92	167	\$487.70
134,000	Older Adult - 6 Month Fitness Pass	CRCS	\$176.55	\$171.06	\$5.49	69	\$378.58
140,000	Lost Swim Pass Replacement Fee (available only with proof of payment)	CRCS	\$5.97	\$5.80	\$0.18	6	\$1.06
144,000	Additional Lifeguard Fee	CRCS	\$17.70	\$17.17	\$0.53	5	\$2.65
174,000	1 Lane Rental, per hour, 10 people maximum	CRCS	\$12.43	\$12.04	\$0.40	315	\$125.44
228,000	Large Gym/Hall Rental (Capacity of Over 150)	CRCS	\$48.81	\$47.30	\$1.50	57	\$85.75
231,000	Large Meeting Rooms (Capacity of 56 to 150)	CRCS	\$34.16	\$33.10	\$1.06	20	\$21.24
234,000	Small Meeting Rooms (Capacity of 55 or less)	CRCS	\$21.46	\$20.80	\$0.66	12	\$7.96
291,000	Up to 100 mm caliber	CRCS	\$647.04	\$626.99	\$20.04	2	\$40.09

Estimated Revenue Generation - Existing Fees

Fee ID	Fee Title	Department or Division	Proposed 2023 Rate without taxes	2022 Rate without taxes	Change in Rate	Estimated Quantity Sold	Estimated Revenue
295,000	Memorial Tree	CRCS	\$651.95	\$631.75	\$20.20	20	\$404.00
298,000	Port Dalhousie Style	CRCS	\$3,717.20	\$3,601.95	\$115.25	3	\$345.75
299,000	Parkway Style	CRCS	\$2,774.00	\$2,688.00	\$86.00	10	\$860.00
301,000	Maglin Bench	CRCS	\$2,774.00	\$2,688.00	\$86.00	2	\$172.00
304,000	1 Pot	CRCS	\$80.00	\$77.52	\$2.48	35	\$86.73
305,000	2 Pots	CRCS	\$150.31	\$145.66	\$4.65	25	\$116.15
306,000	3 Pots	CRCS	\$209.82	\$203.32	\$6.50	10	\$65.04
307,000	4 Pots	CRCS	\$259.60	\$251.55	\$8.05	5	\$40.27
437,000	Adult Program 18 years + (per hour, per class)	CRCS	\$8.81	\$8.54	\$0.27	900	\$238.94
438,000	Adult Single Entry	CRCS	\$4.16	\$4.03	\$0.13	200	\$26.55
441,000	Children's Program, (0-14 years) (per hour, per class)	CRCS	\$6.60	\$6.40	\$0.20	2,700	\$540.00
442,000	Child Single Entry	CRCS	\$3.05	\$2.95	\$0.10	20	\$2.00
445,000	Youth Program, (15 - 17 years) (per hour, per class)	CRCS	\$6.86	\$6.64	\$0.22	10	\$2.21
452,000	Purchased January 1 to March 31	CRCS	\$51.95	\$50.35	\$1.59	100	\$159.29
461,000	Family Programs - Family - Single Entry	CRCS	\$10.97	\$10.62	\$0.35	5	\$1.77

Estimated Revenue Generation - Existing Fees

Fee ID	Fee Title	Department or Division	Proposed 2023 Rate without taxes	2022 Rate without taxes	Change in Rate	Estimated Quantity Sold	Estimated Revenue
473,005	Membership (Unlimited Use) May 1 to October 31 - Older Adult	CRCS	\$38.50	\$37.30	\$1.19	15	\$17.92
477,005	Older Adult (September - October 31)	CRCS	\$11.95	\$11.59	\$0.35	15	\$5.31
896,000	Events of Municipal Significance with SOP	CRCS	\$41.90	\$40.60	\$1.30	19	\$24.70
Subtotal: Community, Recreation and Culture Services							\$20,380
583,000	Film Permit Fee	EDTS	\$53.27	\$51.64	\$1.64	3	\$4.91
584,000	Advanced seminar / webinar fee	EDTS	\$13.72	\$13.27	\$0.44	200	\$88.50
Subtotal: Economic Development and Tourism Services							\$93
607,000	Environmental Audit Review	EFES	\$109.60	\$106.19	\$3.41	15	\$51.11
608,000	Non-Potable Water Letter	EFES	\$91.33	\$88.50	\$2.83	10	\$28.32
640,000	Encroachment Agreements	EFES	\$298.89	\$289.65	\$9.25	2	\$18.50
644,000	Paper / magazine vending box	EFES	\$14.20	\$13.76	\$0.44	1	\$0.44
645,000	Road Allowance Occupancy / Cut Permit	EFES	\$113.36	\$109.87	\$3.50	10	\$34.96
646,000	Street Banner Fee	EFES	\$163.27	\$158.23	\$5.04	35	\$176.55

Estimated Revenue Generation - Existing Fees

Fee ID	Fee Title	Department or Division	Proposed 2023 Rate without taxes	2022 Rate without taxes	Change in Rate	Estimated Quantity Sold	Estimated Revenue
649,000	Municipal Consent Permit	EFES	\$142.39	\$137.96	\$4.42	2	\$8.85
653,000	Road Closure - For Profit Special Event	EFES	\$551.45	\$534.35	\$17.10	3	\$51.30
654,000	Road Closure - Not-for-Profit Special Event	EFES	\$275.70	\$267.15	\$8.55	2	\$17.10
669,000	Sidewalk Patio Application	EFES	\$393.15	\$380.95	\$12.20	4	\$48.80
Subtotal: Engineering, Facilities and Environmental Services							\$436
694,000	Sale by Tender	FMS	\$2,026.85	\$1,964.00	\$62.85	100	\$6,285.00
697,000	Tax Sale Registration Recovery Service Fees Internal Staff	FMS	\$516.00	\$500.00	\$16.00	35	\$560.00
706,000	Property Tax Account Administration Fee	FMS	\$41.30	\$40.00	\$1.30	2,800	\$3,640.00
707,000	Online Tax Certificates	FMS	\$90.70	\$87.90	\$2.80	600	\$1,680.00
708,000	Set up New Roll Number	FMS	\$47.88	\$46.37	\$1.50	250	\$376.11
711,000	Fee on Interim and Final Payment Listing	FMS	\$16.90	\$16.40	\$0.50	10,500	\$5,250.00
715,000	35 Day Meter Test Data Fee	FMS	\$53.35	\$51.70	\$1.65	50	\$82.50
716,000	Fee to deliver water shut off notices	FMS	\$23.98	\$23.23	\$0.75	700	\$526.55
717,000	Final Demand / Non-Compliance Fee	FMS	\$19.96	\$19.34	\$0.62	2,000	\$1,238.94

Estimated Revenue Generation - Existing Fees

Fee ID	Fee Title	Department or Division	Proposed 2023 Rate without taxes	2022 Rate without taxes	Change in Rate	Estimated Quantity Sold	Estimated Revenue
718,000	Refund credit balances on account	FMS	\$23.98	\$23.23	\$0.75	250	\$188.05
719,000	Setup New Water Account	FMS	\$47.88	\$46.37	\$1.50	250	\$376.11
720,000	Transfer Incorrect payments from accounts	FMS	\$23.98	\$23.23	\$0.75	250	\$188.05
723,000	Water Certificates	FMS	\$61.42	\$59.51	\$1.90	636	\$1,210.09
Subtotal: Financial Management Services							\$21,601
730,000	Fire Regulaton Compliance Letter (Insurance report, records search)	FS	\$124.56	\$120.71	\$3.85	71	\$273.32
736,000	Residential - Single Family Dwelling (Home Share Programs)	FS	\$162.65	\$157.61	\$5.04	4	\$20.18
739,000	Legalized Marijuana Grow Ops Inspection first 185.81 m2 (2,000 ft2)	FS	\$398.58	\$386.24	\$12.35	3	\$37.04
741,000	Residential - Duplex	FS	\$274.03	\$265.53	\$8.50	3	\$25.49
742,000	Residential 3 to 6 units	FS	\$423.54	\$410.40	\$13.14	2	\$26.28
747,000	First 450m² (5,000 sq ft)	FS	\$398.58	\$386.24	\$12.35	2	\$24.69
748,000	Each additional 450 m2 (5,000 sq ft)	FS	\$52.79	\$51.15	\$1.64	2	\$3.27
759,000	Including AGCO (Alcohol & Gaming Commission of Ontario) Inspection up to 150 persons	FS	\$398.58	\$386.24	\$12.35	9	\$111.11

Estimated Revenue Generation - Existing Fees

Fee ID	Fee Title	Department or Division	Proposed 2023 Rate without taxes	2022 Rate without taxes	Change in Rate	Estimated Quantity Sold	Estimated Revenue
760,000	Including AGCO Inspection over 150 persons	FS	\$458.32	\$444.12	\$14.20	2	\$28.41
764,000	Mixed Commercial/Residential Building - (1 Comm. with 5 Apt.)	FS	\$458.32	\$444.12	\$14.20	2	\$28.41
773,000	Private Home Day Care Inspection - 5 children or less	FS	\$162.65	\$157.61	\$5.04	13	\$65.58
774,000	Day Care Centers - More than 5 children	FS	\$398.58	\$386.24	\$12.35	5	\$61.73
776,000	Business License Inspection Fee	FS	\$81.37	\$78.85	\$2.52	57	\$143.76
777,000	Inspection Fee Per Hour Outside Normal Working Hours - (Actual Application Fee to be added to this amount)	FS	\$40.71	\$39.42	\$1.28	5	\$6.42
778,000	Rooming Boarding and Lodging	FS	\$325.35	\$315.27	\$10.09	5	\$50.44
783,000	Fire Prevention Officers Request for Assistance	FS	\$81.37	\$78.85	\$2.52	2	\$5.04
785,000	Smoke Alarm - Long Life Lithium Powers	FS	\$32.92	\$31.90	\$1.02	48	\$48.85
787,000	Carbon Monoxide Alarm - Lithium	FS	\$37.88	\$36.68	\$1.19	39	\$46.59
788,000	Carbon Monoxide /Smoke Alarm - Lithium	FS	\$47.83	\$46.33	\$1.50	108	\$162.48
791,000	Fire Extinguisher Tudor Rental - min. 1/2 day (4 hrs.)	FS	\$353.50	\$342.52	\$10.97	4	\$43.89
792,000	Fire Extinguisher Tudor Rental - full day - max 8 hrs.	FS	\$678.85	\$657.79	\$21.06	2	\$42.12
793,000	Fire Inspection with Violations and/or Re-inspections	FS	\$176.28	\$170.80	\$5.49	1	\$5.49

Estimated Revenue Generation - Existing Fees

Fee ID	Fee Title	Department or Division	Proposed 2023 Rate without taxes	2022 Rate without taxes	Change in Rate	Estimated Quantity Sold	Estimated Revenue
794,000	Fire Safety Plan Review	FS	\$176.28	\$170.80	\$5.49	2	\$10.97
795,000	Vulnerable Occupancy 2nd and Subsequent Fire Drill	FS	\$325.35	\$315.27	\$10.09	5	\$50.44
796,000	Life Safety Study, Alternative Solutions Submittal & Ontario Fire Code Part 4 Audit Submittal	FS	\$244.03	\$236.46	\$7.57	6	\$45.40
798,000	Display Fireworks Approval	FS	\$299.65	\$290.35	\$9.29	2	\$18.58
799,000	Consumer Fireworks Sales Permit	FS	\$325.35	\$315.27	\$10.09	1	\$10.09
801,000	Open Air Burning - Permit Application Agricultural Fire	FS	\$193.89	\$187.88	\$6.02	3	\$18.05
802,000	Improper Burn - minimum charge to extinguish Fire (not in conformance with By-law) or While Prohibited (e.g. Ban)	FS	\$500.50	\$485.00	\$15.50	13	\$201.50
804,000	Preventable False Alarms - 3 vehicles 2nd false alarm within 12 month calendar	FS	\$1,501.55	\$1,455.00	\$46.55	47	\$2,187.85
807,000	Fire Safety Plan - Translation to / from English	FS	\$79.69	\$77.21	\$2.48	2	\$4.96
815,000	Emergency Gas Line Response 1st hour or part thereof per apparatus *Fee is equal to hourly MTO rate	FS	\$509.87	\$484.15	\$25.74	2	\$51.48
816,000	Emergency Gas Line Response each additional 1/2 hour per apparatus *Fee is equal to half hour MTO rate	FS	\$254.91	\$242.10	\$12.84	2	\$25.68
Subtotal: Fires Services							\$3,886

Estimated Revenue Generation - Existing Fees

Fee ID	Fee Title	Department or Division	Proposed 2023 Rate without taxes	2022 Rate without taxes	Change in Rate	Estimated Quantity Sold	Estimated Revenue
819,000	Burial Permits	LCS	\$27.60	\$26.75	\$0.85	1,342	\$1,140.70
822,000	1-3 pages	LCS	\$2.35	\$2.26	\$0.09	1	\$0.09
823,000	1-3 pages (Certified)	LCS	\$3.36	\$3.27	\$0.09	1	\$0.09
824,000	4-6 pages	LCS	\$3.36	\$3.27	\$0.09	1	\$0.09
825,000	4-6 pages (Certified)	LCS	\$4.29	\$4.16	\$0.13	1	\$0.13
826,000	7-10 pages	LCS	\$4.29	\$4.16	\$0.13	1	\$0.13
827,000	7-10 pages (Certified)	LCS	\$5.66	\$5.49	\$0.18	1	\$0.18
828,000	over 10 pages	LCS	\$5.66	\$5.49	\$0.18	1	\$0.18
829,000	over 10 pages (Certified)	LCS	\$7.30	\$7.08	\$0.22	1	\$0.22
830,000	Condominium Agreement (Executed)	LCS	\$5.66	\$5.49	\$0.18	1	\$0.18
833,000	Application Fee	LCS	\$5.00	\$5.00	\$0.00	60	\$0.00
835,000	Manual search	LCS	\$7.50	\$7.50	\$0.00	1	\$0.00
836,000	Preparing a record for disclosure	LCS	\$7.50	\$7.50	\$0.00	30	\$0.00
844,000	Ward and Poll Maps - City Wide	LCS	\$5.44	\$5.27	\$0.18	2	\$0.35
845,000	Ward and Poll Maps - Ward Specific	LCS	\$2.26	\$2.17	\$0.09	2	\$0.18

Estimated Revenue Generation - Existing Fees

Fee ID	Fee Title	Department or Division	Proposed 2023 Rate without taxes	2022 Rate without taxes	Change in Rate	Estimated Quantity Sold	Estimated Revenue
846,000	Code of Conduct Fee (Processing)	LCS	\$39.35	\$38.15	\$1.20	4	\$4.80
849,000	Initialing and/or Sealing and/or Signing only of document fully completed	LCS	\$14.91	\$14.47	\$0.44	530	\$234.51
850,000	Senior Pension Forms & Student OSAP Forms (No Charge)	LCS	\$0.00	\$0.00	\$0.00	60	\$0.00
853,000	All Spayed or Neutered Dogs	LCS	\$37.85	\$36.70	\$1.15	5,350	\$6,152.50
854,000	All Dogs Under 6 Months Old	LCS	\$37.85	\$36.70	\$1.15	310	\$356.50
855,000	All Non-spayed or Non-neutered Dogs (Maximum 3 per household)	LCS	\$65.10	\$63.10	\$2.00	630	\$1,260.00
856,000	Late Fee	LCS	\$16.30	\$15.80	\$0.50	310	\$155.00
857,000	Replacement Dog Tags	LCS	\$10.90	\$10.55	\$0.35	35	\$12.25
890,000	Legal Agreement (Simple)	LCS	\$551.45	\$534.35	\$17.10	35	\$598.50
891,000	Legal Agreement (Complex)	LCS	\$937.45	\$908.40	\$29.05	3	\$87.15
892,000	Registration of Agreement or By-law	LCS	\$330.90	\$320.65	\$10.25	10	\$102.50
893,000	Release of Agreements	LCS	\$330.90	\$320.65	\$10.25	10	\$102.50
903,000	Raffles not exceeding \$500	LCS	\$5.60	\$5.45	\$0.15	149	\$22.35
904,000	Lottery at bazaar - each time	LCS	\$5.60	\$5.45	\$0.15	98	\$14.70
910,000	Marriage Licences	LCS	\$160.00	\$158.25	\$1.75	800	\$1,400.00

Estimated Revenue Generation - Existing Fees

Fee ID	Fee Title	Department or Division	Proposed 2023 Rate without taxes	2022 Rate without taxes	Change in Rate	Estimated Quantity Sold	Estimated Revenue
911,000	Civil Marriage Ceremony	LCS	\$280.04	\$280.04	\$0.00	243	\$0.00
912,000	Civil Ceremony, Off Site	LCS	\$313.14	\$303.45	\$9.69	73	\$707.39
913,000	Witnesses	LCS	\$24.42	\$23.67	\$0.75	29	\$21.81
914,000	Cancellation Fee	LCS	\$48.89	\$47.39	\$1.50	1	\$1.50
916,000	Staff Attendance at Rehearsal	LCS	\$91.33	\$88.50	\$2.83	1	\$2.83
Subtotal: Legal and Clerks Services							\$12,379
1,002,000	Cost Per Linear Metre - minimum charge of two (2) linear metres	MW	\$346.35	\$335.60	\$10.75	35	\$376.25
1,010,000	Curb Cuts Only	MW	\$30.45	\$29.50	\$0.95	250	\$237.50
1,012,000	Curb Cut - Priority Rate	MW	\$89.30	\$86.55	\$2.75	5	\$13.75
1,014,000	Curb Cut - Priority Rate - Minimum Charge	MW	\$387.00	\$375.00	\$12.00	2	\$24.00
1,018,000	Lower Sidewalk - minimum charge of two (2) square metres	MW	\$269.90	\$261.55	\$8.35	25	\$208.75
1,020,000	Curb Face Sidewalk - minimum charge of two (2) square metres	MW	\$269.90	\$261.55	\$8.35	5	\$41.75
1,022,000	Curb Replacement (Fill) - minimum charge of two (2) square metres	MW	\$246.65	\$239.00	\$7.65	25	\$191.25
1,027,000	Asphalt	MW	\$118.25	\$114.60	\$3.65	5	\$18.25

Estimated Revenue Generation - Existing Fees

Fee ID	Fee Title	Department or Division	Proposed 2023 Rate without taxes	2022 Rate without taxes	Change in Rate	Estimated Quantity Sold	Estimated Revenue
1,029,000	Boulevard	MW	\$27.05	\$26.20	\$0.85	30	\$25.50
1,031,000	Concrete Curb	MW	\$248.85	\$241.15	\$7.70	5	\$38.50
1,033,000	Concrete Driveway	MW	\$175.65	\$170.20	\$5.45	5	\$27.25
1,035,000	Concrete Road	MW	\$210.55	\$204.00	\$6.55	5	\$32.75
1,037,000	Concrete Sidewalks	MW	\$156.95	\$152.10	\$4.85	40	\$194.00
1,051,000	Regular Time (7:00 a.m. to 7:00 p.m., Monday to Friday)	MW	\$292.80	\$283.70	\$9.10	150	\$1,365.00
1,052,000	Overtime (7:00 p.m. to 7:00 a.m., Saturday, Sunday and Holidays)	MW	\$480.85	\$465.95	\$14.90	40	\$596.00
1,055,000	Regular Time and Overtime	MW	\$536.05	\$519.45	\$16.60	12	\$199.20
1,062,000	Regular Time Only	MW	\$242.50	\$235.00	\$7.50	125	\$937.50
1,065,000	Non-Residential - Regular Time Only	MW	\$242.50	\$235.00	\$7.50	25	\$187.50
1,070,000	Regular time (7:00 a.m. to 7:00 p.m., Monday to Friday)	MW	\$232.70	\$225.50	\$7.20	20	\$144.00
1,071,000	Overtime (7:00 p.m. to 7:00 a.m., Saturday, Sunday and Holiday)	MW	\$340.90	\$330.35	\$10.55	5	\$52.75
1,074,000	Regular time (7:00 a.m. to 7:00 p.m., Monday to Friday)	MW	\$281.45	\$272.70	\$8.75	5	\$43.75
1,075,000	Overtime (7:00 p.m. to 7:00 a.m., Saturday, Sunday and Holiday)	MW	\$411.25	\$398.50	\$12.75	5	\$63.75
1,087,000	2 - 100mm Diameter - Per Linear Metre	MW	\$672.80	\$651.95	\$20.85	45	\$938.25

Estimated Revenue Generation - Existing Fees

Fee ID	Fee Title	Department or Division	Proposed 2023 Rate without taxes	2022 Rate without taxes	Change in Rate	Estimated Quantity Sold	Estimated Revenue
1,090,000	100mm Diameter - Per Linear Metre *	MW	\$448.50	\$434.60	\$13.90	475	\$6,602.50
1,091,000	125mm Diameter - Per Linear Metre *	MW	\$458.30	\$444.10	\$14.20	50	\$710.00
1,092,000	150mm Diameter - Per Linear Metre *	MW	\$524.60	\$508.35	\$16.25	20	\$325.00
1,103,000	If Sewer line is not exposed at property line by others	MW	\$1,351.25	\$1,309.35	\$41.90	15	\$628.50
1,111,000	Shopping Cart Reclaim Fee (For Pickup, Handling & Storage)	MW	\$22.52	\$21.81	\$0.71	50	\$35.40
1,114,000	Recoverable	MW	\$11.25	\$10.90	\$0.35	900	\$315.00
1,120,000	Hydrant Connection - Temporary	MW	\$216.20	\$209.50	\$6.70	15	\$100.50
1,122,000	Meter and Valve Assembly Rental - Per Week (Up to a Maximum of \$600.00 Per Year)	MW	\$28.10	\$27.25	\$0.85	60	\$51.00
1,123,000	Refundable Deposit for Meter & Valve Assembly	MW	\$1,126.05	\$1,091.15	\$34.90	60	\$2,094.00
1,145,000	25mm Diameter *	MW	\$397.30	\$385.00	\$12.30	320	\$3,936.00
1,156,000	Upgrade Service from 19mm to 25mm	MW	\$397.30	\$385.00	\$12.30	30	\$369.00
1,161,000	Water Service <= 50mm (2") Work to include removal of existing meter, excavation on the existing service at the main, shutting off the main stop, removal of existing curb box, backfilling excavations and reinstatement.	MW	\$1,537.25	\$1,489.60	\$47.65	4	\$190.60

Estimated Revenue Generation - Existing Fees

Fee ID	Fee Title	Department or Division	Proposed 2023 Rate without taxes	2022 Rate without taxes	Change in Rate	Estimated Quantity Sold	Estimated Revenue
1,168,000	Water Meter Bench Test Fee	MW	\$157.10	\$152.25	\$4.85	2	\$9.70
1,176,000	Regular Time (7:00 a.m. to 3:00 p.m., Monday to Friday)	MW	\$392.80	\$380.60	\$12.20	15	\$183.00
1,177,000	Overtime (3:00 p.m. to 7:00 a.m., Saturday, Sunday and Holidays)	MW	\$439.95	\$426.30	\$13.65	5	\$68.25
1,185,000	Regular Time (7:00 a.m. to 7:00 p.m., Monday to Friday)	MW	\$157.10	\$152.25	\$4.85	250	\$1,212.50
1,186,000	Overtime (7:00 p.m. - 7:00 a.m., Saturday, Sunday and Holidays)	MW	\$230.45	\$223.30	\$7.15	100	\$715.00
1,189,000	Regular Time (7:00 a.m. to 7:00 p.m., Monday to Friday)	MW	\$209.50	\$203.00	\$6.50	60	\$390.00
1,190,000	Overtime (7:00 p.m. to 7:00 a.m., Saturday, Sunday and Holidays)	MW	\$298.50	\$289.25	\$9.25	30	\$277.50
1,198,000	Regular Time (7:00 a.m. to 7:00 p.m., Monday to Friday)	MW	\$89.00	\$86.25	\$2.75	325	\$893.75
1,199,000	Overtime (7:00 p.m. to 7:00 a.m., Saturday, Sunday and Holidays)	MW	\$125.70	\$121.80	\$3.90	50	\$195.00
1,202,000	Regular Time (7:00 a.m. to 7:00 p.m., Monday to Friday)	MW	\$175.45	\$170.00	\$5.45	45	\$245.25
1,203,000	Overtime (7:00 p.m. - 7:00 a.m., Saturday, Sunday and Holidays)	MW	\$252.85	\$245.00	\$7.85	15	\$117.75
Subtotal: Municipal Works							\$25,622

1,208,000	Parking Meters	Parking	\$1.59	\$1.55	\$0.04	488,221	\$21,602.70
1,209,000	Bagged Meter	Parking	\$23.14	\$22.43	\$0.71	88	\$62.30

Estimated Revenue Generation - Existing Fees

Fee ID	Fee Title	Department or Division	Proposed 2023 Rate without taxes	2022 Rate without taxes	Change in Rate	Estimated Quantity Sold	Estimated Revenue
1,213,000	Garden Park/Carlisle St. Garage	Parking	\$1.55	\$1.55	\$0.00	83,068	\$0.00
1,214,000	Ontario Street Garage	Parking	\$1.55	\$1.55	\$0.00	253,560	\$0.00
1,226,000	Ontario Street	Parking	\$92.70	\$89.82	\$2.88	2,575	\$7,405.97
1,227,000	Garden Park/Carlisle Street - Above Ground	Parking	\$92.70	\$89.82	\$2.88	5,445	\$15,660.40
1,229,000	Garden Park/Carlisle Street - Car Pooling Extra Card	Parking	\$9.73	\$9.42	\$0.31	26	\$8.05
1,234,000	Garden Park Lot	Parking	\$4.42	\$4.42	\$0.00	953	\$0.00
1,235,000	Head Street Lot	Parking	\$4.42	\$4.42	\$0.00	504	\$0.00
1,237,000	David S. Howes Way Lot	Parking	\$8.85	\$8.85	\$0.00	348	\$0.00
1,238,000	Garden Park/Carlisle St. Garage	Parking	\$4.42	\$4.42	\$0.00	10,834	\$0.00
1,239,000	Ontario Street Garage	Parking	\$4.42	\$4.42	\$0.00	14,530	\$0.00
1,241,003	Residential Beach Parking Pass	Parking	\$13.27	\$13.27	\$0.00	10,000	\$0.00
1,242,000	Residential Permits	Parking	\$46.33	\$44.91	\$1.42	208	\$294.51
Subtotal: Parking Services							\$45,034
1,371,000	Short-Term Rental Licence: Application Fee	PBS	\$516.00	\$500.00	\$16.00	200	\$3,200.00

Estimated Revenue Generation - Existing Fees

Fee ID	Fee Title	Department or Division	Proposed 2023 Rate without taxes	2022 Rate without taxes	Change in Rate	Estimated Quantity Sold	Estimated Revenue
1,372,001	Short-Term Rental Licence: Appeal Fee	PBS	\$103.20	\$100.00	\$3.20	1	\$3.20
1,405,000	Consent Application - New Lots	PBS	\$2,134.75	\$2,068.55	\$66.20	36	\$2,383.20
1,407,000	Variance Application	PBS	\$1,601.10	\$1,551.45	\$49.65	88	\$4,369.20
1,409,000	Development Agreement for New Lots	PBS	\$851.90	\$825.50	\$26.40	10	\$264.00
1,458,000	Site Plan Agreement	PBS	\$7,999.15	\$7,751.10	\$248.05	20	\$4,961.00
1,463,000	All other dwelling types (site plan)	PBS	\$309.60	\$300.00	\$9.60	5	\$48.00
1,463,001	Non-Residential Floor Area Fee (site plan)	PBS	\$52.15	\$50.55	\$1.60	7	\$11.20
1,463,002	Site Plan Control (minimum fee)	PBS	\$1,548.00	\$1,500.00	\$48.00	5	\$240.00
1,466,000	Extension of Site Plan Agreement for up to 2 years	PBS	\$1,807.15	\$1,751.10	\$56.05	5	\$280.25
1,471,000	Site Plan - Minor (Registered Agreement)	PBS	\$3,585.80	\$3,474.60	\$111.20	5	\$556.00
1,506,000	Zoning Compliance or Information Letter (No Inspection)	PBS	\$136.30	\$132.05	\$4.25	190	\$807.50
862,000	Amusement arcade (Gross usable floor area)	PBS	\$0.50	\$0.50	\$0.00	2	\$0.00
863,000	Auctioneer	PBS	\$56.30	\$54.55	\$1.75	1	\$1.75
871,000	Hawkers and Peddlers - Resident	PBS	\$225.20	\$218.20	\$7.00	11	\$77.00
872,000	Hawkers and Peddlers - Non-Resident	PBS	\$692.60	\$671.10	\$21.50	5	\$107.50

Estimated Revenue Generation - Existing Fees

Fee ID	Fee Title	Department or Division	Proposed 2023 Rate without taxes	2022 Rate without taxes	Change in Rate	Estimated Quantity Sold	Estimated Revenue
875,000	Kennel Owner - Registered with Canadian Kennel Club	PBS	\$110.55	\$107.10	\$3.45	1	\$3.45
877,000	Master Plumber - Renewal	PBS	\$61.95	\$60.05	\$1.90	10	\$19.00
878,000	Master Plumber/Plumbing Contractor - New Licence	PBS	\$86.70	\$84.00	\$2.70	4	\$10.80
879,000	Master Plumber/Plumbing Contractor - Renewal	PBS	\$61.95	\$60.05	\$1.90	32	\$60.80
880,000	Public Hall	PBS	\$174.50	\$169.10	\$5.40	2	\$10.80
881,000	Public Hall - Non-profit or charitable	PBS	\$130.65	\$126.60	\$4.05	7	\$28.35
882,000	Refreshment Stand/Booth/Place	PBS	\$157.65	\$152.75	\$4.90	62	\$303.80
883,000	Restaurant	PBS	\$157.65	\$152.75	\$4.90	162	\$793.80
884,000	Second Level Lodging Houses	PBS	\$225.20	\$218.20	\$7.00	2	\$14.00
885,000	Theatre	PBS	\$197.00	\$190.90	\$6.10	1	\$6.10
887,000	Late Fees (Except Master Plumber & Auctioneers)	PBS	\$55.25	\$53.55	\$1.70	15	\$25.50
897,000	Permanent Liquor Licence - new and modifications	PBS	\$26.15	\$25.35	\$0.80	25	\$20.00
898,000	Special Occasion Permit (SOP)	PBS	\$26.15	\$25.35	\$0.80	12	\$9.60
899,000	Temporary Liquor Licence	PBS	\$26.15	\$25.35	\$0.80	16	\$12.80
Subtotal: Planning and Building Services							\$18,629

Estimated Revenue Generation - Existing Fees

Fee ID	Fee Title	Department or Division	Proposed 2023 Rate without taxes	2022 Rate without taxes	Change in Rate	Estimated Quantity Sold	Estimated Revenue
2,000,000	Adult/Space - at Need - Flat Marker Only	VLC	\$658.41	\$638.23	\$20.18	9	\$181.59
2,001,000	Adult/Space - Preferred - Flat Marker Only	VLC	\$1,054.51	\$1,021.59	\$32.92	13	\$427.96
2,003,000	Upright (preferred) Foundation	VLC	\$449.56	\$435.40	\$14.16	17	\$240.71
2,005,000	Adult 2 Grave Lot with Foundation - Lot	VLC	\$2,269.91	\$2,199.29	\$70.62	70	\$4,943.36
2,008,000	Adult 3 Grave Lot	VLC	\$3,513.98	\$3,405.13	\$108.85	3	\$326.55
2,011,000	Cremation Grave - Flat Marker Only - 2' x 2'	VLC	\$418.94	\$406.19	\$12.74	7	\$89.20
2,012,000	Cremation Grave - Flat Marker Only - 3' x 3'	VLC	\$703.01	\$681.24	\$21.77	10	\$217.70
2,013,000	Cremation Grave With Foundation	VLC	\$1,025.31	\$993.45	\$31.86	25	\$796.46
2,023,000	Veteran Cremation - Grave	VLC	\$0.00	\$0.00	\$0.00	5	\$0.00
2,026,000	(no charge for grave site)	VLC	\$0.00	\$0.00	\$0.00	1	\$0.00
2,029,000	Regular Earth Adult Opening	VLC	\$1,397.35	\$1,353.98	\$43.36	160	\$6,938.05
2,031,000	Regular Earth Cremation Opening	VLC	\$547.79	\$530.97	\$16.81	240	\$4,035.40
2,034,000	Regular Cremation Opening - Double (Admin)	VLC	\$101.77	\$98.23	\$3.54	36	\$127.43

Estimated Revenue Generation - Existing Fees

Fee ID	Fee Title	Department or Division	Proposed 2023 Rate without taxes	2022 Rate without taxes	Change in Rate	Estimated Quantity Sold	Estimated Revenue
2,038,000	Regular Niche Opening	VLC	\$400.00	\$387.61	\$12.39	65	\$805.31
2,041,000	Crypt End Opening	VLC	\$649.56	\$629.20	\$20.35	22	\$447.79
2,053,000	Concrete Liners - Cost	VLC	\$573.45	\$555.75	\$17.70	17	\$300.88
2,057,000	Tent Rental (15' x 15') - 4 hours	VLC	\$150.44	\$146.02	\$4.42	5	\$22.12
2,061,000	Saturday Late Arrivals (after 11:00 AM)	VLC	\$199.12	\$192.92	\$6.19	39	\$241.59
2,062,000	Saturday Burial (9:00 a.m. to 11:00 a.m.)	VLC	\$398.23	\$385.84	\$12.39	41	\$507.96
2,063,000	Registration of Transfer	VLC	\$76.11	\$73.45	\$2.65	59	\$156.64
2,066,000	Declaration for Interment/Transfer Fee	VLC	\$76.11	\$73.45	\$2.65	40	\$106.19
2,069,000	Over 14" x 24" - Setting	VLC	\$218.58	\$211.99	\$6.59	7	\$46.15
2,072,000	12" x 18" to 14" x 24" - Setting	VLC	\$177.88	\$172.12	\$5.75	85	\$488.94
2,077,000	(over 173 square inches) - Setting	VLC	\$143.36	\$138.50	\$4.87	15	\$73.01
2,085,000	Upright Monuments up to 48" High and up to 48" Long Including Base	VLC	\$200.00	\$200.00	\$0.00	5	\$0.00
2,086,000	Upright Monuments Over 48" High or over 48" Long Including Base	VLC	\$400.00	\$400.00	\$0.00	85	\$0.00
2,160,000	Level B	VLC	\$10,363.89	\$10,042.48	\$321.42	10	\$3,214.16
2,161,000	Level C	VLC	\$11,958.94	\$11,587.96	\$370.97	10	\$3,709.73

Estimated Revenue Generation - Existing Fees

Fee ID	Fee Title	Department or Division	Proposed 2023 Rate without taxes	2022 Rate without taxes	Change in Rate	Estimated Quantity Sold	Estimated Revenue
2,162,000	Level D	VLC	\$12,755.40	\$12,359.65	\$395.75	3	\$1,187.26
2,163,000	Level E	VLC	\$11,161.77	\$10,815.58	\$346.19	7	\$2,423.36
2,180,000	Level B	VLC	\$9,966.73	\$9,657.35	\$309.38	1	\$309.38
2,181,000	Level C	VLC	\$11,559.65	\$11,201.42	\$358.23	1	\$358.23
2,186,000	Level A	VLC	\$1,863.98	\$1,806.06	\$57.92	11	\$637.12
2,190,000	Level E	VLC	\$2,540.97	\$2,461.99	\$78.98	20	\$1,579.65
2,194,000	Level I	VLC	\$2,202.48	\$2,134.03	\$68.45	5	\$342.26
2,198,000	Level A	VLC	\$1,693.98	\$1,641.33	\$52.65	10	\$526.55
2,206,000	Buildings 1 - 4	VLC	\$1,693.98	\$1,641.33	\$52.65	8	\$421.24
2,207,000	Harmony Circle	VLC	\$2,117.48	\$2,052.04	\$65.44	1	\$65.44
2,210,000	Niche Wreath	VLC	\$996.46	\$965.49	\$30.97	8	\$247.79
2,213,000	Second Niche Scroll (NWC108)	VLC	\$200.00	\$193.81	\$6.19	6	\$37.17
2,214,000	Bronze Picture Frame	VLC	\$76.11	\$73.45	\$2.65	20	\$53.10
2,215,000	Black & White Picture	VLC	\$100.88	\$97.35	\$3.54	2	\$7.08
2,216,000	Colour Picture	VLC	\$124.78	\$121.24	\$3.54	20	\$70.80

Estimated Revenue Generation - Existing Fees

Fee ID	Fee Title	Department or Division	Proposed 2023 Rate without taxes	2022 Rate without taxes	Change in Rate	Estimated Quantity Sold	Estimated Revenue
2,217,000	Bud Vase (VB0026) Roman 5" (Includes Installation)	VLC	\$299.12	\$290.27	\$8.85	4	\$35.40
2,222,000	Praying Hands - Left EB12L	VLC	\$100.88	\$97.35	\$3.54	2	\$7.08
2,226,000	Angel Right - 2 3/4" EB16R	VLC	\$100.88	\$97.35	\$3.54	2	\$7.08
2,233,000	Cross W/Christ 4214 (EB42140001)	VLC	\$76.11	\$73.45	\$2.65	3	\$7.96
2,235,000	Fireman - 2 7/8" EB0040	VLC	\$175.22	\$169.91	\$5.31	1	\$5.31
2,240,000	Lettering - Maximum 90 Letters (Includes Installation)	VLC	\$1,494.69	\$1,448.67	\$46.02	18	\$828.32
2,242,000	Electricity Fee (5 year Re-Newable)	VLC	\$298.23	\$289.38	\$8.85	17	\$150.44
2,244,000	Colour Picture - Ceramic	VLC	\$573.45	\$555.75	\$17.70	17	\$300.88
2,247,000	Black & White Picture - Ceramic	VLC	\$374.34	\$362.83	\$11.50	1	\$11.50
2,249,000	Niche Plate includes installation	VLC	\$1,195.58	\$1,158.41	\$37.17	35	\$1,300.88
2,250,000	Niche Plate Scroll	VLC	\$373.45	\$361.95	\$11.50	12	\$138.05
2,251,000	Bud Vase includes installation	VLC	\$348.67	\$338.05	\$10.62	15	\$159.29
2,255,000	Crucifix with Christ - 500315	VLC	\$200.00	\$193.81	\$6.19	2	\$12.39
2,256,000	Christ - 500319	VLC	\$174.34	\$169.03	\$5.31	3	\$15.93
2,257,000	Madonna - 500321	VLC	\$174.34	\$169.03	\$5.31	1	\$5.31

Estimated Revenue Generation - Existing Fees

Fee ID	Fee Title	Department or Division	Proposed 2023 Rate without taxes	2022 Rate without taxes	Change in Rate	Estimated Quantity Sold	Estimated Revenue
2,258,000	Angel (Facing Right) - 500327	VLC	\$124.78	\$121.24	\$3.54	1	\$3.54
2,259,000	Angel (Facing Left) - 500326	VLC	\$124.78	\$121.24	\$3.54	2	\$7.08
2,260,000	Pieta - 300326	VLC	\$348.67	\$338.05	\$10.62	1	\$10.62
2,261,000	Madonna & Child with Halo - 500329	VLC	\$174.34	\$169.03	\$5.31	2	\$10.62
2,262,000	Christ with Crown of Thorns - 500330	VLC	\$174.34	\$169.03	\$5.31	1	\$5.31
2,263,000	Sacred Heart - 500340	VLC	\$174.34	\$169.03	\$5.31	1	\$5.31
2,264,000	Praying Hands - 500375	VLC	\$174.34	\$169.03	\$5.31	1	\$5.31
2,265,000	Rose - 500396	VLC	\$223.89	\$216.81	\$7.08	1	\$7.08
2,280,000	2' 2" x 1' 2"	VLC	\$449.56	\$435.40	\$14.16	1	\$14.16
2,281,000	2' 4" x 1' 2"	VLC	\$483.19	\$468.14	\$15.04	2	\$30.09
2,284,000	2' 10" x 1' 2"	VLC	\$583.19	\$565.49	\$17.70	3	\$53.10
2,288,000	3' 6" x 1' 2"	VLC	\$723.89	\$701.77	\$22.12	5	\$110.62
2,291,000	4' 0" x 1' 2"	VLC	\$823.01	\$797.35	\$25.66	2	\$51.33
2,294,000	5' 6" x 1' 2"	VLC	\$1,121.24	\$1,086.73	\$34.51	1	\$34.51
2,296,000	6' 6" x 1' 4"	VLC	\$1,494.69	\$1,448.67	\$46.02	2	\$92.04

Estimated Revenue Generation - Existing Fees

Fee ID	Fee Title	Department or Division	Proposed 2023 Rate without taxes	2022 Rate without taxes	Change in Rate	Estimated Quantity Sold	Estimated Revenue
2,298,000	Standard Granite Dedication Bench	VLC	\$1,494.69	\$1,448.67	\$46.02	2	\$92.04

Subtotal: Victoria Lawn Cemetery \$40,230

Total \$188,200

Municipal Comparators					St. Catharines	Comparator Average	Rates and Fees (Before Taxes) for Single-Tier Municipalities					Rates and Fees (Before Taxes) for Lower-Tier Municipalities				
2021 Estimated Average Household Income					\$85,291		\$102,948	\$106,677	\$97,888	\$92,986	\$77,965	\$103,100	\$96,368	\$84,372	\$97,337	\$119,241
Population (2021)					136,803		147,829	143,740	132,485	108,843	229,660	138,479	256,885	94,415	175,383	121,436
Fee ID	Fee Title	Department or Division	Fee		Comparator Average	Barrie	Guelph	Kingston	Thunder Bay	Windsor	Cambridge	Kitchener	Niagara Falls	Oshawa	Waterloo	
			2022	2023												
816,000	Emergency Gas Line Response each additional 1/2 hour per apparatus *Fee is equal to half hour MTO rate	FS	\$242.10	\$288.05	-	\$288.08	-	Cost Recovery	-	\$288.08	-	-	\$288.08	Job Specific Costing	-	
				Per Half Hour per apparatus		Per Half Hour per apparatus	Does Not Exist	Per Situation	Does Not Exist	Per Half Hour per	Does Not Exist	Does Not Exist	Per Half Hour per apparatus	Per Case	Does Not Exist	
New	Swim Instructor - Lifesaving Society	CRCS	-	\$152.55	\$156.86	-	-	-	-	-	-	156.86	-	-	-	
				Per Course		Does Not Exist	Does Not Exist	Does Not Exist	Does Not Exist	Does Not Exist	Does Not Exist	Per Course	Does Not Exist	Does Not Exist	Does Not Exist	
New	Lifesaving Instructor - Lifesaving Society	CRCS	-	\$187.60	\$195.05	-	-	-	-	-	-	\$188.24	-	\$201.85	-	
				Per Course		Does Not Exist	Does Not Exist	Does Not Exist	Does Not Exist	Does Not Exist	Does Not Exist	Per Course	Does Not Exist	Per Course	Does Not Exist	
New	Swim Instructor and Lifesaving Instructor	CRCS	-	\$316.40	\$348.72	\$280.00	\$308.75	-	-	\$385.00	\$327.20	-	-	\$399.25	\$392.13	
				Per Course		Per Course	Per Course	Does Not Exist	Does Not Exist	Per Course	Per Course	Does Not Exist	Does Not Exist	Per Course	Per Course	
New	Lifesaving Swimmer 5-6	CRCS	-	\$7.95	-	\$7.62	\$8.82	\$15.62	\$11.99	-	\$10.92	\$9.11	\$9.37	-	\$8.32	
				Per Class		Per Lesson	Per Lesson	Per Lesson	Per Lesson	Does Not Exist	Per Lesson	Per Lesson	Per Lesson	Does Not Exist	Per Lesson	
New	Museum Kids Subscription Box	CRCS	-	\$45.20	\$45.20	\$45.20	\$45.20	\$45.20	\$45.20	\$45.20	\$45.20	\$45.20	\$45.20	\$45.20	\$45.20	
				Flat Fee		Flat Fee	Flat Fee	Flat Fee	Flat Fee	Flat Fee	Flat Fee	Flat Fee	Flat Fee	Flat Fee	Flat Fee	
New	Special Event Staffing Fee	CRCS	-	Job Specific Costing	-	-	\$79.17	-	-	Cost Recovery	Cost Recovery	-	-	-	Cost Recovery	
				Per Event		Does Not Exist	Per Hour	Does Not Exist	Does Not Exist	per hour	per hour	Does Not Exist	Does Not Exist	Does Not Exist	Per Hour	
New	Not for Profit Film Permit Fee	EDTS	-	\$28.25	-	-	-	-	-	-	-	-	-	-	-	
				Flat Fee		Does Not Exist	Does Not Exist	Does Not Exist	Does Not Exist	Does Not Exist	Does Not Exist	Does Not Exist	Does Not Exist	Does Not Exist	Does Not Exist	
New	Tax Reminder Fee	FMS	-	\$5.00	-	\$10.00	\$10.00	-	\$5.00	-	\$5.00	-	-	\$5.00	-	
				Per Roll Number		Per Letter	Per Letter	Does Not Exist	Per Letter	Does Not Exist	Per Letter	Does Not Exist	Does Not Exist	Per Letter	Does Not Exist	

Management Services, Director	Municipal Comparators				St. Catharines			Rates and Fees (Before Taxes) for Single-Tier Municipalities					Rates and Fees (Before Taxes) for Lower-Tier Municipalities				
	2021 Estimated Average Household Income				\$85,291			\$102,948	\$106,677	\$97,888	\$92,986	\$77,965	\$103,100	\$96,368	\$84,372	\$97,337	\$119,241
	Population (2021)				136,803			147,829	143,740	132,485	108,843	229,660	138,479	256,885	94,415	175,383	121,436
	Fee ID	Fee Title	Department or Division	Fee		Comparator Average	Barrie	Guelph	Kingston	Thunder Bay	Windsor	Cambridge	Kitchener	Niagara Falls	Oshawa	Waterloo	
				2022	2023												
	New	Water Reminder Fee	FMS	-	\$5.00	-	\$10.00	\$10.00	-	\$5.00	-	\$5.00	-	-	\$5.00	-	
					Per Account		Per Letter	Per Letter	Does Not Exist	Per Letter	Does Not Exist	Per Letter	Does Not Exist	Does Not Exist	Per Letter	Does Not Exist	
	New	By-law Enforcement Admin Fee	PBS	-	\$250.00	\$179.24	Costs plus 50%	\$160.00	\$250.00	\$150.00	\$215.00	\$250.00	\$50.45	-	Costs	\$86.35	
				Flat Fee		Flat Fee	Flat Fee	Flat Fee	Flat Fee	Flat Fee	Flat Fee	Flat Fee	Does Not Exist	Flat Fee	Per Hour		

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Community, Recreation and Culture Services

Department Policies

- All facility rentals are subject to insurance rates varied by age, group size and activity.
- Non-resident program registration will commence 48 hours after online registraton for residents.
- No refunds or transfers will be issued after the third class. If the program has started, registration fees will be refunded on a pro-rated basis. A program withdrawal refund request form must be completed and approved.
- All aquatic registered programs are subject to a \$2.30 facility surcharge (HST included).
- Replacement receipts are subject to a **\$6.40 fee** (HST included).
- The cancellation of scheduled rentals with less than three (3) business days notice are subject to a Non-Rental Fee.
- Scheduled rentals with no one in attendance (no-show) is subject to the Non-Rental Fee.
- Program withdrawals are subject to an Administration Fee.
- A volunteer/caregiver/personal support worker accompanying a paying person with a disability enters free of charge.

Non-Rental Fee	Per Rental	\$50.75	\$6.60	\$57.35	\$49.16	\$6.39	\$55.55	3.2%
Administration Fee	Per Withdrawal	\$11.33	\$1.47	\$12.80	\$10.97	\$1.43	\$12.40	3.2%
Replacement Receipt Fee	Per Receipt	\$5.66	\$0.74	\$6.40	\$5.49	\$0.71	\$6.20	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Play Cards (Valid for 12 Entries)								
<div><div>• Valid for public swimming, public skating programs and drop-in recreation programs.</div><div>• Family rate is for adults and children of an immediate family, living in the same household.</div></div>								
Children	Per Card	\$30.45	\$0.00	\$30.45	\$29.50	\$0.00	\$29.50	3.2%
Youth	Per Card	\$30.13	\$3.92	\$34.05	\$29.20	\$3.80	\$33.00	3.2%
Older Adult	Per Card	\$31.50	\$4.10	\$35.60	\$30.53	\$3.97	\$34.50	3.2%
Adult	Per Card	\$41.55	\$5.40	\$46.95	\$40.27	\$5.23	\$45.50	3.2%
Family	Per Card	\$109.60	\$14.25	\$123.85	\$106.19	\$13.81	\$120.00	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Aquatics
Division Policies

- Non-resident program registration will commence 48 hours after online registration for residents.
- Non-resident waiting period will be applied to all Lifesaving Society Preschool and Swimmer swim lessons, Swim All Year, Canadian Swim Patrol, private and semi-private lessons.
- No refunds or transfers will be issued after the third class. If the program has started, registration fees will be refunded on a pro-rated basis. A program withdrawal refund request form must be completed and approved.
- All registered programs and rentals are subject to a \$2.30 facility surcharge (HST included).
- A volunteer/caregiver/personal support worker accompanying a paying person with a disability enters free of charge.

Registered Programs

Dynamite Drop-in Lessons	Per Lesson	\$5.50	\$0.00	\$5.50	\$5.35	\$0.00	\$5.35	2.8%
Dynamite Drop-in Play Card	Per Card	\$27.40	\$0.00	\$27.40	\$26.65	\$0.00	\$26.65	2.8%
Adult Water Safety Lessons	Per Lesson	\$8.81	\$1.14	\$9.95	\$8.54	\$1.11	\$9.65	3.1%
Teen Water Safety Lessons	Per Lesson	\$8.05	\$1.05	\$9.10	\$7.79	\$1.01	\$8.80	3.4%

Child Water Safety Lessons

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Lifesaving Preschool and Swimmer Level 1-4	Per Lesson	\$7.50	\$0.00	\$7.50	\$7.25	\$0.00	\$7.25	3.4%
Swim Patrol and Jr. Lifeguard Club at Kiwanis Aquatics	Per Lesson	\$8.25	\$0.00	\$8.25	\$8.00	\$0.00	\$8.00	3.1%

Private Instruction

Child	Per Lesson	\$26.45	\$0.00	\$26.45	\$25.65	\$0.00	\$25.65	3.1%
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Semi Private Instruction

Child	Per Lesson	\$18.60	\$0.00	\$18.60	\$18.00	\$0.00	\$18.00	3.3%
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W'ittle Water Works, per class

W'ittle Water Works	Per Lesson	\$7.75	\$0.00	\$7.75	\$7.50	\$0.00	\$7.50	3.3%
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Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Leadership Classes

• For all aquatics leadership programs, refunds will only be issued for withdrawals completed 14 days prior to the start of the program.

Bronze Medallion	Per Course	\$156.19	\$20.31	\$176.50	\$151.37	\$19.68	\$171.05	3.2%
Bronze Star	Per Course	\$82.92	\$10.78	\$93.70	\$80.35	\$10.45	\$90.80	3.2%
Bronze Cross	Per Course	\$112.26	\$14.59	\$126.85	\$108.76	\$14.14	\$122.90	3.2%
National Lifeguard Service	Per Course	\$278.14	\$36.16	\$314.30	\$269.51	\$35.04	\$304.55	3.2%
National Lifeguard Saving Recertification	Per Course	\$78.05	\$10.15	\$88.20	\$75.62	\$9.83	\$85.45	3.2%
Extended National Lifeguard Service Recertification	Per Course	\$102.48	\$13.32	\$115.80	\$99.29	\$12.91	\$112.20	3.2%
Standard First Aid	Per Course	\$112.61	\$14.64	\$127.25	\$109.12	\$14.18	\$123.30	3.2%
Standard First Aid Recertified	Per Course	\$68.32	\$8.88	\$77.20	\$66.19	\$8.61	\$74.80	3.2%
Aquatic Supervisory Training	Per Course	\$82.92	\$10.78	\$93.70	\$80.35	\$10.45	\$90.80	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Drop In Programs - Public Skating, Kiwanis Aquatics Centre Leisure Swim and Aquatic Activity

- Admittance fee per session includes Leisure Swim and Aquatic Activities, Public Skating and all drop-in recreation programs.
- Family rate is for adults and children of an immediate family, living in the same household.

Day Entry - Large Pool or Arena

Children	Per Day	\$3.05	\$0.00	\$3.05	\$2.95	\$0.00	\$2.95	3.4%
Youth	Per Day	\$3.01	\$0.39	\$3.40	\$2.92	\$0.38	\$3.30	3.0%
Older Adult	Per Day	\$3.14	\$0.41	\$3.55	\$3.05	\$0.40	\$3.45	2.9%
Adult	Per Day	\$4.16	\$0.54	\$4.70	\$4.03	\$0.52	\$4.55	3.3%
Family	Per Day	\$10.97	\$1.43	\$12.40	\$10.62	\$1.38	\$12.00	3.3%
Day Camp Leisure Swim Child	Per Entry	\$2.25	\$0.00	\$2.25	\$2.20	\$0.00	\$2.20	2.3%
Day Camp Lesson Child	Per Lesson	\$5.50	\$0.00	\$5.50	\$5.35	\$0.00	\$5.35	2.8%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Day Entry - Large Pool								
Women Only Swimming Adult	Per Entry	\$7.08	\$0.92	\$8.00	\$6.86	\$0.89	\$7.75	3.2%
Women Only Swimming Child	Per Entry	\$4.30	\$0.00	\$4.30	\$4.15	\$0.00	\$4.15	3.6%
Women Only Swimming Family	Per Entry	\$12.30	\$1.60	\$13.90	\$11.90	\$1.55	\$13.45	3.3%
Drop In Programs - Outdoor Pool Leisure Swim and Aquatic Activity								
• Admittance fee per session includes Leisure Swim and Aquatic Activities.								
• Family rate is for adults and children of an immediate family, living in the same household.								
Day Entry - Large Pool								
Children	Per Day	\$2.80	\$0.00	\$2.80	\$2.70	\$0.00	\$2.70	3.7%
Youth	Per Day	\$2.74	\$0.36	\$3.10	\$2.65	\$0.35	\$3.00	3.3%
Older Adult	Per Day	\$2.92	\$0.38	\$3.30	\$2.83	\$0.37	\$3.20	3.1%
Adult	Per Day	\$3.94	\$0.51	\$4.45	\$3.81	\$0.49	\$4.30	3.5%
Family	Per Day	\$10.22	\$1.33	\$11.55	\$9.91	\$1.29	\$11.20	3.1%
Outdoor Wading and Small Pool Recreational Swim	Per Day	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	-

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Passes

- The Child/Youth pass gains children and youth entry into Leisure Swims and Any Age Lengths.
- The Adult pass gains adults entry into Leisure Swims and Aquatic Activity Swims.
- The Family pass gains families entry into Leisure Swims and Aquatic Activity Swims (adult participants only).
- These passes cannot be used for Aqua Fitness classes or Therapeutic Aquatics.
- The family rate is for adults and children of an immediate family, living in the same household.

Children

3 Month Pass	Per Pass	\$45.90	\$0.00	\$45.10	\$43.70	\$0.00	\$43.70	3.2%
6 Month Pass	Per Pass	\$71.80	\$0.00	\$71.80	\$69.55	\$0.00	\$69.55	3.2%

Youth

3 Month Pass	Per Pass	\$54.65	\$7.10	\$61.75	\$52.96	\$6.89	\$59.85	3.2%
6 Month Pass	Per Pass	\$90.80	\$11.80	\$102.60	\$87.96	\$11.44	\$99.40	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Older Adult								
3 Month Pass	Per Pass	\$46.50	\$6.05	\$52.55	\$45.04	\$5.86	\$50.90	3.2%
6 Month Pass	Per Pass	\$74.47	\$9.68	\$84.15	\$72.17	\$9.38	\$81.55	3.2%
One Year	Per Year	\$93.63	\$12.17	\$105.80	\$90.71	\$11.79	\$102.50	3.2%
Adult								
3 Month Pass	Per Pass	\$73.45	\$9.55	\$83.00	\$71.19	\$9.26	\$80.45	3.2%
6 Month Pass	Per Pass	\$124.38	\$16.17	\$140.55	\$120.53	\$15.67	\$136.20	3.2%
One Year	Per Year	\$156.81	\$20.39	\$177.20	\$151.95	\$19.75	\$171.70	3.2%
Family								
3 Month Pass	Per Pass	\$197.70	\$25.70	\$223.40	\$191.55	\$24.90	\$216.45	3.2%
6 Month Pass	Per Pass	\$329.42	\$42.83	\$372.25	\$319.20	\$41.50	\$360.70	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Summer Leisure Swim, Skate and Swim Activity Pass

- Dated for the duration of summer pool (July/Aug) operation.
 - The Child/Youth pass gains children and youth entry into Leisure Swims and Any Age Lengths.
 - The Adult pass gains adults entry into Leisure Swims and Aquatic Activity Swims.
 - The Family pass gains families entry into Leisure Swims and Aquatic Activity Swims (adult participants only).
- These passes cannot be used for Aqua Fitness classes or Therapeutic Aquatics.
- The family rate is for adults and children of an immediate family, living in the same household.

Children	Per Pass	\$33.85	\$0.00	\$33.85	\$32.80	\$0.00	\$32.80	3.2%
Youth	Per Pass	\$39.03	\$5.07	\$44.10	\$37.83	\$4.92	\$42.75	3.2%
Older Adult	Per Pass	\$34.12	\$4.43	\$38.55	\$33.05	\$4.30	\$37.35	3.2%
Adult	Per Pass	\$51.28	\$6.67	\$57.95	\$49.69	\$6.46	\$56.15	3.2%
Family	Per Pass	\$126.46	\$16.44	\$142.90	\$122.52	\$15.93	\$138.45	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Fitness

- A Fitness Play Card is limited to Drop-In Aquatic Fitness Classes.
- A Fitness Play Card gains you 12 entries into the pool. The Fitness Play Card may be used for any Aquatic Fitness that does not require registration or for any Leisure Swim or Aquatic Activity Swim.

Adult

Pay As You Go Fitness	Per Class	\$6.64	\$0.86	\$7.50	\$6.42	\$0.83	\$7.25	3.4%
Clip Card Fitness - 12 Visits	Per Pass	\$66.19	\$8.61	\$74.80	\$64.16	\$8.34	\$72.50	3.2%
3 Month Fitness Pass	Per Pass	\$154.47	\$20.08	\$174.55	\$149.69	\$19.46	\$169.15	3.2%
6 Month Fitness Pass	Per Pass	\$286.55	\$37.25	\$323.80	\$277.65	\$36.10	\$313.75	3.2%
Adult Private Fitness	Per Class	\$18.76	\$2.44	\$21.20	\$18.19	\$2.36	\$20.55	3.2%
Adult Semi Private Fitness	Per Class	\$15.62	\$2.03	\$17.65	\$15.13	\$1.97	\$17.10	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Older Adult								
Pay As You Go Fitness	Per Class	\$4.38	\$0.57	\$4.95	\$4.25	\$0.55	\$4.80	3.1%
Clip Card Fitness - 12 Visits	Per Pass	\$43.85	\$5.70	\$49.55	\$42.48	\$5.52	\$48.00	3.2%
3 Month Fitness Pass	Per Pass	\$94.51	\$12.29	\$106.80	\$91.59	\$11.91	\$103.50	3.2%
6 Month Fitness Pass	Per Pass	\$176.55	\$22.95	\$199.50	\$171.06	\$22.24	\$193.30	3.2%
Older Adult Private Fitness	Per Class	\$17.79	\$2.31	\$20.10	\$17.26	\$2.24	\$19.50	3.1%
Older Adult Semi Private Fitness	Per Class	\$14.65	\$1.90	\$16.55	\$14.20	\$1.85	\$16.05	3.1%
Masters Swim Program								
Masters Swim Program per class	Per Class	\$9.96	\$1.29	\$11.25	\$9.65	\$1.25	\$10.90	3.2%
Lost Swim Pass Replacement Fee (available only with proof of payment)	Per Card	\$5.97	\$0.78	\$6.75	\$5.80	\$0.75	\$6.55	3.1%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Pool Rentals

- Rentals two (2) hours or longer require an additional lifeguard. An additional lifeguard fee applies.
- Lifeguard requirements:
 - for 1 to 30 participants two lifeguards are required
 - for 31 to 125 participants three lifeguards are required
 - for 126 to 400 participants four lifeguards are required

Additional Lifeguard Fee	Per Hour	\$17.70	\$2.30	\$20.00	\$17.17	\$2.23	\$19.40	3.1%
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City Pools

Warm Water Pool and Small Pool

Whole Pool Rental, 1-30 people	Per Hour	\$110.27	\$14.33	\$124.60	\$106.86	\$13.89	\$120.75	3.2%
Whole Pool Rental, 31-109 people	Per Hour	\$138.14	\$17.96	\$156.10	\$133.85	\$17.40	\$151.25	3.2%

Lane Pool

1 Lane Leisure Swim Rental, per hour, 10 people maximum	Per Hour	\$19.34	\$2.51	\$21.85	\$18.72	\$2.43	\$21.15	3.3%
1 Lane Lanes Swim Rental, per hour, 10 people maximum	Per Hour	\$14.69	\$1.91	\$16.60	\$14.25	\$1.85	\$16.10	3.1%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Outdoor Pools								
Whole Pool Rental, per hour, 165 people maximum	Per Hour	\$138.14	\$17.96	\$156.10	\$133.85	\$17.40	\$151.25	3.2%
1/2 Pool Rental, per hour, 31-128 people maximum	Per Hour	\$110.27	\$14.33	\$124.60	\$106.86	\$13.89	\$120.75	3.2%
All Outdoor Small Pools								
Small Pool Rental, per hour, 1-30 people maximum	Per Hour	\$110.27	\$14.33	\$124.60	\$106.86	\$13.89	\$120.75	3.2%
Small Pool Rental, per hour, 31-128 people maximum	Per Hour	\$138.14	\$17.96	\$156.10	\$133.85	\$17.40	\$151.25	3.2%
Swim to Survive Program (1 hour, 5 week session)								
Per Instructor (1 instructor per 8 children)	Per Hour	\$18.45	\$0.00	\$18.45	\$15.35	\$0.00	\$15.35	20.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
School Lessons								
1-20 children	Per Program	\$281.55	\$0.00	\$281.55	\$272.80	\$0.00	\$272.80	3.2%
Additional child, per session, maximum 20 additional children	Per Program	\$14.15	\$0.00	\$14.15	\$13.70	\$0.00	\$13.70	3.3%
Affiliate Rental								
1 Lane Rental, per hour, 10 people maximum	Per Hour	\$12.48	\$1.62	\$14.10	\$12.08	\$1.57	\$13.65	3.3%
Special Olympics								
1 Lane Rental, per hour, 10 people maximum	Per Hour	\$12.43	\$1.62	\$14.05	\$12.04	\$1.56	\$13.60	3.3%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Arena Rentals

Ice Rental Fees

- Ice rental rates are subject to a \$11.30 per hour facility surcharge (HST included).
- Ice rental rates on the Mini Rink are subject to a \$3.40 per hour surcharge (HST included).
- Ice rental prices depend on the rental date and time of day:
 - Prime Time: Prime times for ice arena rentals are Monday to Friday from 5 p.m. to 11 p.m., weekends from 7 a.m. to 11p.m., and statutory holidays. All ice arena rentals in July and August are considered Prime Time.
 - Non-Prime Time: Non-prime times for ice arena rentals from September 1 to June 30 are Monday to Friday from midnight to 5 p.m., weekends from midnight to 7 a.m., and daily from 11 p.m. to midnight.
- Youth rates only apply to formal youth groups/associations. Adult fees apply to all private rentals.
 - Adult and private groups are classified as 20 years of age and older.
 - Youth groups are classified as 19 years of age and under.
 - Rates become effective April 1, 2023.

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Adults/Private - Prime (20 years and older) all arenas	Per Hour	\$208.14	\$27.06	\$235.20	\$201.68	\$26.22	\$227.90	3.2%
Youth Groups - Prime (19 years and under)	Per Hour	\$170.00	\$22.10	\$192.10	\$164.73	\$21.42	\$186.15	3.2%
Youth Groups - Non-prime (19 years and under)	Per Hour	\$72.39	\$9.41	\$81.80	\$70.13	\$9.12	\$79.25	3.2%
Adult/Private - Non-prime (20 years and older)	Per Hour	\$121.73	\$15.82	\$137.55	\$117.96	\$15.34	\$133.30	3.2%
Ice Rentals Made under 72 hours in advance	Per Hour	\$157.61	\$20.49	\$178.10	\$152.74	\$19.86	\$172.60	3.2%
Mini Practice Rink								
Prime Time Rate	Per 1/2 Hour	\$24.78	\$3.22	\$28.00	\$24.03	\$3.12	\$27.15	3.1%
Non-prime Time Rate	Per 1/2 Hour	\$19.42	\$2.53	\$21.95	\$18.81	\$2.44	\$21.25	3.3%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Arena Dry Sports Floor Use (Lacrosse, Ball Hockey, Etc.)

Youth Games/Practices or Non-Profit Event	Per Hour	\$71.02	\$9.23	\$80.25	\$68.81	\$8.94	\$77.75	3.2%
Adult Games/Practices or Non-Profit Event	Per Hour	\$87.83	\$11.42	\$99.25	\$85.09	\$11.06	\$96.15	3.2%
Event Rate - Commercial (dry or ice)	Per Hour	\$202.74	\$26.36	\$229.10	\$196.46	\$25.54	\$222.00	3.2%

Arena Play Cards

Play Card - Shinny Hockey 18+ (12 visits)	Per Card	\$79.82	\$10.38	\$90.20	\$77.35	\$10.05	\$87.40	3.2%
Play Card - Shinny Hockey Student (12 visits)	Per Card	\$30.22	\$3.93	\$34.15	\$29.29	\$3.81	\$33.10	3.2%
Play Card - Pond Hockey 65+ (12 visits)	Per Card	\$30.22	\$3.93	\$34.15	\$29.29	\$3.81	\$33.10	3.2%
Play Card - Ticket Ice (12 visits)	Per Card	\$65.18	\$8.47	\$73.65	\$63.14	\$8.21	\$71.35	3.2%
Play Card - Stick & Puck (12 visits)	Per Card	\$75.09	\$9.76	\$84.85	\$72.74	\$9.46	\$82.20	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Other Rentals and Uses (Community and Non-Profit Groups)								
Storage Areas	Per Square Foot per Year	\$12.79	\$1.66	\$14.45	\$12.39	\$1.61	\$14.00	3.2%
Arena vendor space (8 foot table)	Per Day	\$24.91	\$3.24	\$28.15	\$24.16	\$3.14	\$27.30	3.1%
Public Skating Sponsor (includes staff costs)	Per Hour	\$214.56	\$27.89	\$242.45	\$207.92	\$27.03	\$234.95	3.2%
Ticket Ice	Per Person	\$6.55	\$0.85	\$7.40	\$6.33	\$0.82	\$7.15	3.5%
Adult Shinny Hockey (per person)	Per Two Hour Block	\$8.01	\$1.04	\$9.05	\$7.74	\$1.01	\$8.75	3.4%
Older Adults' Pond Hockey	Per Person per hour	\$3.01	\$0.39	\$3.40	\$2.92	\$0.38	\$3.30	3.0%
Stick and Puck (One Youth and One Adult)	Per Hour	\$7.48	\$0.97	\$8.45	\$7.26	\$0.94	\$8.20	3.0%
Stick and Puck Additional Child	Per Hour	\$2.85	\$0.00	\$2.85	\$2.75	\$0.00	\$2.75	3.6%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Carousel

Carousel Ride	Per Ride	\$0.05	\$0.00	\$0.05	\$0.05	\$0.00	\$0.05	0.0%
Carousel Rental (Private/Exclusive) - per 30 minutes	Per Event	\$78.05	\$10.15	\$88.20	\$75.62	\$9.83	\$85.45	3.2%
Lakeside Park Carousel - Season Pass (per person)	Per Season	\$18.89	\$2.46	\$21.35	\$18.32	\$2.38	\$20.70	3.1%
Courtesy Ride Sponsorship Program	Per Hour	\$154.40	\$0.00	\$154.40	\$149.60	\$0.00	\$149.60	3.2%

Community Rooms in Arenas, Centres, Museum and Pool

After Hours and Late Night Premium Rental Fee	Per Hour	\$26.86	\$3.49	\$30.35	\$26.02	\$3.38	\$29.40	3.2%
Smallware Rental Fee for Small Meeting Rooms	Per Day	\$28.14	\$3.66	\$31.80	\$27.26	\$3.54	\$30.80	3.2%
Smallware Rental Fee for Large Meeting Rooms	Per Day	\$56.28	\$7.32	\$63.60	\$54.56	\$7.09	\$61.65	3.2%
Large Gym/Hall Rental (Capacity of Over 150)	Per Hour	\$48.81	\$6.34	\$55.15	\$47.30	\$6.15	\$53.45	3.2%

• Rooms Include: Port Weller Gymnasium, Russell Ave Assembly Room, Dunlop Drive Large Hall, Lockview Lounge - Museum, Kiwanis Aquatics Centre - Lawrence Locke and Irene Room Combined (maximum capacity 54).

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Large Meeting Rooms (Capacity of 56 to 150)	Per Hour	\$34.16	\$4.44	\$38.60	\$33.10	\$4.30	\$37.40	3.2%
• Rooms Include: Russell Avenue Meeting Room, Dunlop Drive Small Hall, Port Dalhousie Hall, Meridian Room - SH, West St. Catharines Main Hall, Burgoyne Room - Museum, Kiwanis Aquatics Centre - Irene Room (max capacity 36).								
Small Meeting Rooms (Capacity of 55 or less)	Per Hour	\$21.46	\$2.79	\$24.25	\$20.80	\$2.70	\$23.50	3.2%
• Rooms Include: Dunlop Drive Craft, Port Weller Birthday Party Room, Russell Avenue Craft Room, 1/2 Meridian Room - SH, Kiwanis Aquatics Centre - Lawrence Locke Room (max capacity 18) Kiwanis Aquatics Centre - Meeting Room (max capacity 8).								
Vendor Space Rental Table Size Lobby Non-Profit	Per Event	\$24.38	\$3.17	\$27.55	\$23.63	\$3.07	\$26.70	3.2%
Vendor Space Rental Table Size Lobby Profit	Per Event	\$48.81	\$6.34	\$55.15	\$47.30	\$6.15	\$53.45	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Youth Arena Room Rental - Tournaments / Off-Ice Training

- No charge for purposes of a meeting in arena for a youth group who rents facilities regularly with the City of St. Catharines.
- One meeting per month per organization maximum.

Large Meeting Room	Per Hour	\$18.98	\$2.47	\$21.45	\$18.41	\$2.39	\$20.80	3.1%
Small Meeting Room	Per Hour	\$13.72	\$1.78	\$15.50	\$13.27	\$1.73	\$15.00	3.3%

Tables and Chairs (Subject to Availability)

- Table and chair restrictions may apply where floor damage could occur.

Table and Chair Rental with Delivery	Per Day	\$22.57	\$2.93	\$25.50	\$21.86	\$2.84	\$24.70	3.2%
Additional Table	Per Table	\$2.48	\$0.32	\$2.80	\$2.39	\$0.31	\$2.70	3.7%
Additional Chair	Per Chair	\$1.15	\$0.15	\$1.30	\$1.11	\$0.14	\$1.25	4.0%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Museum Room Specifics

- Additional equipment required for rentals will be charged the actual amount paid by the Museum, this could include linens, additional sound and lighting equipment, catering services etc.
- Museum room rentals include use of: coffee maker, podium, LCD projector (Burgoyne Room only), chairs and tables, and flip charts.

Portable Sound System	Per Day	\$56.28	\$7.32	\$63.60	\$54.56	\$7.09	\$61.65	3.2%
Setup and Take Down (by Museum staff)	Per Hour	\$22.57	\$2.93	\$25.50	\$21.86	\$2.84	\$24.70	3.2%

Community Based Volunteer Group Rental Fee

Community Based Volunteer Group Rental Fee	Per Square Foot	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	-
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Market Square

- Discounts - booking two (2) days per week 25%, three (3) days 45%, MyPick Verified 45%.
- Additional hydro rates, sound system or custodial rates may apply.

Weekday Rate (Farmers Market - Vendor Stall)	Per Day	\$12.96	\$1.69	\$14.65	\$12.57	\$1.63	\$14.20	3.2%
Weekend Rate (Farmers Market - Vendor Stall)	Per Day	\$25.04	\$3.26	\$28.30	\$24.25	\$3.15	\$27.40	3.3%
Hydro Access	-	-	-	Job Specific Costing	-	-	Job Specific Costing	-

Proposed Rates and Fees 2023

Management Services, Director 2023 Schedule of Rates and Fees ::

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Private Rentals - Commercial								
Per Day Commercial Rate	Per Day	\$439.20	\$57.10	\$496.30	\$425.58	\$55.32	\$480.90	3.2%
Blocking of Parking Spots (Monday - Friday)	Per Permit per Spot	\$13.55	\$0.00	\$13.55	\$13.15	\$0.00	\$13.15	3.0%
Festival (600 people or greater)	Per Day	\$772.08	\$100.37	\$872.45	\$748.14	\$97.26	\$845.40	3.2%
Parking lot usage	Per Hour	\$52.92	\$6.88	\$59.80	\$51.28	\$6.67	\$57.95	3.2%
Private Rentals - Non-Profit and Charitable								
Per Day Non-Profit and Charitable Rate	Per Day	\$220.58	\$28.67	\$249.25	\$213.72	\$27.78	\$241.50	3.2%
Blocking of Parking Spots (Monday - Friday)	Per Permit per Spot	\$13.55	\$0.00	\$13.55	\$13.15	\$0.00	\$13.15	3.0%
Festival (600 people or greater)	Per Day	\$441.15	\$57.35	\$498.50	\$427.48	\$55.57	\$483.05	3.2%
Parking Lot Usage	Per Hour	\$40.53	\$5.27	\$45.80	\$39.29	\$5.11	\$44.40	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Per Hour Surcharge (for use beyond regular business hours, subject to change)								
Monday to Saturday	Per Hour	\$34.20	\$4.45	\$38.65	\$24.51	\$3.19	\$27.70	39.5%
Sunday	Per Hour	\$45.62	\$5.93	\$51.55	\$49.07	\$6.38	\$55.45	-7.0%

Parks and Playing Fields

City Tree Removal and Replacement

City Tree Removal and Replacement	Per Tree	-	-	Job Specific Costing	-	-	Job Specific Costing	-
Permit to Injure or Destroy a City or shared tree (first tree)	Per Tree	\$108.25	\$0.00	\$108.25	\$104.90	\$0.00	\$104.90	3.2%
Permit to Injure or Destroy a City or shared tree (each additional tree after the first)	Per Tree	\$54.10	\$0.00	\$54.10	\$52.40	\$0.00	\$52.40	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Tree Replacement (does not include costs of removal)								
Up to 60 mm caliper	Per Tree	\$432.35	\$56.20	\$488.55	\$418.94	\$54.46	\$473.40	3.2%
Up to 100 mm caliper	Per Tree	\$647.04	\$84.11	\$731.15	\$626.99	\$81.51	\$708.50	3.2%
Up to 200 mm caliper	Per Tree	\$972.08	\$126.37	\$1,098.45	\$941.95	\$122.45	\$1,064.40	3.2%
In excess of 200mm caliper (to be evaluated individually by the staff)	Per Tree	-	-	Job Specific Costing	-	-	Job Specific Costing	-
Clearing of Diseased Fruit Trees on Private Lots (Administation fee 10% of overhead to a maximum of \$100.00)	Per Tree	-	-	Job Specific Costing	-	-	Job Specific Costing	-
Memorial Tree	Per Tree	\$651.95	\$0.00	\$651.95	\$631.75	\$0.00	\$631.75	3.2%

Memorial Benches (Including Required Concrete Pad)

Port Dalhousie Style	Per Bench	\$3,717.20	\$0.00	\$3,717.20	\$3,601.95	\$0.00	\$3,601.95	3.2%
Parkway Style	Per Bench	\$2,774.00	\$0.00	\$2,774.00	\$2,688.00	\$0.00	\$2,688.00	3.2%
Elizabethan Style	Per Bench	\$3,440.10	\$0.00	\$3,440.10	\$3,333.45	\$0.00	\$3,333.45	3.2%
Maglin Bench	Per Bench	\$2,774.00	\$0.00	\$2,774.00	\$2,688.00	\$0.00	\$2,688.00	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Horticulture Display Rental

1 Pot	Per Pot	\$80.00	\$10.40	\$90.40	\$77.52	\$10.08	\$87.60	3.2%
2 Pots	Per Pot	\$150.31	\$19.54	\$169.85	\$145.66	\$18.94	\$164.60	3.2%
3 Pots	Per Pot	\$209.82	\$27.28	\$237.10	\$203.32	\$26.43	\$229.75	3.2%
4 Pots	Per Pot	\$259.60	\$33.75	\$293.35	\$251.55	\$32.70	\$284.25	3.2%
Each additional pot beyond four (4)	Per Pot	\$65.35	\$8.50	\$73.85	\$63.32	\$8.23	\$71.55	3.2%

Park Access For Personal Use

Park Restoration Fee	Does Not Exist	-	-	Job Specific Costing	-	-	Job Specific Costing	-
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Park Permit (Small Picnics, Photos)

Photography	Per Hour	\$34.16	\$4.44	\$38.60	\$33.10	\$4.30	\$37.40	3.2%
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Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
General/Basic Reservations								
0-49 people	Per Day	\$87.83	\$11.42	\$99.25	\$85.09	\$11.06	\$96.15	3.2%
50-149 people	Per Day	\$165.97	\$21.58	\$187.55	\$160.84	\$20.91	\$181.75	3.2%
Over 150 people	Per Day	-	-	Job Specific Costing	-	-	Job Specific Costing	-
Pavillion Reservation Fee								
0-49 people	Per Day	\$117.12	\$15.23	\$132.35	\$113.50	\$14.75	\$128.25	3.2%
50-149 people	Per Day	\$234.20	\$30.45	\$264.65	\$226.95	\$29.50	\$256.45	3.2%
Hydro usage in Pavillion during reservation (small events under 149)	Per Day	\$34.29	\$4.46	\$38.75	\$33.23	\$4.32	\$37.55	3.2%
Instructional Class - For Profit (fees charged)	Per Hour	\$24.38	\$3.17	\$27.55	\$23.63	\$3.07	\$26.70	3.2%
Mobile Vending Cart Park Permit	Per Month	\$243.98	\$31.72	\$275.70	\$236.42	\$30.73	\$267.15	3.2%
Service Club Sign	Per Location per year	\$121.95	\$15.85	\$137.80	\$118.19	\$15.36	\$133.55	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Special Events (outdoor open spaces e.g. park, parking surfaces)

- Special events are defined as renting three (3) or more amenities in a park and/or expected attendance of over 150 people with the exception of races/runs where space is used as a checkpoint only.
- For large picnics, family reunions, and events with less than 150 people refer to General/Basic Reservations for details.

Non-Profit, charitable organization	Per Day	\$361.59	\$47.01	\$408.60	\$350.40	\$45.55	\$395.95	3.2%
Commercial - for profit, business (Daily rate, plus out-of-pocket expenses ie: extra staff equipment, park reinstatement, garbage pickup, hydro at cost.)	Per Day	\$638.85	\$83.05	\$721.90	\$619.03	\$80.47	\$699.50	3.2%
Non-Profit Daycamp Rental Rates	Per Day	\$150.66	\$19.59	\$170.25	\$145.97	\$18.98	\$164.95	3.2%
Bleacher Rental (subject to availability and approval)	Per Day	\$180.75	\$23.50	\$204.25	\$175.13	\$22.77	\$197.90	3.2%
Bleacher delivery charge	Per Bleacher	\$722.70	\$93.95	\$816.65	\$700.31	\$91.04	\$791.35	3.2%
Picnic Table Rental 10 tables (includes delivery)	Per Day	\$578.27	\$75.18	\$653.45	\$560.35	\$72.85	\$633.20	3.2%
Garbage Can Rental - only included with picnic table rentals	Per Day	\$6.06	\$0.79	\$6.85	\$5.88	\$0.77	\$6.65	3.0%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Playing Fields - Seasonal Rentals

Type A Fields

- Fields include: Berkley Park, Grantham Lions Park, Lancaster Park, Lester B. Pearson Park, West Park, Community Park, Alex Mackenzie Park, Grapeview Park, and Joseph McCaffery Park.
- Type A fields are lighted diamonds or fields that are fenced, may have washrooms, bleachers and are lined as per schedules.
- Prime time hours are from 5 p.m. to 11 p.m. weekdays, 7 a.m. to 11 p.m. on weekends During non-prime hours, users pay Type B Rates.

Adults	Per Hour	\$33.67	\$4.38	\$38.05	\$32.61	\$4.24	\$36.85	3.3%
Minors	Per Hour	\$11.24	\$1.46	\$12.70	\$10.88	\$1.42	\$12.30	3.3%

Type B Fields

- Fields include: Bermuda Park, Bogart Street Park, Grantham Avenue Park, Guy Road Park, Kernahan Park, Realty Park, Trapper Leo Park, West Park, Cambria Drive Park, Catherine Street Park, Myles W. Pic Leeson Park, Linlake Park, Woodgale Park, Fitzgerlad Park, John Dempsey Park, Walkinshaw Park, Cameron Park, Douglas Park, and St. Patrick's Park.
- Type B fields are maintained on a regular basis, have bleachers and are lined as per schedules.

Adults	Per Hour	\$31.33	\$4.07	\$35.40	\$30.35	\$3.95	\$34.30	3.2%
Minors	Per Hour	\$7.96	\$1.04	\$9.00	\$7.70	\$1.00	\$8.70	3.4%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Type C Fields

- Fields include: Eastport Park, Fairhaven Park, Lakeview Park, Secord Woods Park, and Shauna Park.
- Type C fields are not lined and suitable for practice.

Adults	Per Hour	\$15.71	\$2.04	\$17.75	\$15.22	\$1.98	\$17.20	3.2%
Minors (minimum 3 hours per night)	Per Hour	\$2.52	\$0.33	\$2.85	\$2.43	\$0.32	\$2.75	3.6%

Playing Fields - Tournament Use

Type A Fields

- Type A fields are lighted diamonds or fields that are fenced, may have washrooms, bleachers and are lined as per schedules.

Adults	Per Hour	\$48.41	\$6.29	\$54.70	\$46.90	\$6.10	\$53.00	3.2%
Minors	Per Hour	\$14.12	\$1.83	\$15.95	\$13.67	\$1.78	\$15.45	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Type B Fields

- Type B fields are maintained on a regular basis, have bleachers and are lined as per schedules.

Adults	Per Hour	\$44.60	\$5.80	\$50.40	\$43.23	\$5.62	\$48.85	3.2%
Minors	Per Hour	\$11.46	\$1.49	\$12.95	\$11.11	\$1.44	\$12.55	3.2%

Other - Tournament Use

Tournament Additonal Lining	Per Hour	\$13.27	\$1.73	\$15.00	\$12.88	\$1.67	\$14.55	3.1%
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- Staff overtime charges may apply to any scheduled changes adding time with less than 72 hours notice.

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Artificial Turf

- Artificial Turf rental prices depend on the rental date and time of week.
 - Prime-Time Hours: Monday to Friday (6:00 p.m. to 11:00 p.m., Saturday and Sunday 7:00 a.m. to 11:00 p.m.).
 - Non-Prime Hours: Monday to Friday (7:00 a.m. to 6:00 p.m.).
- Kiwanis Field is the only artifical turf field.

Youth Group Prime	Per Hour	\$68.41	\$8.89	\$77.30	\$66.28	\$8.62	\$74.90	3.2%
Youth Group Non-Prime	Per Hour	\$54.69	\$7.11	\$61.80	\$53.01	\$6.89	\$59.90	3.2%
Adults Prime	Per Hour	\$105.18	\$13.67	\$118.85	\$101.90	\$13.25	\$115.15	3.2%
Adults Non-Prime	Per Hour	\$78.05	\$10.15	\$88.20	\$75.62	\$9.83	\$85.45	3.2%
Commercial, Private Clubs, For Profit - Prime	Per Hour	\$180.13	\$23.42	\$203.55	\$174.56	\$22.69	\$197.25	3.2%
Commercial, Private Clubs, For Profit - Non-Prime	Per Hour	\$123.89	\$16.11	\$140.00	\$120.04	\$15.61	\$135.65	3.2%
Scoreboard	Per Hour	\$5.93	\$0.77	\$6.70	\$5.75	\$0.75	\$6.50	3.1%
Soccer Dressing Room - (Half Football/A or B)	Per Booking per day	\$17.30	\$2.25	\$19.55	\$16.77	\$2.18	\$18.95	3.2%
Football Dressing Room - (Half Football/A or B)	Per Booking per day	\$25.31	\$3.29	\$28.60	\$24.51	\$3.19	\$27.70	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Miscellaneous Field Fees								
Lighting	Per Hour	\$17.17	\$2.23	\$19.40	\$16.64	\$2.16	\$18.80	3.2%
Use of Dressing Rooms - Casual Use								
Per Season - Adults	Per Season	\$158.23	\$20.57	\$178.80	\$153.32	\$19.93	\$173.25	3.2%
Per Season - Minors	Per Season	\$93.81	\$12.19	\$106.00	\$90.88	\$11.82	\$102.70	3.2%
Exclusive Seasonal Use/Location/Room	Per Season	\$621.02	\$80.73	\$701.75	\$601.77	\$78.23	\$680.00	3.2%
Concession Booth								
Fee Per Hour	Per Hour	\$23.45	\$3.05	\$26.50	\$22.74	\$2.96	\$25.70	3.1%
Fee Per Day	Per Day	\$88.54	\$11.51	\$100.05	\$85.80	\$11.15	\$96.95	3.2%
Licensed (SOP) Event / Tournament	Per Hour	\$47.96	\$6.24	\$54.20	\$46.46	\$6.04	\$52.50	3.2%
Licensed (SOP) Event / Tournament	Per Day	\$181.64	\$23.61	\$205.25	\$176.02	\$22.88	\$198.90	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Food and Beverage Park Permit								
Food and Beverage Services in Park	Per Day	\$58.58	\$7.62	\$66.20	\$56.77	\$7.38	\$64.15	3.2%
Special Occasion Permit								
Liquor Licence Server with Food and Beverage Server	Per Day	\$102.48	\$13.32	\$115.80	\$99.29	\$12.91	\$112.20	3.2%
Party Rates and Fees								
Facility Cleaning Fee	Per Event	-	-	Job Specific Costing	-	-	Job Specific Costing	-

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Port Dalhousie Harbour

• These rates and fees represent municipal Port Dalhousie Harbour rates and fees. These services are currently provided by the Port Dalhousie Yacht Club, as such, municipal rates may differ from posted rates

Transient Dockage - Per Foot, Per 24 Hours, Without Hydro	Per Day	\$1.77	\$0.23	\$2.00	\$1.73	\$0.22	\$1.95	2.6%
Transient Dockage - Per Foot, Per 24 Hours, With Hydro	Per Day	\$2.04	\$0.26	\$2.30	\$1.99	\$0.26	\$2.25	2.2%
Flat Rate 3 Hours Maximum	Per Permit	\$6.99	\$0.91	\$7.90	\$6.77	\$0.88	\$7.65	3.3%
Dock Reservation Fee/Cancellation Charge	Per Permit	\$11.28	\$1.47	\$12.75	\$10.93	\$1.42	\$12.35	3.2%

Commercial Passenger Vessel

Per Foot/Per Season (April 1 to October 15)	Per Foot per season	\$94.47	\$12.28	\$106.75	\$91.55	\$11.90	\$103.45	3.2%
Per Foot of Dockage Leased	Per Foot per Month	\$16.06	\$2.09	\$18.15	\$15.58	\$2.02	\$17.60	3.1%
Per Day of Dockage Leased (Off Season)	Per Day	\$22.57	\$2.93	\$25.50	\$21.86	\$2.84	\$24.70	3.2%
Per Day of Dockage (April 1 to October 15)	Per Day	\$107.30	\$13.95	\$121.25	\$103.98	\$13.52	\$117.50	3.2%
Use of Hydro	Per Season	\$209.34	\$27.21	\$236.55	\$202.83	\$26.37	\$229.20	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Cross Lake Passenger Service								
Per Lineal Foot of Dockage Leased	Per Month	\$7.96	\$1.04	\$9.00	\$7.70	\$1.00	\$8.70	3.4%
Recreation Programs								
• Program costs may vary.								
Adult Program 18 years + (per hour, per class)	Per Hour	\$8.81	\$1.14	\$9.95	\$8.54	\$1.11	\$9.65	3.1%
Adult Single Entry	Per Class	\$4.16	\$0.54	\$4.70	\$4.03	\$0.52	\$4.55	3.3%
Children's Program								
Children's Program, (0-14 years) (per hour, per class)	Per Hour	\$6.60	\$0.00	\$6.60	\$6.40	\$0.00	\$6.40	3.1%
Child Single Entry	Per Class	\$3.05	\$0.00	\$3.05	\$2.95	\$0.00	\$2.95	3.4%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Youth Programs

Youth Program, (15 - 17 years) (per hour, per class)	Per Hour	\$6.86	\$0.89	\$7.75	\$6.64	\$0.86	\$7.50	3.3%
Youth Single Entry	Per Class	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	-

Older Adult Programs

Older Adults' Centre Card * (January - December)	Per Person per season	\$51.95	\$6.75	\$58.70	\$50.35	\$6.55	\$56.90	3.2%
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• For individuals 50 + years, valid only at Older Adults' Centres and Community Centres Older Adults' Drop-in Programs.

Purchased January 1 to March 31	Per Person per season	\$51.95	\$6.75	\$58.70	\$50.35	\$6.55	\$56.90	3.2%
Purchased April 1 to June 30	Per Person per season	\$39.03	\$5.07	\$44.10	\$37.83	\$4.92	\$42.75	3.2%
Purchased July 1 to September 31	Per Person per season	\$26.11	\$3.39	\$29.50	\$25.31	\$3.29	\$28.60	3.1%
Purchased October 1 to December 31	Per Person per season	\$13.14	\$1.71	\$14.85	\$12.74	\$1.66	\$14.40	3.1%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Older Adult Membership-over 90 years of age, corresponding fee is no charge.	Per Person per season	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	-
Older Adult (with membership)	Per Class	\$1.95	\$0.25	\$2.20	\$1.90	\$0.25	\$2.15	2.3%
Older Adult (non-member)	Per Class	\$3.14	\$0.41	\$3.55	\$3.05	\$0.40	\$3.45	2.9%

Family Programs

Family - Single Entry	Per Class	\$10.97	\$1.43	\$12.40	\$10.62	\$1.38	\$12.00	3.3%
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Volleyball and Tennis Courts

Court Rate	Per Hour	\$8.32	\$1.08	\$9.40	\$8.05	\$1.05	\$9.10	3.3%
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Tennis Court Rentals

Adult Lessons Per Hour (Permit Required)	Per Hour	\$14.90	\$0.00	\$14.90	\$14.45	\$0.00	\$14.45	3.1%
Children Lessons Per Hour (Permit Required)	Per Hour	\$7.05	\$0.00	\$7.05	\$6.85	\$0.00	\$6.85	2.9%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Membership (Unlimited Use) May 1 to October 31								
Adult	Per Season	\$68.19	\$8.86	\$77.05	\$66.06	\$8.59	\$74.65	3.2%
Children (14 and under)	Per Season	\$36.60	\$0.00	\$36.60	\$35.45	\$0.00	\$35.45	3.2%
Youth (15 to 17)	Per Season	\$36.68	\$4.77	\$41.45	\$35.53	\$4.62	\$40.15	3.2%
Older Adult	Per Season	\$38.50	\$5.00	\$43.50	\$37.30	\$4.85	\$42.15	3.2%
Family Membership (2 Adults and 2 Children)	Per Season	\$114.07	\$14.83	\$128.90	\$110.53	\$14.37	\$124.90	3.2%
Membership (Unlimited Use) September to October 31								
Adult (18 and over) (September to October 31)	Per Season	\$22.88	\$2.97	\$25.85	\$22.17	\$2.88	\$25.05	3.2%
Youth (15 to 17) (September to October 31)	Per Season	\$11.42	\$1.48	\$12.90	\$11.06	\$1.44	\$12.50	3.2%
Children (14 and under) (September to October 31)	Per Season	\$11.35	\$0.00	\$11.35	\$11.00	\$0.00	\$11.00	3.2%
Older Adult (September - October 31)	Per Season	\$11.95	\$1.55	\$13.50	\$11.59	\$1.51	\$13.10	3.1%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

St. Catharines Arts Award Program Ads

Business Card Size - 3.5" x 2"	Per Ad	\$113.36	\$14.74	\$128.10	\$109.87	\$14.28	\$124.15	3.2%
Half Page - 6.5" x 4"	Per Ad	\$198.36	\$25.79	\$224.15	\$192.21	\$24.99	\$217.20	3.2%
Full Page - 6.5" x 8"	Per Ad	\$311.68	\$40.52	\$352.20	\$302.04	\$39.26	\$341.30	3.2%
Back Full Page - 6.5" x 8"	Per Ad	\$396.73	\$51.57	\$448.30	\$384.42	\$49.98	\$434.40	3.2%

St. Catharines Arts Award Ticket Prices

Single Ticket Per Person - Purchased in Advance of the Event	Per Ticket	\$11.81	\$1.54	\$13.35	\$11.46	\$1.49	\$12.95	3.1%
Single Ticket Per Person - Purchased Day of the Event	Per Ticket	\$17.48	\$2.27	\$19.75	\$16.95	\$2.20	\$19.15	3.1%

Cultural Services Programs

Cultural Services - Workshop Fee	Per Event	\$23.14	\$3.01	\$26.15	\$22.43	\$2.92	\$25.35	3.2%
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Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

St Catharines Museum and Welland Canal Centre

- Prices may vary by age group. The age groups are as follows unless specified otherwise:
 - Adults: 20 to 59 years old.
 - Older Adults: 60 years and older.
 - Students: 14 to 19 years old, including post-secondary students who can present a valid student card.
 - Children: 6 to 13 years old and accompanied by a guardian (either a student, adult or Older Adult).
- Prices may vary based on an individuals residence. A local resident is defined as someone having a local mailing address within the City of St. Catharines.
- Prices may vary based on the type of organization. The organization types are:
 - Non-Profit: a recognized charitable organization, including museums, or for private study or personal use.
 - Commercial: a for-profit organization or activities relating to promotion, publicity, or distribution.

Museum Gallery Admission Fee (donations accepted)	Per Person	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	-
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Curatorial Services

- Includes Conservation Services, Consultation and Search Fees, Research Fees, and Filming and Videography etc. (1 hour minimum charge plus cost of Archival Supplies as applicable).

Curatorial Services	Per Hour	\$29.96	\$3.89	\$33.85	\$29.03	\$3.77	\$32.80	3.2%
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Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Digital Reproductions and Photo Orders

- Photos are 8" x 10" or JPEGs (at 300 dpi) on CD, for rush orders add 50%.

Digital Reproductions and Photo Orders	Per Image	\$34.82	\$4.53	\$39.35	\$33.76	\$4.39	\$38.15	3.1%
Special orders	Per Order	\$0.00	\$0.00		-	-	Job Specific Costing	-
Reproduction of high resolution digital image of an existing scan	Per Image	\$16.95	\$2.20	\$19.15	\$16.42	\$2.13	\$18.55	3.2%

- Up to 12 images per year from the St. Catharines Standard Collection at no cost for the St. Catharines Standard.

Reproduction and Exhibition License

- Discounts will be applied to consultation and search fees, curatorial services, digital reproductions and photo orders, filming and videography as follows:
 - 10% to all museum membership holders, volunteers and staff.
 - 10% to donors for reproductions of artifacts donated.

Reproductions and Exhibition Licence	Per Image	\$5.97	\$0.78	\$6.75	\$5.80	\$0.75	\$6.55	3.1%
Photocopies	Per Page	\$0.44	\$0.06	\$0.50	\$0.40	\$0.05	\$0.45	11.1%
Copies sent via electronic file transfer	Per Page for PDF	\$0.44	\$0.06	\$0.50	\$0.40	\$0.05	\$0.45	11.1%
Curated Exhibit Program - frame/print rental	Per Image	\$9.47	\$1.23	\$10.70	\$9.16	\$1.19	\$10.35	3.4%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Archival Supplies

- Includes acid free tissue paper, cotton gloves, packing boxes, etc.)

Catalogue unit price, plus shipping and HST	-	-	-	Job Specific Costing	-	-	Job Specific Costing	-
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Public Programming
Educational Kit Rentals

- Only one kit may be rented at a time, and all kits must be picked up by the user as deliveries are not offered.

Large Kits	Per 1.5 Weeks	\$40.22	\$5.23	\$45.45	\$38.98	\$5.07	\$44.05	3.2%
Medium Kits	Per 1.5 Weeks	\$24.87	\$3.23	\$28.10	\$24.12	\$3.13	\$27.25	3.1%
Small Kits	Per 1.5 Weeks	\$19.16	\$2.49	\$21.65	\$18.58	\$2.42	\$21.00	3.1%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Travelling Museum Outreach Program								
In-School Outreach Program	Per Person	\$4.25	\$0.55	\$4.80	\$4.12	\$0.53	\$4.65	3.2%
Looking Back St. Catharines Program	Per Person	\$18.89	\$2.46	\$21.35	\$18.32	\$2.38	\$20.70	3.1%
Travelling Museum Outreach Program for Schools with the City of St. Catharines	-	-	-	Job Specific Costing	-	-	Job Specific Costing	-
For Outreach programmes outside St. Catharines	-	-	-	Job Specific Costing	-	-	Job Specific Costing	-

Membership Fees

- Membership entitles users to a monthly subscription to Tales of the Twelve Newsletter, a 10% savings on selected items in the gift shop, a 10% discount on all Museum room rentals, a 10% discount on Curatorial Services and advance notice of upcoming special events and preferred rates for specials programs.

One Year Membership

Adult	Per Year	\$24.87	\$3.23	\$28.10	\$24.12	\$3.13	\$27.25	3.1%
Family	Per Year	\$29.96	\$3.89	\$33.85	\$29.03	\$3.77	\$32.80	3.2%
Older Adults	Per Year	\$17.96	\$2.34	\$20.30	\$17.39	\$2.26	\$19.65	3.3%
Students (full-time)	Per Year	\$17.04	\$2.21	\$19.25	\$16.50	\$2.15	\$18.65	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Two Year Membership								
Adult	Per Two Years	\$44.82	\$5.83	\$50.65	\$43.45	\$5.65	\$49.10	3.2%
Family	Per Two Years	\$54.82	\$7.13	\$61.95	\$53.14	\$6.91	\$60.05	3.2%
Older Adults	Per Two Years	\$29.96	\$3.89	\$33.85	\$29.03	\$3.77	\$32.80	3.2%
Students (full-time)	Per Two Years	\$24.87	\$3.23	\$28.10	\$24.12	\$3.13	\$27.25	3.1%

Tours

- Mandatory chaperones policy is as follows:
 - 1:8 for elementary groups.
 - 1:12 for secondary groups.
- Bus drivers, tour operators and chaperones are entitled to complimentary passes.
- Regular hours of operation includes one Tour guide for each group of 20.

- Guided Tours (Docent Led Tours of the Museum Gallery).

- Tours of the gallery fall within three categories: Follow the North Star, Ontario Lacrosse Hall of Fame & Museum, Welland Canals.

Older Adults	Per Person	\$4.87	\$0.63	\$5.50	\$4.73	\$0.62	\$5.35	2.8%
Adult	Per Person	\$4.87	\$0.63	\$5.50	\$4.73	\$0.62	\$5.35	2.8%
Children Elementary	Per Person	\$4.70	\$0.00	\$4.70	\$4.55	\$0.00	\$4.55	3.3%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Educational Programmes (per student)

- Includes a guided tour with a docent based on specific links to the Ontario Curriculum. These programs also include an additional activity based on the age group of the students.

Students	Per Person	\$4.25	\$0.55	\$4.80	\$4.12	\$0.53	\$4.65	3.2%
Day at the Museum (half day)	Per Person	\$9.25	\$1.20	\$10.45	\$8.98	\$1.17	\$10.15	3.0%
Day at the Museum (full day)	Per Person	\$13.89	\$1.81	\$15.70	\$13.45	\$1.75	\$15.20	3.3%
Curated Exhibit Program	Per Group	-	-	Job Specific Costing	-	-	Job Specific Costing	-

Video Viewing

- Video viewing includes use of the Burgoyne Room for one hour.

Booking Per Group	Per Group	\$24.82	\$3.23	\$28.05	\$24.07	\$3.13	\$27.20	3.1%
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Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Program Drop in Fee (Per Person Per Activity)								
Adult	Per Person	\$9.47	\$1.23	\$10.70	\$9.16	\$1.19	\$10.35	3.4%
Child	Per Person	\$5.35	\$0.00	\$5.35	\$5.20	\$0.00	\$5.20	2.9%
Adult Membership Rate (No Charge)	Per Person	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	-
Child Membership Rate (No Charge)	Per Person	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	-
Museum School Program	Per Person	\$585.62	\$76.13	\$661.75	\$567.48	\$73.77	\$641.25	3.2%
A Walk Through History Cemetery Tours	Per Person	\$13.72	\$1.78	\$15.50	\$13.27	\$1.73	\$15.00	3.3%
Workshop - Family History and Genealogy	Per Person	\$46.33	\$6.02	\$52.35	\$44.91	\$5.84	\$50.75	3.2%

Morning Star Mill

Morning Star Mill Drop in Program	Per Person	\$9.60	\$1.25	\$10.85	\$9.29	\$1.21	\$10.50	3.3%
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Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Economic Development and Tourism Services

Permits

Film Permit Fee	Per Permit	\$53.27	\$6.93	\$60.20	\$51.64	\$6.71	\$58.35	3.2%
Advanced seminar / webinar fee	Flat Fee	\$13.72	\$1.78	\$15.50	\$13.27	\$1.73	\$15.00	3.3%

- A fee charged when a special speaker is hired to deliver an advanced business topic for the Enterprise Centre

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Engineering, Facilities and and Environmental Services

Engineering and Construction

Local Improvements (Installed under Ontario Regulation 586/06)

Storm Sewers Excluding Laterals	Per Metre of Frontage	\$700.00	\$0.00	\$700.00	\$562.65	\$0.00	\$562.65	24.4%
Sanitary Sewer Including Laterals	Per Metre of Frontage	\$700.00	\$0.00	\$700.00	\$586.40	\$0.00	\$586.40	19.4%
Watermain Excluding Services	Per Metre of Frontage	\$579.20	\$0.00	\$579.20	\$579.20	\$0.00	\$579.20	0.0%
Roads and Drainage Improvements on Local Streets, assuming existing Storm Sewers	Per Metre of Frontage	\$456.00	\$0.00	\$456.00	\$454.05	\$0.00	\$454.05	0.4%
Roads and Drainage Improvements on Local Streets, including Storm Sewers and existing Laterals	Per Metre of Frontage	\$973.00	\$0.00	\$973.00	\$877.05	\$0.00	\$877.05	10.9%
Concrete Sidewalk on Low Traffic Local Streets	Per Metre of Frontage	\$252.40	\$0.00	\$252.40	\$252.40	\$0.00	\$252.40	0.0%
100 mm Storm Lateral	Per 10 meters	\$5,100.00	\$0.00	\$5,100.00	\$4,638.75	\$0.00	\$4,638.75	9.9%
100 mm Sanitary Lateral	Per 10 meters	\$7,363.05	\$0.00	\$7,363.05	\$7,363.05	\$0.00	\$7,363.05	0.0%
25 mm Water Service	Per 10 meters	\$6,126.10	\$0.00	\$6,126.10	\$6,126.10	\$0.00	\$6,126.10	0.0%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Inspection Services

Request for inspection by MECP Certified Water Operator	-	-	-	Job Specific Costing	-	-	Job Specific Costing	-
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Construction Plans and Specifications

Small-Medium	Per Document	\$61.95	\$8.05	\$70.00	\$36.59	\$4.76	\$41.35	69.3%
Large	Per Document	\$132.74	\$17.26	\$150.00	\$73.19	\$9.51	\$82.70	81.4%
Very Large	Per Document	\$176.99	\$23.01	\$200.00	\$118.98	\$15.47	\$134.45	48.8%

Environmental Services

Environmental Audit Review	Per Review	\$109.60	\$14.25	\$123.85	\$106.19	\$13.81	\$120.00	3.2%
Non-Potable Water Letter	Per Letter	\$91.33	\$11.87	\$103.20	\$88.50	\$11.50	\$100.00	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Geomatics

City Documents (Copies)

Aerial Photographs	-	-	-	Job Specific Costing	-	-	Job Specific Costing	-
Bench Mark Photocopies	Per Page	\$0.44	\$0.06	\$0.50	\$0.40	\$0.05	\$0.45	11.1%
Contracts	Per Page	\$0.44	\$0.06	\$0.50	\$0.40	\$0.05	\$0.45	11.1%

Digital Graphics Files

Special Requests (Compression, Overlays)	Per 15 minute time block	\$15.22	\$1.98	\$17.20	\$14.73	\$1.92	\$16.65	3.3%
Orthoimage Fee 1KM Tile (Sub-license)	Per File	\$84.42	\$10.98	\$95.40	\$81.81	\$10.64	\$92.45	3.2%

Microfilm Prints

Microfilm Prints	Per Page	\$1.02	\$0.13	\$1.15	\$0.97	\$0.13	\$1.10	4.5%
Microfilm 35mm Print of Plans	-	-	-	Job Specific Costing	-	-	Job Specific Costing	-
Photocopies - Miscellaneous	Per Page	\$0.44	\$0.06	\$0.50	\$0.40	\$0.05	\$0.45	11.1%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Plan Reproduction (General)

Per m ² White Print Paper	Per Square Meter	\$3.10	\$0.40	\$3.50	\$3.01	\$0.39	\$3.40	2.9%
Minimum	Per Square Meter	\$3.10	\$0.40	\$3.50	\$3.01	\$0.39	\$3.40	2.9%

Sewer Atlas (Sanitary and Storm)

Complete - Advance Order	Per Book	\$65.09	\$8.46	\$73.55	\$63.05	\$8.20	\$71.25	3.2%
Copy of Individual Pages	Per Page	\$0.44	\$0.06	\$0.50	\$0.40	\$0.05	\$0.45	11.1%

Water Atlas

Water Atlas - Complete - Advance Order	Per Book	\$65.09	\$8.46	\$73.55	\$63.05	\$8.20	\$71.25	3.2%
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Encroachment

Encroachment Agreements	Per Agreement	\$298.89	\$38.86	\$337.75	\$289.65	\$37.65	\$327.30	3.2%
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Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Operations

Road Allowance Occupancy

Paper / magazine vending box	Per Location	\$14.20	\$1.85	\$16.05	\$13.76	\$1.79	\$15.55	3.2%
Road Allowance Occupancy / Cut Permit	Per Application	\$113.36	\$14.74	\$128.10	\$109.87	\$14.28	\$124.15	3.2%
Street Banner Fee	Per Location	\$163.27	\$21.23	\$184.50	\$158.23	\$20.57	\$178.80	3.2%

Municipal Consent Permit

Municipal Consent Permit	Per Application	\$142.39	\$18.51	\$160.90	\$137.96	\$17.94	\$155.90	3.2%
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Road Closures

Road Closure	-	-	-	Job Specific Costing	-	-	Job Specific Costing	-
Road Closure - For Profit Special Event	Per Application	\$551.45	\$0.00	\$551.45	\$534.35	\$0.00	\$534.35	3.2%
Road Closure - Not-for-Profit Special Event	Per Application	\$275.70	\$0.00	\$275.70	\$267.15	\$0.00	\$267.15	3.2%
Road Closure - Parade and other multi-road events	-	-	-	Job Specific Costing	-	-	Job Specific Costing	-

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Road Allowance - Deposit For Damages (Where Sidewalk Exists)

Residential - Up to 4 Units	Per Application	\$665.60	\$0.00	\$665.60	\$644.95	\$0.00	\$644.95	3.2%
Pool Construction	Per Application	\$325.10	\$0.00	\$325.10	\$315.00	\$0.00	\$315.00	3.2%
Additions Requiring Footings	Per Application	\$325.10	\$0.00	\$325.10	\$315.00	\$0.00	\$315.00	3.2%
Accessory Buildings Requiring Footings	Per Application	\$325.10	\$0.00	\$325.10	\$315.00	\$0.00	\$315.00	3.2%

Commercial/Industrial

Large Residential (Greater than 4 Units)

Demolition (Greater than 100 Square Meters)

Per Square Meter of Sidewalk	Per Square Meter	\$86.30	\$0.00	\$86.30	\$83.60	\$0.00	\$83.60	3.2%
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Sidewalk Patio Application

Sidewalk Patio Application	Per Application	\$393.15	\$0.00	\$393.15	\$380.95	\$0.00	\$380.95	3.2%
Rental	Per Square Metre per year	\$38.58	\$5.02	\$43.60	\$37.39	\$4.86	\$42.25	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Financial Management Services

City Documents

Assessment Roll

1 - 3 pages	Per Page	\$2.30	\$0.00	\$2.30	\$2.25	\$0.00	\$2.25	2.2%
4 - 6 pages	Per Page	\$3.40	\$0.00	\$3.40	\$3.30	\$0.00	\$3.30	3.0%
7 - 10 pages	Per Page	\$4.55	\$0.00	\$4.55	\$4.40	\$0.00	\$4.40	3.4%

Budget

Capital	Per Document Package	\$6.06	\$0.79	\$6.85	\$5.88	\$0.77	\$6.65	3.0%
Financial Statements	Per Document Package	\$20.35	\$2.65	\$23.00	\$19.73	\$2.57	\$22.30	3.1%
Financial Statements and Information Return	Per Document Package	\$25.40	\$3.30	\$28.70	\$24.60	\$3.20	\$27.80	3.2%
Operating (Summary)	Per Document Package	\$25.40	\$3.30	\$28.70	\$24.60	\$3.20	\$27.80	3.2%

Proposed Rates and Fees 2023

Management Services, Director 2023 Schedule of Rates and Fees ...

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Other Rates								
Accounts Receivable Collection Fee	Per Property	\$24.91	\$3.24	\$28.15	\$24.16	\$3.14	\$27.30	3.1%
Accounts Receivable - Interest Charges (over 30 days) 1.25% per month	-	-	-		-	-	-	-
N.S.F. Cheques (Service Charge)	Per Cheque	\$43.94	\$5.71	\$49.65	\$42.57	\$5.53	\$48.10	3.2%
Registration of Tax Arrears Certificate								
Preparation of Extension Agreement	Per Property	\$563.00	\$0.00	\$563.00	\$545.55	\$0.00	\$545.55	3.2%
Sale by Tender	Per Property	\$2,026.85	\$0.00	\$2,026.85	\$1,964.00	\$0.00	\$1,964.00	3.2%
Tax Sale Registration Recovery Service Fees External Agent – Actual costs to execute the Tax Sale Registrations and Tax Sales	Per Roll Number	-	-	Invoice Amount (external agent)	-	-	Invoice Amount (external agent)	-
Tax Sale Registration Recovery Service Fees Internal Staff	Per Roll Number	\$516.00	\$0.00	\$516.00	\$500.00	\$0.00	\$500.00	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Property Taxes								
Property Tax Account Statement or Duplicate Copy of Tax Bill	Per Roll Number	\$13.72	\$1.78	\$15.50	\$13.27	\$1.73	\$15.00	3.3%
Property Tax Certificates (Includes Local Improvement Search)	Per Roll Number	\$103.20	\$0.00	\$103.20	\$100.00	\$0.00	\$100.00	3.2%
Refund credit balances on accounts	Per Roll Number	\$23.98	\$3.12	\$27.10	\$23.23	\$3.02	\$26.25	3.2%
Transfer Incorrect payments from accounts	Per Roll Number	\$23.98	\$3.12	\$27.10	\$23.23	\$3.02	\$26.25	3.2%
Property Taxes - Additions to the Roll								
External Request	Per Roll Number	\$49.82	\$6.48	\$56.30	\$48.27	\$6.28	\$54.55	3.2%
Internal Request	Per Roll Number	\$34.87	\$4.53	\$39.40	\$33.81	\$4.39	\$38.20	3.1%
Property Tax Account Administration Fee	Per Roll Number	\$41.30	\$0.00	\$41.30	\$40.00	\$0.00	\$40.00	3.3%
Online Tax Certificates	Per Roll Number	\$90.70	\$0.00	\$90.70	\$87.90	\$0.00	\$87.90	3.2%
Set up New Roll Number	Per Roll Number	\$47.88	\$6.22	\$54.10	\$46.37	\$6.03	\$52.40	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Property Tax Billing For Mortgage Company								
Fee on Interim and Final Payment Listing	Per Roll Number	\$16.90	\$0.00	\$16.90	\$16.40	\$0.00	\$16.40	3.0%
Property Tax/Water Title Insurance - Confirmation Letter	Per Roll Number	\$28.15	\$0.00	\$28.15	\$27.30	\$0.00	\$27.30	3.1%
Water Billing								
35 Day Meter Test Data Fee	Per Address	\$53.35	\$0.00	\$53.35	\$51.70	\$0.00	\$51.70	3.2%
Fee to deliver water shut off notices	Per Account	\$23.98	\$3.12	\$27.10	\$23.23	\$3.02	\$26.25	3.2%
Final Demand / Non-Compliance Fee	Per Account	\$19.96	\$2.59	\$22.55	\$19.34	\$2.51	\$21.85	3.2%
Refund credit balances on account	Per Account	\$23.98	\$3.12	\$27.10	\$23.23	\$3.02	\$26.25	3.2%
Setup New Water Account	Per Account	\$47.88	\$6.22	\$54.10	\$46.37	\$6.03	\$52.40	3.2%
Transfer Incorrect payments from accounts	Per Account	\$23.98	\$3.12	\$27.10	\$23.23	\$3.02	\$26.25	3.2%
Water Account Administration Fee	Per Account	\$41.30	\$0.00	\$41.30	\$40.00	\$0.00	\$40.00	3.3%
Water Account Statement or Duplicate Copy Bill	Per Account	\$13.72	\$1.78	\$15.50	\$13.27	\$1.73	\$15.00	3.3%
Water Certificates	Per Request	\$61.42	\$7.98	\$69.40	\$59.51	\$7.74	\$67.25	3.2%
Water Status - Verbal Request (Law Firms Only)	Per Request	\$22.55	\$0.00	\$22.55	\$21.85	\$0.00	\$21.85	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Fire Emergency Management Services

Fire Safety Inspection

Administrative

Occupant Load Posting	Flat Fee	\$19.91	\$2.59	\$22.50	\$19.29	\$2.51	\$21.80	3.2%
Fire Regulation Compliance Letter (Insurance report, records search)	Per Letter	\$124.56	\$16.19	\$140.75	\$120.71	\$15.69	\$136.40	3.2%
AGCO (Alcohol & Gaming Commission Ontario) Letter special Occasion Permit and Clearance Letter for Property	Per Letter	\$124.56	\$16.19	\$140.75	\$120.71	\$15.69	\$136.40	3.2%
Fire Route Application/Administration	Per Application	\$298.89	\$38.86	\$337.75	\$289.65	\$37.65	\$327.30	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
On Site Inspection								
Residential								
Residential - Single Family Dwelling (Home Share Programs)	Flat Fee	\$162.65	\$21.15	\$183.80	\$157.61	\$20.49	\$178.10	3.2%
Illegal Marijuana Grow Ops or Clandestine Lab inspection first 185.81 m ² (2,000 ft ²)	First 2,000 m ² block	\$398.58	\$51.82	\$450.40	\$386.24	\$50.21	\$436.45	3.2%
Illegal Marijuana Grow Ops or Clandestine Lab Inspection each additional 185.81 m ² (2000 ft ²)	Per 2,000 m ² block	\$52.79	\$6.86	\$59.65	\$51.15	\$6.65	\$57.80	3.2%
Legalized Marijuana Grow Ops Inspection first 185.81 m ² (2,000 ft ²)	First 2,000 m ² block	\$398.58	\$51.82	\$450.40	\$386.24	\$50.21	\$436.45	3.2%
Legalized Marijuana Grow Ops Inspection each additional 185.81 m ² (2,000 ft ²)	Per 2,000 m ² block	\$52.79	\$6.86	\$59.65	\$51.15	\$6.65	\$57.80	3.2%
Residential - Duplex	Flat Fee	\$274.03	\$35.62	\$309.65	\$265.53	\$34.52	\$300.05	3.2%
Residential 3 to 6 units	Flat Fee	\$423.54	\$55.06	\$478.60	\$410.40	\$53.35	\$463.75	3.2%
Residential each additional unit over 6	Per Unit	\$5.66	\$0.74	\$6.40	\$5.49	\$0.71	\$6.20	3.2%

• Unit definition is based on the Fire Code Dwelling Unit definition.

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Commercial								
First 450m ² (5,000 sq ft)	First 450 m ² block	\$398.58	\$51.82	\$450.40	\$386.24	\$50.21	\$436.45	3.2%
Each additional 450 m ² (5,000 sq ft)	Per 450 m ² block	\$52.79	\$6.86	\$59.65	\$51.15	\$6.65	\$57.80	3.2%
Legalized Marijuana Grow Ops Inspection first 185.81 m ² (2000 ft ²)	First 2,000 m ² block	\$398.58	\$51.82	\$450.40	\$386.24	\$50.21	\$436.45	3.2%
Legalized Marijuana Grow Ops Inspection each additional 185.81 m ² (2,000 ft ²)	Per 2,000 m ² block	\$52.79	\$6.86	\$59.65	\$51.15	\$6.65	\$57.80	3.2%
Industrial								
First 900m ² (10,000 sq. ft)	First 900 m ² block	\$398.58	\$51.82	\$450.40	\$386.24	\$50.21	\$436.45	3.2%
Each additional 450m ² (5,000 sq. ft)	Per 450 m ² block	\$52.79	\$6.86	\$59.65	\$51.15	\$6.65	\$57.80	3.2%
Legalized Marijuana Grow Ops Inspection first 185.81 m ² (2,000 ft ²)	First 2,000 m ² block	\$398.58	\$51.82	\$450.40	\$386.24	\$50.21	\$436.45	3.2%
Legalized Marijuana Grow Ops Inspection each additional 185.81 m ² (2,000 ft ²)	Per 2,000 m ² block	\$52.79	\$6.86	\$59.65	\$51.15	\$6.65	\$57.80	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Assembly

Including AGCO (Alcohol & Gaming Commission of Ontario) Inspection up to 150 persons	Flat Fee	\$398.58	\$51.82	\$450.40	\$386.24	\$50.21	\$436.45	3.2%
Including AGCO Inspection over 150 persons	Flat Fee	\$458.32	\$59.58	\$517.90	\$444.12	\$57.73	\$501.85	3.2%
Patio Inspection only for AGCO applications	Per Application	\$154.42	\$20.08	\$174.50	\$149.65	\$19.45	\$169.10	3.2%

Mixed Use

Mixed Commercial/Residential Building - (1 Comm. with 5 Apt.)	Flat Fee	\$458.32	\$59.58	\$517.90	\$444.12	\$57.73	\$501.85	3.2%
Each additional commercial unit	Per Unit	\$52.79	\$6.86	\$59.65	\$51.15	\$6.65	\$57.80	3.2%
Each additional residential unit	Per Unit	\$5.66	\$0.74	\$6.40	\$5.49	\$0.71	\$6.20	3.2%

Multi Unit Hotels/Motels

Up to Three (3) Storeys	Flat Fee	\$511.02	\$66.43	\$577.45	\$495.18	\$64.37	\$559.55	3.2%
Each additional Storey	Per Storey	\$70.49	\$9.16	\$79.65	\$68.32	\$8.88	\$77.20	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Other								
Private Home Day Care Inspection - 5 children or less	Flat Fee	\$162.65	\$21.15	\$183.80	\$157.61	\$20.49	\$178.10	3.2%
Day Care Centers - More than 5 children	Flat Fee	\$398.58	\$51.82	\$450.40	\$386.24	\$50.21	\$436.45	3.2%
Day Care Centre - Annual Renewal (located in Schools)	Flat Fee	\$159.47	\$20.73	\$180.20	\$154.51	\$20.09	\$174.60	3.2%
Business License Inspection Fee	Per Permit	\$81.37	\$10.58	\$91.95	\$78.85	\$10.25	\$89.10	3.2%
Inspection Fee Per Hour Outside Normal Working Hours - (Actual Application Fee to be added to this amount)	Per Hour	\$40.71	\$5.29	\$46.00	\$39.42	\$5.13	\$44.55	3.3%
Rooming Boarding and Lodging	Per Permit	\$325.35	\$42.30	\$367.65	\$315.27	\$40.98	\$356.25	3.2%

Fire Prevention Miscellaneous Fees

Administrative Services	Per Hour	\$79.69	\$10.36	\$90.05	\$77.21	\$10.04	\$87.25	3.2%
Photocopies	Per Page	\$0.44	\$0.06	\$0.50	\$0.40	\$0.05	\$0.45	11.1%
Fire Prevention Officers Request for Assistance	Per Hour	\$81.37	\$10.58	\$91.95	\$78.85	\$10.25	\$89.10	3.2%
Smoke Alarm - 9 volt style	Per Device	\$14.91	\$1.94	\$16.85	\$14.47	\$1.88	\$16.35	3.1%
Smoke Alarm - Long Life Lithium Powers	Per Device	\$32.92	\$4.28	\$37.20	\$31.90	\$4.15	\$36.05	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Carbon Monoxide/Smoke Alarm - 9 volt	Per Device	\$32.92	\$4.28	\$37.20	\$31.90	\$4.15	\$36.05	3.2%
Carbon Monoxide Alarm - Lithium	Per Device	\$37.88	\$4.92	\$42.80	\$36.68	\$4.77	\$41.45	3.3%
Carbon Monoxide /Smoke Alarm - Lithium	Per Device	\$47.83	\$6.22	\$54.05	\$46.33	\$6.02	\$52.35	3.2%
Fire Extinguisher Training - maximum 25 persons	Flat Fee	\$208.27	\$27.08	\$235.35	\$201.81	\$26.24	\$228.05	3.2%
Each Additional Person over 25	Flat Fee	\$5.66	\$0.74	\$6.40	\$5.49	\$0.71	\$6.20	3.2%
Fire Extinguisher Tudor Rental - min. 1/2 day (4 hrs.)	Flat Fee	\$353.50	\$45.95	\$399.45	\$342.52	\$44.53	\$387.05	3.2%
Fire Extinguisher Tudor Rental - full day - max 8 hrs.	Flat Fee	\$678.85	\$88.25	\$767.10	\$657.79	\$85.51	\$743.30	3.2%
Fire Inspection with Violations and/or Re-inspections	Per Inspection	\$176.28	\$22.92	\$199.20	\$170.80	\$22.20	\$193.00	3.2%
Fire Safety Plan Review	Per Review	\$176.28	\$22.92	\$199.20	\$170.80	\$22.20	\$193.00	3.2%
Vulnerable Occupancy 2nd and Subsequent Fire Drill	Per Drill	\$325.35	\$42.30	\$367.65	\$315.27	\$40.98	\$356.25	3.2%
Life Safety Study, Alternative Solutions Submittal & Ontario Fire Code Part 4 Audit Submittal	Per Review	\$244.03	\$31.72	\$275.75	\$236.46	\$30.74	\$267.20	3.2%
Refreshment Vehicles Inspection	Per Inspection	\$105.80	\$13.75	\$119.55	\$102.52	\$13.33	\$115.85	3.2%
Display Fireworks Approval	Per Venue	\$299.65	\$38.95	\$338.60	\$290.35	\$37.75	\$328.10	3.2%
Consumer Fireworks Sales Permit	Per Permit	\$325.35	\$42.30	\$367.65	\$315.27	\$40.98	\$356.25	3.2%
Open Air Burning - Permit Application Agricultural Fire	Per Application	\$193.89	\$25.21	\$219.10	\$187.88	\$24.42	\$212.30	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Improper Burn - minimum charge to extinguish Fire (not in conformance with By-law) or While Prohibited (e.g. Ban)	Flat Fee	\$500.50	\$0.00	\$500.50	\$485.00	\$0.00	\$485.00	3.2%
Extinguish Fire not in conformance with By-law	Per Hour per apparatus	\$500.50	\$0.00	\$500.50	\$485.00	\$0.00	\$485.00	3.2%
Preventable False Alarms - 3 vehicles 2nd false alarm within 12 month calendar year	Per Alarm	\$1,501.55	\$0.00	\$1,501.55	\$1,455.00	\$0.00	\$1,455.00	3.2%
Fire Suppression and Investigation Charges (Invoice plus 15%)	-	-	-	Job Specific Costing	-	-	Job Specific Costing	-
Copying fee for fire Safety Plans not submitted electronically	Per Safety Plan	\$76.73	\$9.97	\$86.70	\$74.34	\$9.66	\$84.00	3.2%
Fire Safety Plan - Translation to / from English	Per Safety Plan	\$79.69	\$10.36	\$90.05	\$77.21	\$10.04	\$87.25	3.2%

Miscellaneous Fees

Existing - Level 1 or 2 Review	Flat Fee	\$162.70	\$21.15	\$183.85	\$157.65	\$20.50	\$178.15	3.2%
New/Modified - 5,000 USWG (Propane) or less	Flat Fee	\$563.10	\$73.20	\$636.30	\$545.62	\$70.93	\$616.55	3.2%
New/Modified - greater than 5,000 USWG (Propane)	Flat Fee	\$1,126.02	\$146.38	\$1,272.40	\$1,091.11	\$141.84	\$1,232.95	3.2%
3rd Party Engineer or Firm	-	-	-	Job Specific Costing	-	-	Job Specific Costing	-
Training Tower Facility	Per Day	\$281.46	\$36.59	\$318.05	\$272.74	\$35.46	\$308.20	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Emergency Gas Line Response 1st hour or part thereof per apparatus *Fee is equal to hourly MTO rate	Per Hour per apparatus	\$509.87	\$66.28	\$576.15	\$484.15	\$0.00	\$484.15	19.0%
Emergency Gas Line Response each additional 1/2 hour per apparatus *Fee is equal to half hour MTO rate	Per Half Hour per apparatus	\$254.91	\$33.14	\$288.05	\$242.10	\$0.00	\$242.10	19.0%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Legal and Clerk Services

Burial Permits	Per Permit	\$27.60	\$0.00	\$27.60	\$26.75	\$0.00	\$26.75	3.2%
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City Documents, Photocopies, By-laws, Deeds and Agreements

1-3 pages	Per Document Package	\$2.35	\$0.30	\$2.65	\$2.26	\$0.29	\$2.55	3.9%
1-3 pages (Certified)	Per Document Package	\$3.36	\$0.44	\$3.80	\$3.27	\$0.43	\$3.70	2.7%
4-6 pages	Per Document Package	\$3.36	\$0.44	\$3.80	\$3.27	\$0.43	\$3.70	2.7%
4-6 pages (Certified)	Per Document Package	\$4.29	\$0.56	\$4.85	\$4.16	\$0.54	\$4.70	3.2%
7-10 pages	Per Document Package	\$4.29	\$0.56	\$4.85	\$4.16	\$0.54	\$4.70	3.2%
7-10 pages (Certified)	Per Document Package	\$5.66	\$0.74	\$6.40	\$5.49	\$0.71	\$6.20	3.2%
over 10 pages	Per Document Package	\$5.66	\$0.74	\$6.40	\$5.49	\$0.71	\$6.20	3.2%
over 10 pages (Certified)	Per Document Package	\$7.30	\$0.95	\$8.25	\$7.08	\$0.92	\$8.00	3.1%
Condominium Agreement (Executed)	Per Agreement	\$5.66	\$0.74	\$6.40	\$5.49	\$0.71	\$6.20	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Freedom of Information (Municipal) and Protection to Privacy Act

Application Fee	Per Application	\$5.00	\$0.00	\$5.00	\$5.00	\$0.00	\$5.00	0.0%
Photocopies	Per Page	\$0.20	\$0.00	\$0.20	\$0.20	\$0.00	\$0.20	0.0%
Manual search	Per 15 Minute time block	\$7.50	\$0.00	\$7.50	\$7.50	\$0.00	\$7.50	0.0%
Preparing a record for disclosure	Per 15 Minute time block	\$7.50	\$0.00	\$7.50	\$7.50	\$0.00	\$7.50	0.0%

Council and Election

Ward and Poll Maps - City Wide	Per Set	\$5.44	\$0.71	\$6.15	\$5.27	\$0.68	\$5.95	3.4%
Ward and Poll Maps - Ward Specific	Per Ward	\$2.26	\$0.29	\$2.55	\$2.17	\$0.28	\$2.45	4.1%
Code of Conduct Fee (Processing)	Per Application	\$39.35	\$0.00	\$39.35	\$38.15	\$0.00	\$38.15	3.1%

Commissioning of Documents

Initialing and/or Sealing and/or Signing only of document fully completed condition	Per Document	\$14.91	\$1.94	\$16.85	\$14.47	\$1.88	\$16.35	3.1%
Senior Pension Forms & Student OSAP Forms (No Charge)	Per Document	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	-

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Dog Licences

All Spayed or Neutered Dogs	Per Dog	\$37.85	\$0.00	\$37.85	\$36.70	\$0.00	\$36.70	3.1%
All Dogs Under 6 Months Old	Per Dog	\$37.85	\$0.00	\$37.85	\$36.70	\$0.00	\$36.70	3.1%
All Non-spayed or Non-neutered Dogs (Maximum 3 per household)	Per Dog	\$65.10	\$0.00	\$65.10	\$63.10	\$0.00	\$63.10	3.2%
Late Fee	Per Dog	\$16.30	\$0.00	\$16.30	\$15.80	\$0.00	\$15.80	3.2%
Replacement Dog Tags	Per Tag	\$10.90	\$0.00	\$10.90	\$10.55	\$0.00	\$10.55	3.3%

Legal Services and Agreements

Legal Agreement (Simple)	Per Agreement	\$551.45	\$0.00	\$551.45	\$534.35	\$0.00	\$534.35	3.2%
Legal Agreement (Complex)	Per Agreement	\$937.45	\$0.00	\$937.45	\$908.40	\$0.00	\$908.40	3.2%
Registration of Agreement or By-law	Per Agreement	\$330.90	\$0.00	\$330.90	\$320.65	\$0.00	\$320.65	3.2%
Release of Agreements	Per Agreement	\$330.90	\$0.00	\$330.90	\$320.65	\$0.00	\$320.65	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Lottery Licences

Raffles

Raffles not exceeding \$500	Per Lottery scheme	\$5.60	\$0.00	\$5.60	\$5.45	\$0.00	\$5.45	2.8%
Lottery at bazaar - each time	Per Lottery scheme	\$5.60	\$0.00	\$5.60	\$5.45	\$0.00	\$5.45	2.8%
Bazaar Wheel	Per Wheel per day	\$5.60	\$0.00	\$5.60	\$5.45	\$0.00	\$5.45	2.8%
Break Open Lottery Tickets (per box) - 3% of prizes per box	Per Licence	-	-	Job Specific Costing	-	-	Job Specific Costing	-
Bingo - 3% of Adjusted Net Profit	-	-	-	Job Specific Costing	-	-	Job Specific Costing	-

Marriage Licence Fees

Marriage Licences	Per Licence	\$160.00	\$0.00	\$160.00	\$158.25	\$0.00	\$158.25	1.1%
Civil Marriage Ceremony	Per Couple	\$280.04	\$36.41	\$316.45	\$280.04	\$36.41	\$316.45	0.0%
Civil Ceremony, Off Site	Per Couple	\$313.14	\$40.71	\$353.85	\$303.45	\$39.45	\$342.90	3.2%
Witnesses	Per Person	\$24.42	\$3.18	\$27.60	\$23.67	\$3.08	\$26.75	3.2%
Cancellation Fee	Per Event	\$48.89	\$6.36	\$55.25	\$47.39	\$6.16	\$53.55	3.2%
Staff Attendance at Rehearsal	Flat Fee	\$91.33	\$11.87	\$103.20	\$88.50	\$11.50	\$100.00	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Municipal Works

Garden City Municipal Golf Course

Annual Memberships and Activity Packs

Activity Packs Weekday Only (Must be used in current season)

10 Rounds	Per Pack	\$170.80	\$22.20	\$193.00	\$165.49	\$21.51	\$187.00	3.2%
20 Rounds	Per Pack	\$322.08	\$41.87	\$363.95	\$312.08	\$40.57	\$352.65	3.2%
30 Rounds	Per Pack	\$429.47	\$55.83	\$485.30	\$416.15	\$54.10	\$470.25	3.2%
45 Rounds	Per Pack	\$590.53	\$76.77	\$667.30	\$572.21	\$74.39	\$646.60	3.2%

Junior Membership (9 to 17 years)

Gold (unlimited after 11:00 a.m.)	Per Membership	\$274.25	\$35.65	\$309.90	\$265.75	\$34.55	\$300.30	3.2%
Silver (Monday to Friday, Excluding Holidays - unlimited after 11:00 a.m.)	Per Membership	\$200.04	\$26.01	\$226.05	\$193.85	\$25.20	\$219.05	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Adult Membership (18 to 59 years)								
Gold (unlimited)	Per Membership	\$673.45	\$87.55	\$761.00	\$652.57	\$84.83	\$737.40	3.2%
Silver (Monday to Friday, Excluding Holidays)	Per Membership	\$573.89	\$74.61	\$648.50	\$556.11	\$72.29	\$628.40	3.2%
Older Adult Membership (60 years and older)								
Gold (unlimited)	Per Membership	\$573.89	\$74.61	\$648.50	\$556.11	\$72.29	\$628.40	3.2%
Silver (Monday to Friday, Excluding Holidays)	Per Membership	\$473.32	\$61.53	\$534.85	\$458.63	\$59.62	\$518.25	3.2%
Rentals								
Clubs	Per Round	\$7.52	\$0.98	\$8.50	\$7.30	\$0.95	\$8.25	3.0%
Pull Carts	Per Cart	\$3.63	\$0.47	\$4.10	\$3.50	\$0.45	\$3.95	3.8%
Motorized Carts (1 Rider Only) 9 Holes	Per Cart	\$7.08	\$0.92	\$8.00	\$6.86	\$0.89	\$7.75	3.2%
Motorized Carts (1 Rider Only) 18 Holes	Per Round	\$14.20	\$1.85	\$16.05	\$13.76	\$1.79	\$15.55	3.2%
Motorized Carts Activity Pack (10 Rides of 18 Holes or Less)	Per Pack	\$99.56	\$12.94	\$112.50	\$96.46	\$12.54	\$109.00	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Tournaments (Minimum of 24 paid golfers - 18 holes only)

Weekday	Per Round	\$19.56	\$2.54	\$22.10	\$18.94	\$2.46	\$21.40	3.3%
Weekend	Per Round	\$23.94	\$3.11	\$27.05	\$23.19	\$3.01	\$26.20	3.2%

Promotional Golf Packages

- Twilight Golf days and hours are displayed on the City's website.

Golf and Ride-Weekdays Only (April to May and September to	Per Round	\$30.27	\$3.93	\$34.20	\$29.34	\$3.81	\$33.15	3.2%
Golf and Ride-Weekdays Only (June to August)	Per Round	\$32.21	\$4.19	\$36.40	\$31.19	\$4.06	\$35.25	3.3%
Twilight Golf (Single Round, 18 Holes Only)	Per Round	\$16.06	\$2.09	\$18.15	\$15.58	\$2.02	\$17.60	3.1%

Green Fees - Prime Season (June to August)

Adults (18 to 59 years - Monday to Friday, Excluding Holidays)

9 holes	Per Round	\$14.20	\$1.85	\$16.05	\$13.76	\$1.79	\$15.55	3.2%
18 holes	Per Round	\$22.92	\$2.98	\$25.90	\$22.21	\$2.89	\$25.10	3.2%
Replay	Per Round	\$9.07	\$1.18	\$10.25	\$8.81	\$1.14	\$9.95	3.0%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Older Adults (60 years and older - Monday to Friday, Excluding Holidays)

9 holes	Per Round	\$13.14	\$1.71	\$14.85	\$12.74	\$1.66	\$14.40	3.1%
18 holes	Per Round	\$20.97	\$2.73	\$23.70	\$20.31	\$2.64	\$22.95	3.3%
Replay	Per Round	\$8.05	\$1.05	\$9.10	\$7.79	\$1.01	\$8.80	3.4%

Juniors (17 years and younger - Monday to Friday, Excluding Holidays)

9 holes	Per Round	\$12.70	\$1.65	\$14.35	\$12.30	\$1.60	\$13.90	3.2%
18 holes	Per Round	\$20.97	\$2.73	\$23.70	\$20.31	\$2.64	\$22.95	3.3%
Replay	Per Round	\$7.79	\$1.01	\$8.80	\$7.57	\$0.98	\$8.55	2.9%

All Ages - Saturday, Sunday and Holidays

9 holes	Per Round	\$15.13	\$1.97	\$17.10	\$14.65	\$1.90	\$16.55	3.3%
18 holes	Per Round	\$24.87	\$3.23	\$28.10	\$24.12	\$3.13	\$27.25	3.1%
Replay	Per Round	\$10.00	\$1.30	\$11.30	\$9.69	\$1.26	\$10.95	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Green Fees - Off Season (April to May and September to Close)

All Ages - Monday to Friday, Excluding Holidays

9 holes	Per Round	\$10.97	\$1.43	\$12.40	\$10.62	\$1.38	\$12.00	3.3%
18 holes	Per Round	\$20.97	\$2.73	\$23.70	\$20.31	\$2.64	\$22.95	3.3%

All Ages - Saturday, Sunday and Holidays

9 holes	Per Round	\$14.20	\$1.85	\$16.05	\$13.76	\$1.79	\$15.55	3.2%
18 holes	Per Round	\$21.95	\$2.85	\$24.80	\$21.28	\$2.77	\$24.05	3.1%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
League Rate								
Weekday								
9 holes	Per Round	\$11.99	\$1.56	\$13.55	\$11.64	\$1.51	\$13.15	3.0%
18 holes	Per Round	\$20.00	\$2.60	\$22.60	\$19.38	\$2.52	\$21.90	3.2%
Older Adults (60 years and older) - 9 Holes	Per Round	\$10.75	\$1.40	\$12.15	\$10.40	\$1.35	\$11.75	3.4%
Older Adults (60 years and older) - 18 Holes	Per Round	\$17.70	\$2.30	\$20.00	\$17.17	\$2.23	\$19.40	3.1%
Weekend								
9 holes	Per Round	\$13.14	\$1.71	\$14.85	\$12.74	\$1.66	\$14.40	3.1%
18 holes	Per Round	\$22.92	\$2.98	\$25.90	\$22.21	\$2.89	\$25.10	3.2%
Older Adults (60 years and older) - 9 Holes	Per Round	\$11.99	\$1.56	\$13.55	\$11.64	\$1.51	\$13.15	3.0%
Older Adults (60 years and older) - 18 Holes	Per Round	\$20.58	\$2.67	\$23.25	\$19.96	\$2.59	\$22.55	3.1%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Operations

Culvert Installation

600mm Diameter and Less

Cost Per Linear Metre - minimum charge of two (2) linear metres	Per Meter	\$346.35	\$0.00	\$346.35	\$335.60	\$0.00	\$335.60	3.2%
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Culvert Installation Greater than 600mm Diameter

•Charges for new culverts or extensions greater than 600mm diameter in size will be based on actual cost. The fee will be based on an estimate prepared by the City Engineer, will reflect actual site conditions and must be prepaid. Should the actual cost be greater than the estimate, the property owner shall be invoiced for any additional costs incurred. Should the actual cost be less than the estimate, the property owner will be refunded the difference.

Culvert Installation Greater than 600mm Diametre Fee	Does Not Exist	-	-	Job Specific Costing	-	-	Job Specific Costing	-
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Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Curb Entrances

•For curb cuts - if two (2) separate cuts are required to cut a one (1) metre length, a second Per Linear Metre charge will be applied

Curb Cuts Only	Per Linear Meter	\$30.45	\$0.00	\$30.45	\$29.50	\$0.00	\$29.50	3.2%
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•The minimum charge for curb cuts is one linear metre per side for a total of two (2) linear metres

Curb Cut - Priority Rate	Per Linear Meter	\$89.30	\$0.00	\$89.30	\$86.55	\$0.00	\$86.55	3.2%
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•For expedited callouts where the minimum amount may not be achieved.

Curb Cut - Priority Rate - Minimum Charge	Flat Fee	\$387.00	\$0.00	\$387.00	\$375.00	\$0.00	\$375.00	3.2%
Driveway Access / Curb Cut Application Fee	Flat Fee	\$114.96	\$14.94	\$129.90	\$111.37	\$14.48	\$125.85	3.2%

Curbs and Sidewalks

Lower Sidewalk - minimum charge of two (2) square metres	Per Square Meter	\$269.90	\$0.00	\$269.90	\$261.55	\$0.00	\$261.55	3.2%
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Curb Face Sidewalk - minimum charge of two (2) square metres	Per Square Meter	\$269.90	\$0.00	\$269.90	\$261.55	\$0.00	\$261.55	3.2%
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Curb Replacement (Fill) - minimum charge of two (2) square metres	Per Square Meter	\$246.65	\$0.00	\$246.65	\$239.00	\$0.00	\$239.00	3.2%
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Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Reinstatements

Recovery costs for repairs to damaged municipal property as result of a motor vehicle collision	Per Event	-	-	10% of total damages (administration fees for recover of damages) + Damage specific costing	-	-	-	-
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Reinstatements (Within Road Allowance)

•A minimum charge of either two (2) square metres or two (2) linear metres depending on the unit of measure applies to all reinstatements within the road allowance.

Asphalt	Per Square Meter	\$118.25	\$0.00	\$118.25	\$114.60	\$0.00	\$114.60	3.2%
Boulevard	Per Square Meter	\$27.05	\$0.00	\$27.05	\$26.20	\$0.00	\$26.20	3.2%
Concrete Curb	Per Linear Meter	\$248.85	\$0.00	\$248.85	\$241.15	\$0.00	\$241.15	3.2%
Concrete Driveway	Per Square Meter	\$175.65	\$0.00	\$175.65	\$170.20	\$0.00	\$170.20	3.2%
Concrete Road	Per Square Meter	\$210.55	\$0.00	\$210.55	\$204.00	\$0.00	\$204.00	3.2%
Concrete Sidewalks	Per Square Meter	\$156.95	\$0.00	\$156.95	\$152.10	\$0.00	\$152.10	3.2%

Financial Management Services, Director 2023 Schedule of Rates and Fees ... Page 4 of 566

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Sewer Services - Private and Public Property

Division Policies

- If the cause and location of a sewer service blockage can be determined through a sewer service video inspection, charges may be adjusted accordingly.
- The property owner is responsible for charges related to building sewer maintenance crossing both private and public property.
- The term "residential" includes buildings which contain a maximum of three (3) residential units and does not include any other uses such as commercial/industrial/institutional or any combination thereof.
- Property owners are subject to one clearing charge per 12 month period for rodding services only. The 12 month policy does not apply if a clean out, satisfactory to the City Engineer, does not exist on the service and an electric snake is used to clear a blockage.

Building Sewer Clearing and Other Services

- The City cannot provide a copy of any video taken of a property owner's sewer service.
- Tree roots are charged as one charge per 12 month period for rodding only. The 12 month policy does not apply when clean out does not exist and an electric snake is used.
- Charges for clearing blockages on public property (road allowance) will be subsidized up to 100% only if there is a clean out, satisfactory to the City Engineer, on the sewer service. Charges for drain clearing will be forgiven only after the property owner installs a clean out, satisfactory to the City Engineer, on the sewer service and/or repairs any building sewer obstruction on the private side.

Residential

Regular Time (7:00 a.m. to 7:00 p.m., Monday to Friday)	Per Sewer clearing	\$292.80	\$0.00	\$292.80	\$283.70	\$0.00	\$283.70	3.2%
Overtime (7:00 p.m. to 7:00 a.m., Saturday, Sunday and Holidays)	Per Sewer clearing	\$480.85	\$0.00	\$480.85	\$465.95	\$0.00	\$465.95	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Non-Residential

Regular Time and Overtime	Per Sewer clearing	\$536.05	\$0.00	\$536.05	\$519.45	\$0.00	\$519.45	3.2%
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•In the event the actual cost exceeds the above fee the actual cost will be applied.

Inspection or Tracing of Existing Sewer Lateral on Public Property Excluding Sewer Clearing

- The City cannot provide a copy of any video taken of a property owner's sewer service.
- The fee is for one visit and the sewer must be safely accessible and/or exposed at the time the City crew arrives. The sewer must be clear of obstructions or a separate sewer clearing charge may apply.

Residential

Regular Time Only	Per Inspection	\$242.50	\$0.00	\$242.50	\$235.00	\$0.00	\$235.00	3.2%
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Non-Residential

Non-Residential - Regular Time Only	Per Inspection	\$242.50	\$0.00	\$242.50	\$235.00	\$0.00	\$235.00	3.2%
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•The Non-Residential - Overtime charge is a minimum fee which may increase if the actual cost is greater.

Proposed Rates and Fees 2023

Management Services, Director 2023 Schedule of Rates and Fees

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Sewer Calls								
Residential								
Regular time (7:00 a.m. to 7:00 p.m., Monday to Friday)	Per Service call	\$232.70	\$0.00	\$232.70	\$225.50	\$0.00	\$225.50	3.2%
Overtime (7:00 p.m. to 7:00 a.m., Saturday, Sunday and Holiday)	Per Service call	\$340.90	\$0.00	\$340.90	\$330.35	\$0.00	\$330.35	3.2%
Non-Residential								
Regular time (7:00 a.m. to 7:00 p.m., Monday to Friday)	Per Service call	\$281.45	\$0.00	\$281.45	\$272.70	\$0.00	\$272.70	3.2%
Overtime (7:00 p.m. to 7:00 a.m., Saturday, Sunday and Holiday)	Per Service call	\$411.25	\$0.00	\$411.25	\$398.50	\$0.00	\$398.50	3.2%

•The Non-Residential - charges are a minimum fee which may increase if the actual cost is greater.

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Building Sewer Replacement
Division Policies

Private Property

- All work on Private Property to be completed by private contractors.

Public Property (Road Allowance)

New Building Sewer Connections or Replacements (Storm or Sanitary)

- Charges for new building sewers apply to either storm or sanitary service connections, include a connection to the main sewer, the installation of the service from the main sewer to the property line, installation of a clean-out and the associated restoration works and must be pre-paid.
- The policy of Council and the charges in this schedule are based on a main sewer being available somewhere within the frontage or flankage of the property. Subject to approval from the City Engineer, other situations may be charged based on actual cost. The fee will be based on an estimate prepared by the City Engineer, will reflect actual site conditions, may include the extension of an existing main sewer and must be pre-paid.
- Charges for new building sewers greater than 150mm diameter in size will be based on actual cost/job specific costing.
 - The fee will be based on an estimate prepared by the City Engineer, will reflect actual site conditions, will include the cost of a manhole (where applicable) and must be pre-paid. Should the actual cost be greater than the estimate, the property owner shall be invoiced for any additional costs incurred. Should the actual cost be less than the estimate, the property owner will be refunded the difference.
 - Rates are based on open cut installations in material which can be removed by equipment normally used by City Forces for the work. Installations requiring rock excavation, or any form of boring or tunneling will be charged at actual cost.

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Servicing for Semi-Detached Dwellings Where Service Can Be Installed in the Same Trench

•A minimum charge of ten (10) metres applies to all servicing where service can be installed in the same trench.

2 - 100mm Diameter - Per Linear Metre	Per Meter	\$672.80	\$0.00	\$672.80	\$651.95	\$0.00	\$651.95	3.2%
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Servicing for Detached and Semi-Detached Dwellings Where Service Cannot Be Installed in the Same Trench

•A minimum charge of ten (10) metres applies to all servicing where servicing cannot be installed in the same trench.

100mm Diameter - Per Linear Metre *	Per Meter	\$448.50	\$0.00	\$448.50	\$434.60	\$0.00	\$434.60	3.2%
125mm Diameter - Per Linear Metre *	Per Meter	\$458.30	\$0.00	\$458.30	\$444.10	\$0.00	\$444.10	3.2%
150mm Diameter - Per Linear Metre *	Per Meter	\$524.60	\$0.00	\$524.60	\$508.35	\$0.00	\$508.35	3.2%
All Diameter sizes greater than 150 mm **	Does Not Exist	-	-	Job Specific Costing	-	-	Job Specific Costing	-

•Where the symbol * appears above, the charges in this schedule are subject to a 35% reduction when carried out in conjunction with planned City road, sewer and waterworks.

•Where the symbol ** appears above, the fee may be subject to the extra cost (by quote) of a manhole where the size of the connection is equal to or one size smaller than the City sewer, i.e. a 200 mm to a 250 mm main.

•New sewer connections for semi-detached dwelling units, where the services can be installed in the same trench, shall be prepaid with the fee being 1.5 times that of individual connection.

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
•New building sewers requiring a connection to a Regional trunk sanitary sewer will be charged a Regional connection fee in addition to the new service charge. Charges must be pre-paid and property owner must provide written authorization from the Region of Niagara.								
Regional Sanitary Sewer Connection	Per Connection	\$1,105.00	\$0.00	\$1,105.00	\$1,070.75	\$0.00	\$1,070.75	3.2%
Manhole (If Required by Region)	-	-	-	Job Specific Costing	-	-	Job Specific Costing	-

Abandon Existing Sewer Service (Any Size)

•Assumes access is available to existing sewer (clean-out or open excavation). Work to include tracing sewer from existing clean-out or open excavation, excavation on the existing sewer service at the property line, TV inspection of the sewer from the property line to the sewer main, capping the sewer service at both ends, backfilling excavation and reinstatement.								
If Sewer line is not exposed at property line by others	Per Sewer line	\$1,351.25	\$0.00	\$1,351.25	\$1,309.35	\$0.00	\$1,309.35	3.2%

•If Sewer line is exposed at property line by others a 50% rebate would apply.

Main Sewer Clearing

Main Sewer Clearing Resulting from Fats, Oil or Grease	-	-	-	Job Specific Costing	-	-	Job Specific Costing	-
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Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Miscellaneous

Shopping Carts, Abandoned

Shopping Cart Reclaim Fee (For Pickup, Handling & Storage)	Per Cart	\$22.52	\$2.93	\$25.45	\$21.81	\$2.84	\$24.65	3.2%
Recovery costs for repairs to damaged municipal property as result of a motor vehicle accident	Per Event	-	-	10% of total damages + damage specific costing	-	-	10% of total damages + damage specific	-

Sidewalk Snow Removal

Recoverable	Per Meter	\$11.25	\$0.00	\$11.25	\$10.90	\$0.00	\$10.90	3.2%
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Water Services

- The term "residential" includes buildings which contain a maximum of three (3) residential units and does not include any other uses such as commercial/industrial/institutional or any combination thereof.
- Private fire hydrants are the responsibility of the owner with respect to maintenance, repair and the annual inspection.
- Rates are based on open cut installations in material which can be removed by equipment normally used by City Forces for the work. Installations requiring rock excavation, or any form of boring or tunneling will be charged at actual cost.

Hydrant Connection - Temporary	Per Connection	\$216.20	\$0.00	\$216.20	\$209.50	\$0.00	\$209.50	3.2%
Water Consumption	Does Not Exist	-	-	Job Specific Costing	-	-	Job Specific Costing	-

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Meter and Valve Assembly Rental - Per Week (Up to a Maximum of \$600.00 Per Year)	Per Fixture	\$28.10	\$0.00	\$28.10	\$27.25	\$0.00	\$27.25	3.1%
Refundable Deposit for Meter & Valve Assembly	Flat Fee	\$1,126.05	\$0.00	\$1,126.05	\$1,091.15	\$0.00	\$1,091.15	3.2%
Relocate Hydrant - Public Property	-	-	-	Job Specific Costing	-	-	Job Specific Costing	-
Install New Hydrant - Public Property (Requiring new connection to watermain)	-	-	-	Job Specific Costing	-	-	Job Specific Costing	-
Replace Hydrant After Damage	-	-	-	Job Specific Costing	-	-	Job Specific Costing	-

Frozen Water Services

- The property owner will be responsible for all charges relating to any thawing of frozen water services on private property.

1/2", 3/4" and 1" (25mm Diameter and Less)

Regular Time (7:00 a.m. to 3:00 p.m., Monday to Friday)	Per Water service	\$515.75	\$0.00	\$515.75	\$499.75	\$0.00	\$499.75	3.2%
Overtime (7:00 p.m. to 7:00 a.m., Saturday, Sunday and Holidays)	Per Water service	\$697.00	\$0.00	\$697.00	\$675.40	\$0.00	\$675.40	3.2%
Greater than 1" service (Greater than 25 mm Diameter)	-	-	-	Job Specific Costing	-	-	Job Specific Costing	-

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

New Water Service (On Public Property)

- Rates are based on open cut installations in material which can be removed by equipment normally used by City Forces for the work. Installations requiring rock excavation, or any form of boring or tunneling will be charged at actual cost.
- Charges for new water services include a connection to the watermain, the installation of the service from the main to the property line and the associated restoration works and must be pre-paid.
- The policy of Council and the charges in this schedule are based on a watermain being available somewhere within the frontage or flankage of the property. Subject to approval from the City Engineer, other situations may be charged based on actual cost. The fee will be based on an estimate prepared by the City Engineer, will reflect actual site conditions, may include the extension of an existing watermain and must be pre-paid.
- All new water services on public property must have a minimum charge of ten (10) linear metres.
- The fee will be based on an estimate prepared by the City Engineer, will reflect actual site conditions, and must be pre-paid. Should the actual cost be greater than the estimate, the property owner shall be invoiced for any additional costs incurred. Should the actual cost be less than the estimate, the property owner will be refunded the difference.
- Where the symbol * appears below, fees are subject to a 35% reduction when carried out in conjunction with planned City road, sewer and waterworks.
- New water services requiring a connection to Regional trunk watermain will be charged a Regional connection fee in addition to the new water service charge. Charges must be pre-paid and property owner must provide written authorization from the Region of Niagara.

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- The minimum charge for servicing is ten (10) linear metres for all diameter sizes.
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25mm Diameter *	Per Linear Meter	\$397.30	\$0.00	\$397.30	\$385.00	\$0.00	\$385.00	3.2%
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Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
40mm Diameter	Per Linear Meter	-	-	Job Specific Costing	-	-	Job Specific Costing	-
50mm Diameter	Per Linear Meter	-	-	Job Specific Costing	-	-	Job Specific Costing	-
75mm Diameter	Per Linear Meter	-	-	Job Specific Costing	-	-	Job Specific Costing	-
100mm Diameter and greater	-	-	-	Job Specific Costing	-	-	Job Specific Costing	-
Regional Watermain Connection	Per Connection	\$1,238.65	\$0.00	\$1,238.65	\$1,200.25	\$0.00	\$1,200.25	3.2%
Valve Chamber	-	-	-	Job Specific Costing	-	-	Job Specific Costing	-

Repair, Replace or Upgrade of Water Services (Public Property)

Repair or Replace Service - Same Size	Per Linear Meter	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	-
Upgrade Service from <19 mm to 25mm	Per Linear Meter	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	-
Upgrade Service from 19mm to 25mm	Per Linear Meter	\$397.30	\$0.00	\$397.30	\$385.00	\$0.00	\$385.00	3.2%
Upgrade Service - Greater Than 25mm	Per Linear Meter	-	-	Job Specific Costing	-	-	Job Specific Costing	-

•Applicable when private property is also being upgraded at the owner's expense.
The minimum charge for servicing is ten (10) linear metres

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Abandon Existing Water Service								
Water Service <= 50mm (2") Work to include removal of existing meter, excavation on the existing service at the main, shutting off the main stop, removal of existing curb box, backfilling excavations and reinstatement.	Per Water service	\$1,537.25	\$0.00	\$1,537.25	\$1,489.60	\$0.00	\$1,489.60	3.2%
•Charge may be waived if a new service is installed in the same trench at time of excavation.								
Water Service > 50mm (2") Work will generally include removal of existing meter, excavation on the existing service at the main, replacing a section of the watermain at the service connection, removal of existing service valve and valve box, backfilling excavations and reinstatement.	-	-	-	Job Specific Costing	-	-	Job Specific Costing	-

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Water Meters

Water Meter Miscellaneous Costs

Water Meter Bench Test

Water Meter Bench Test Fee	Per Test	\$157.10	\$0.00	\$157.10	\$152.25	\$0.00	\$152.25	3.2%
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•The Water Meter Bench Test Fee includes meter removal, testing and replacement.

Water Meter Lost/Stolen/Broken

Pricing dependent on meter size	-	-	-	Job Specific Costing	-	-	Job Specific Costing	-
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Frozen Water Meter - (Service and Replacement Cost)

Less than 50mm Diameter

Regular Time (7:00 a.m. to 3:00 p.m., Monday to Friday)	Per Meter	\$392.80	\$0.00	\$392.80	\$380.60	\$0.00	\$380.60	3.2%
Overtime (3:00 p.m. to 7:00 a.m., Saturday, Sunday and Holidays)	Per Meter	\$439.95	\$0.00	\$439.95	\$426.30	\$0.00	\$426.30	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
50mm Diameter and Greater								
Regular Time (7:00 a.m. to 3:00 p.m., Monday to Friday)	-	-	-	Job Specific Costing	-	-	Job Specific Costing	-
Overtime (3:00 p.m. - 7:00 a.m., Saturday, Sunday and Holidays)	-	-	-	Job Specific Costing	-	-	Job Specific Costing	-

Water Service Call

Residential

Regular Time (7:00 a.m. to 7:00 p.m., Monday to Friday)	Per Service call	\$157.10	\$0.00	\$157.10	\$152.25	\$0.00	\$152.25	3.2%
Overtime (7:00 p.m. - 7:00 a.m., Saturday, Sunday and Holidays)	Per Service call	\$230.45	\$0.00	\$230.45	\$223.30	\$0.00	\$223.30	3.2%

Non-Residential

Regular Time (7:00 a.m. to 7:00 p.m., Monday to Friday)	Per Service call	\$209.50	\$0.00	\$209.50	\$203.00	\$0.00	\$203.00	3.2%
Overtime (7:00 p.m. to 7:00 a.m., Saturday, Sunday and Holidays)	Per Service call	\$298.50	\$0.00	\$298.50	\$289.25	\$0.00	\$289.25	3.2%

•The Non-Residential - Overtime charge is a minimum fee which may increase if the actual cost is greater.

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Water Turn Off/On

- Water turned off on regular time and turned back on overtime is charged at the overtime rate.
- Water turned off on overtime and turned back on within two (2) hours of being turned off is charged at the overtime rate.
- Water turned off on overtime and turned back on after two (2) hours of being turned off is charged at two (2) times the overtime rate.

Residential

Regular Time (7:00 a.m. to 7:00 p.m., Monday to Friday)	Per Service call	\$89.00	\$0.00	\$89.00	\$86.25	\$0.00	\$86.25	3.2%
Overtime (7:00 p.m. to 7:00 a.m., Saturday, Sunday and Holidays)	Per Service call	\$125.70	\$0.00	\$125.70	\$121.80	\$0.00	\$121.80	3.2%

Non-Residential

Regular Time (7:00 a.m. to 7:00 p.m., Monday to Friday)	Per Service call	\$175.45	\$0.00	\$175.45	\$170.00	\$0.00	\$170.00	3.2%
Overtime (7:00 p.m. - 7:00 a.m., Saturday, Sunday and Holidays)	Per Service call	\$252.85	\$0.00	\$252.85	\$245.00	\$0.00	\$245.00	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Parking

Hourly/Daily Rates

Parking Meters

Parking Meters	Per Hour	\$1.59	\$0.21	\$1.80	\$1.55	\$0.20	\$1.75	2.9%
Bagged Meter	Per Day	\$23.14	\$3.01	\$26.15	\$22.43	\$2.92	\$25.35	3.2%
Convenience Fee Meters (Pay and Display)	Per Transaction	\$0.09	\$0.01	\$0.10	\$0.09	\$0.01	\$0.10	0.0%

Parking Garages

Garden Park/Carlisle St. Garage	Per Hour	\$1.55	\$0.20	\$1.75	\$1.55	\$0.20	\$1.75	0.0%
Ontario Street Garage	Per Hour	\$1.55	\$0.20	\$1.75	\$1.55	\$0.20	\$1.75	0.0%
Daily Maximum	Per Day	\$12.39	\$1.61	\$14.00	\$12.39	\$1.61	\$14.00	0.0%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Monthly Rates

Monthly Parking Lot Pass A	Per Month	\$78.76	\$10.24	\$89.00	\$76.33	\$9.92	\$86.25	3.2%
Monthly Parking Lot Pass B	Per Month	\$66.24	\$8.61	\$74.85	\$64.20	\$8.35	\$72.55	3.2%
Monthly Parking Lot Pass C	Per Month	\$23.19	\$3.01	\$26.20	\$22.48	\$2.92	\$25.40	3.1%
Monthly Parking Lot Pass D	Per Month	\$78.76	\$10.24	\$89.00	\$76.33	\$9.92	\$86.25	3.2%
Accessible Permit - On Street	Per Month	\$50.97	\$6.63	\$57.60	\$49.38	\$6.42	\$55.80	3.2%
Monthly Parking Lot Pass B - 24-Hour Permit	Per Month	\$101.95	\$13.25	\$115.20	\$98.81	\$12.84	\$111.65	3.2%

Parking Garages

Ontario Street	Per Month	\$92.70	\$12.05	\$104.75	\$89.82	\$11.68	\$101.50	3.2%
Garden Park/Carlisle Street - Above Ground	Per Month	\$92.70	\$12.05	\$104.75	\$89.82	\$11.68	\$101.50	3.2%
Garden Park/Carlisle Street - Underground Level	Per Month	\$111.24	\$14.46	\$125.70	\$107.79	\$14.01	\$121.80	3.2%
Garden Park/Carlisle Street - Car Pooling Extra Card	Per Month	\$9.73	\$1.27	\$11.00	\$9.42	\$1.23	\$10.65	3.3%
Garden Park/Carlisle Street - Accessible Parking Permit	Per Month	\$64.87	\$8.43	\$73.30	\$62.88	\$8.17	\$71.05	3.2%
Parking Garage 24 Hour Monthly Permit	Per Month	\$101.95	\$13.25	\$115.20	\$98.81	\$12.84	\$111.65	3.2%

Proposed Rates and Fees 2023

Management Services, Director 2023 Schedule of Rates and Fees

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Special Event Parking								
Garden Park Lot	Per Event	\$4.42	\$0.58	\$5.00	\$4.42	\$0.58	\$5.00	0.0%
Head Street Lot	Per Event	\$4.42	\$0.58	\$5.00	\$4.42	\$0.58	\$5.00	0.0%
Race Street Lot	Per Event	\$4.42	\$0.58	\$5.00	\$4.42	\$0.58	\$5.00	0.0%
David S. Howes Way Lot	Per Event	\$8.85	\$1.15	\$10.00	\$8.85	\$1.15	\$10.00	0.0%
Garden Park/Carlisle St. Garage	Per Event	\$4.42	\$0.58	\$5.00	\$4.42	\$0.58	\$5.00	0.0%
Ontario Street Garage	Per Event	\$4.42	\$0.58	\$5.00	\$4.42	\$0.58	\$5.00	0.0%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Special Provision Areas

Lakeside Park / Metered Area Lakeport Road (May 1 to September 30)	Per Hour	\$2.65	\$0.35	\$3.00	\$2.65	\$0.35	\$3.00	0.0%
Sunset Beach (May 1 to September 30)	Per Hour	\$2.65	\$0.35	\$3.00	\$2.65	\$0.35	\$3.00	0.0%
Seasonal Boat Launch Parking Pass	Per Year	\$88.50	\$11.50	\$100.00	\$88.50	\$11.50	\$100.00	0.0%
Replacement Fee for lost Seasonal Boat Launch Parking Pass	Per Pass	\$17.70	\$2.30	\$20.00	\$17.70	\$2.30	\$20.00	0.0%
Residential Beach Parking Pass	Per Permit	\$13.27	\$1.73	\$15.00	\$13.27	\$1.73	\$15.00	0.0%

Other Rates

Residential Permits	Per Year	\$46.33	\$6.02	\$52.35	\$44.91	\$5.84	\$50.75	3.2%
Replacement Permit	Per Permit	\$11.15	\$1.45	\$12.60	\$10.80	\$1.40	\$12.20	3.3%
Hang Tag Plastic Sleeve	Per Sleeve	\$0.88	\$0.12	\$1.00	\$0.88	\$0.12	\$1.00	0.0%
Pay by Phone Convenience Fee	Per Transaction	\$0.09	\$0.01	\$0.10	\$0.09	\$0.01	\$0.10	0.0%
Municipal Parking Hearing Fee (Per Hour Session)	Per Hour	\$27.79	\$3.61	\$31.40	\$26.95	\$3.50	\$30.45	3.1%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Planning and Building Services

Administrative Fees Associated with a Permit

Additional Fee When Permit Divided Into Part Permits	Flat Fee	\$173.70	\$0.00	\$173.70	\$168.30	\$0.00	\$168.30	3.2%
Alternative Solutions	Per Application	-	-	Job Specific Costing	-	-	Job Specific Costing	-

•\$500 per application Up to 4 hours of staff time with an additional \$125 per hour for every hour over four (4).

Defer or Revocation of a permit or cancellation of an application.	Per Permit	\$136.30	\$0.00	\$136.30	\$132.05	\$0.00	\$132.05	3.2%
Letter (No Inspection)	Per Letter	\$136.30	\$0.00	\$136.30	\$132.05	\$0.00	\$132.05	3.2%
Deferral of revocation of a permit or cancellation of an application	Per Permit	\$136.30	\$0.00	\$136.30	\$132.05	\$0.00	\$132.05	3.2%
Expedited permit (resource dependent) - 1.5 x the applicable rate	Per Permit	-	-	Job Specific Costing	-	-	Job Specific Costing	-
Liquor License Inspection Report	Per Permit	\$215.65	\$0.00	\$215.65	\$208.95	\$0.00	\$208.95	3.2%
Permit Administration Fee	Flat Fee	-	-	Job Specific Costing	-	-	Job Specific Costing	-

•The higher of 25%, 50% or 100% of the original permit fee based on the stage of construction or the minimum fee. This amount will be added to the permit cost and will not exceed \$5,000.

Re-inspection fee	Flat Fee	\$173.70	\$0.00	\$173.70	\$168.30	\$0.00	\$168.30	3.2%
To reinspect/update file closed with outstanding order	Per Permit	\$173.70	\$0.00	\$173.70	\$168.30	\$0.00	\$168.30	3.2%
Request for Inspection Outside Normal Working Hours	Per Hour	-	-	Job Specific Costing	-	-	Job Specific Costing	-

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Retrieval Of Dead Permit Files & Drawings	Per Permit	\$63.55	\$0.00	\$63.55	\$61.60	\$0.00	\$61.60	3.2%
Review Revised Drawings	Per Permit	-	-	Job Specific Costing	-	-	Job Specific Costing	-
Third Party Review for Plans Examination or Inspection (at the discretion of the CBO)	Per Permit	-	-	Job Specific Costing	-	-	Job Specific Costing	-
To transfer ownership of permit	Per Permit	\$136.30	\$0.00	\$136.30	\$132.05	\$0.00	\$132.05	3.2%

Agreements

Agreements, Leases or Licences (Misc.)	Per Agreement	\$466.45	\$0.00	\$466.45	\$452.00	\$0.00	\$452.00	3.2%
Agreements, Release Of Various	Per Agreement	\$326.20	\$0.00	\$326.20	\$316.10	\$0.00	\$316.10	3.2%
Conditional Permit Agreement Application	Per Agreement	\$785.60	\$0.00	\$785.60	\$761.25	\$0.00	\$761.25	3.2%
Conditional Permit Agreement Release	Per Agreement	\$395.65	\$0.00	\$395.65	\$383.40	\$0.00	\$383.40	3.2%
Demolition Agreement	Per Agreement	\$615.10	\$0.00	\$615.10	\$596.05	\$0.00	\$596.05	3.2%
Demolition Agreement Release	Per Agreement	\$395.65	\$0.00	\$395.65	\$383.40	\$0.00	\$383.40	3.2%
Outdoor Patio Development Agreement preparation	Per Agreement	\$533.70	\$0.00	\$533.70	\$517.15	\$0.00	\$517.15	3.2%
Spatial Separation Agreement	Per Agreement	\$737.75	\$0.00	\$737.75	\$714.85	\$0.00	\$714.85	3.2%
Spatial Separation Agreement Release	Per Agreement	\$394.60	\$0.00	\$394.60	\$382.35	\$0.00	\$382.35	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Building Permit Fees

Minimum Building Permit Fee	Per Permit	\$146.15	\$0.00	\$146.15	\$141.60	\$0.00	\$141.60	3.2%
Building Permit Fee when square foot method is not possible	Per Permit	-	-	Job Specific Costing	-	-	Job Specific Costing	-
Application Fee for Complex Projects Adjusted During Plan Review	Per Square Foot	-	-	Job Specific Costing	-	-	Job Specific Costing	-

•\$12.00 for each \$1,000.00 of estimated value of work or portion thereof. (Square foot method may result in an additional fee or refund)

Group A - Assembly

School, church, restaurant over 30 persons, library, club, outdoor patio, hall and occupancies of a similar nature	Per Square Foot	\$2.35	\$0.00	\$2.35	\$2.30	\$0.00	\$2.30	2.2%
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Group B - Institutional

Hospital, nursing home, reformatory, prison and occupancies of a similar nature	Per Square Foot	\$2.60	\$0.00	\$2.60	\$2.50	\$0.00	\$2.50	4.0%
Residential Care Facility	Per Square Foot	\$2.05	\$0.00	\$2.05	\$2.00	\$0.00	\$2.00	2.5%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Group C - Residential								
Single, semi, duplex, triplex, row house and multiple dwelling	Per Square Foot	\$1.55	\$0.00	\$1.55	\$1.50	\$0.00	\$1.50	3.3%
Each attached garage or carport, shed, decks, open porch, balcony	Per Square Foot	\$1.55	\$0.00	\$1.55	\$1.50	\$0.00	\$1.50	3.3%
Miscellaneous Residential Work - addition to existing	Per Square Foot	\$1.50	\$0.00	\$1.50	\$1.45	\$0.00	\$1.45	3.4%
Miscellaneous Residential Work - finish basement	Per Square Foot	\$1.50	\$0.00	\$1.50	\$1.45	\$0.00	\$1.45	3.4%
Apartment building - six (6) storey building or less	Per Square Foot	\$1.50	\$0.00	\$1.50	\$1.45	\$0.00	\$1.45	3.4%
Apartment building more than six (6) stories	Per Square Foot	\$1.35	\$0.00	\$1.35	\$1.30	\$0.00	\$1.30	3.8%
Hotel/motel building - 2 storey building or less	Per Square Foot	\$1.60	\$0.00	\$1.60	\$1.55	\$0.00	\$1.55	3.2%
Hotel/motel building - more than 2 stories	Per Square Foot	\$1.50	\$0.00	\$1.50	\$1.45	\$0.00	\$1.45	3.4%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Group D - Business and Personal Services								
Office, medical, financial institution and occupancies of a similar nature - 6 storey building or less	Per Square Foot	\$2.10	\$0.00	\$2.10	\$2.05	\$0.00	\$2.05	2.4%
Office, medical, financial institution and occupancies of a similar nature - More than 6 story building	Per Square Foot	\$2.00	\$0.00	\$2.00	\$1.95	\$0.00	\$1.95	2.6%
Group E - Mercantile								
Building up to and including 10,000 sq. ft.	Per Square Foot	\$1.70	\$0.00	\$1.70	\$1.65	\$0.00	\$1.65	3.0%
Building up to and including 50,000 sq. ft.	Per Square Foot	\$1.65	\$0.00	\$1.65	\$1.60	\$0.00	\$1.60	3.1%
Building over 50,000 sq. ft.	Per Square Foot	\$1.55	\$0.00	\$1.55	\$1.50	\$0.00	\$1.50	3.3%
Group F - Industrial								
Building up to and including 10,000 sq. ft.	Per Square Foot	\$1.20	\$0.00	\$1.20	\$1.15	\$0.00	\$1.15	4.3%
Building up to and including 50,000 sq. ft.	Per Square Foot	\$1.15	\$0.00	\$1.15	\$1.10	\$0.00	\$1.10	4.5%
Building over 50,000 sq. ft.	Per Square Foot	\$1.00	\$0.00	\$1.00	\$0.95	\$0.00	\$0.95	5.3%
Parking Garage	Per Square Foot	\$0.70	\$0.00	\$0.70	\$0.70	\$0.00	\$0.70	0.0%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Farm Buildings and Low Human Occupancy								
Greenhouse	Per Square Foot	\$0.55	\$0.00	\$0.55	\$0.55	\$0.00	\$0.55	0.0%
Storage, livestock buildings and occupancies of a similar nature	Per Square Foot	\$0.55	\$0.00	\$0.55	\$0.55	\$0.00	\$0.55	0.0%
Other Than Low Human Occupancy								
Office, work area, retail packaging and occupancies of a similar nature	Per Square Foot	\$1.20	\$0.00	\$1.20	\$1.15	\$0.00	\$1.15	4.3%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Heating, Ventilation and Air Conditioning (HVAC) Permit Fees

Minimum HVAC Only Fee	Flat Fee	\$232.65	\$0.00	\$232.65	\$225.45	\$0.00	\$225.45	3.2%
Add on System (unit heater, make up air unit, exhaust fans) and or ductwork alterations.	Flat Fee	\$232.65	\$0.00	\$232.65	\$225.45	\$0.00	\$225.45	3.2%
Furnace Replacement or Air Conditioner (Unit Installation)	Flat Fee	\$232.65	\$0.00	\$232.65	\$225.45	\$0.00	\$225.45	3.2%
Commercial Exhaust Hood, Spray Booth, Dust Collection System	Flat Fee	\$232.65	\$0.00	\$232.65	\$225.45	\$0.00	\$225.45	3.2%
Masonry Fireplace, woodstove	Flat Fee	\$232.65	\$0.00	\$232.65	\$225.45	\$0.00	\$225.45	3.2%

Plumbing Permit Fees (Where no building permit is required)

Backflow Prevention Device	Per Device	\$85.10	\$0.00	\$85.10	\$82.45	\$0.00	\$82.45	3.2%
Minimum Plumbing Permit Fee	Flat Fee	\$146.15	\$0.00	\$146.15	\$141.60	\$0.00	\$141.60	3.2%
Each fixture	Per Fixture	\$16.55	\$0.00	\$16.55	\$16.05	\$0.00	\$16.05	3.1%
Each manhole, catch basin or fire hydrant	Per Fixture	\$40.85	\$0.00	\$40.85	\$39.60	\$0.00	\$39.60	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Drain, sewer or water pipe 4" (100 mm) or less	Per Linear Foot	\$0.70	\$0.00	\$0.70	\$0.70	\$0.00	\$0.70	0.0%
Drain, sewer or water pipe more than 4" (100 mm)	Per Linear Foot	\$1.05	\$0.00	\$1.05	\$1.00	\$0.00	\$1.00	5.0%
Septic Tank Changeover	Per Permit	\$232.65	\$0.00	\$232.65	\$225.45	\$0.00	\$225.45	3.2%

Other Miscellaneous Permit Fees

Balcony guard repair or balcony repair	Flat Fee	\$34.10	\$0.00	\$34.10	\$33.05	\$0.00	\$33.05	3.2%
Business Licence Review (Building & Zoning)	Per Letter	\$56.70	\$0.00	\$56.70	\$54.95	\$0.00	\$54.95	3.2%
Canopy or Marquee	Per Square Foot	\$1.05	\$0.00	\$1.05	\$1.00	\$0.00	\$1.00	5.0%
Change of Use (no construction required)	Flat Fee	\$176.10	\$0.00	\$176.10	\$170.65	\$0.00	\$170.65	3.2%
Demolition Permit	Per Permit	\$249.70	\$0.00	\$249.70	\$241.95	\$0.00	\$241.95	3.2%
Designated Structure (retaining wall, communication tower, pedestrian bridge, crane runway, storage tank, dish antenna, solar	Flat Fee	\$232.65	\$0.00	\$232.65	\$225.45	\$0.00	\$225.45	3.2%
Electromagnetic locking device, hold open device	Per Device	\$52.35	\$0.00	\$52.35	\$50.75	\$0.00	\$50.75	3.2%
Fire alarm system, emergency lighting, sprinkler system, stand pipe system, fixed extinguishing system	Flat Fee	\$246.15	\$0.00	\$246.15	\$238.50	\$0.00	\$238.50	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Foundation	Per Square Foot	\$0.50	\$0.00	\$0.50	\$0.50	\$0.00	\$0.50	0.0%
Minor Alterations including single partition, demising wall, new roof structure, washroom, etc., each	Flat Fee	\$270.05	\$0.00	\$270.05	\$261.70	\$0.00	\$261.70	3.2%
Moving of a Building	Per Permit	\$136.65	\$0.00	\$136.65	\$132.40	\$0.00	\$132.40	3.2%
Occupancy Permit (building not fully completed) Residential - per dwelling unit, room or suite of Rooms individually occupied	Flat Fee	\$136.65	\$0.00	\$136.65	\$132.40	\$0.00	\$132.40	3.2%
Other occupancies - per 1,000 sq. ft. of floor area or portion to be occupied	Per Square Foot	\$68.00	\$0.00	\$68.00	\$65.90	\$0.00	\$65.90	3.2%
Parking Garage Repair	Flat Fee	\$232.65	\$0.00	\$232.65	\$225.45	\$0.00	\$225.45	3.2%
Pavilion, bandshell, open sided covered walkway	Per Square Foot	\$1.05	\$0.00	\$1.05	\$1.00	\$0.00	\$1.00	5.0%
Public Pool	Flat Fee	\$811.40	\$0.00	\$811.40	\$786.25	\$0.00	\$786.25	3.2%
Racking System	Per Square Foot	\$1.05	\$0.00	\$1.05	\$1.00	\$0.00	\$1.00	5.0%
Shoring	Per Linear Foot	\$3.70	\$0.00	\$3.70	\$3.60	\$0.00	\$3.60	2.8%
Temporary structure (tent, air supported structure, new portable, relocated portable)	Flat Fee	\$232.65	\$0.00	\$232.65	\$225.45	\$0.00	\$225.45	3.2%
Underpinning	Per Permit	\$3.70	\$0.00	\$3.70	\$3.60	\$0.00	\$3.60	2.8%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
By-law and Property Standards Fees								
Certificate of Compliance	Per Letter	\$146.75	\$0.00	\$146.75	\$142.20	\$0.00	\$142.20	3.2%
Entry onto Adjoining Land (non refundable)	Flat Fee	\$137.50	\$0.00	\$137.50	\$133.25	\$0.00	\$133.25	3.2%
Adjoining Land Entry - Extension of Authorization	Flat Fee	\$52.35	\$0.00	\$52.35	\$50.75	\$0.00	\$50.75	3.2%
Fence By-Law Variance Application	Flat Fee	\$420.15	\$0.00	\$420.15	\$407.10	\$0.00	\$407.10	3.2%
File a Notice of Appeal	Flat Fee	\$429.15	\$0.00	\$429.15	\$415.85	\$0.00	\$415.85	3.2%
Registration/Discharge - Property Standards Order	Flat Fee	\$300.40	\$0.00	\$300.40	\$291.10	\$0.00	\$291.10	3.2%
Reinspection Fee for Property Standards or By-law Enforcement (for the 3rd and subsequent required inspections)	Per Inspection	\$172.75	\$0.00	\$172.75	\$167.40	\$0.00	\$167.40	3.2%
Swimming Pool Fence Permit	Per Permit	\$186.35	\$0.00	\$186.35	\$180.55	\$0.00	\$180.55	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
General Business Licences								
Adult Entertainment Parlour - Owner	Per Location	\$4,504.20	\$0.00	\$4,504.20	\$4,364.55	\$0.00	\$4,364.55	3.2%
Adult Entertainment Parlour - Operator	Per Location	\$1,238.65	\$0.00	\$1,238.65	\$1,200.25	\$0.00	\$1,200.25	3.2%
Amusement arcade (Gross usable floor area)	Per Location per square foot	\$0.50	\$0.00	\$0.50	\$0.50	\$0.00	\$0.50	0.0%
Auctioneer	Per Person	\$56.30	\$0.00	\$56.30	\$54.55	\$0.00	\$54.55	3.2%
Bill Poster	Per Licence	\$123.85	\$0.00	\$123.85	\$120.00	\$0.00	\$120.00	3.2%
Body Rub Parlour - Owner	Per Location	\$4,504.20	\$0.00	\$4,504.20	\$4,364.55	\$0.00	\$4,364.55	3.2%
Body Rub Parlour - Operator	Per Location	\$1,238.65	\$0.00	\$1,238.65	\$1,200.25	\$0.00	\$1,200.25	3.2%
Body Rub Parlour - Body Rubber	Per Location	\$123.85	\$0.00	\$123.85	\$120.00	\$0.00	\$120.00	3.2%
Business Licence Compliance Letter	Per Location	\$16.85	\$0.00	\$16.85	\$16.35	\$0.00	\$16.35	3.1%
Business Licence Refund Fee	Per Licence	\$33.80	\$0.00	\$33.80	\$32.75	\$0.00	\$32.75	3.2%
Drive-in Theatre	Per Screen	\$197.00	\$0.00	\$197.00	\$190.90	\$0.00	\$190.90	3.2%
Hawkers and Peddlers - Resident	Per Location	\$225.20	\$0.00	\$225.20	\$218.20	\$0.00	\$218.20	3.2%
Hawkers and Peddlers - Non-Resident	Per Location	\$692.60	\$0.00	\$692.60	\$671.10	\$0.00	\$671.10	3.2%
Hawkers and Peddlers - Agreement Fee	Per Location per square foot	\$16.85	\$0.00	\$16.85	\$16.35	\$0.00	\$16.35	3.1%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Hawkers and Peddlers - Minimum Agreement Fee	Per Location	\$563.00	\$0.00	\$563.00	\$545.55	\$0.00	\$545.55	3.2%
Kennel Owner - Registered with Canadian Kennel Club	Per Licence	\$110.55	\$0.00	\$110.55	\$107.10	\$0.00	\$107.10	3.2%
Master Plumber - New Licence	Per Person	\$86.70	\$0.00	\$86.70	\$84.00	\$0.00	\$84.00	3.2%
Master Plumber - Renewal	Per Person	\$61.95	\$0.00	\$61.95	\$60.05	\$0.00	\$60.05	3.2%
Master Plumber/Plumbing Contractor - New Licence	Per Company	\$86.70	\$0.00	\$86.70	\$84.00	\$0.00	\$84.00	3.2%
Master Plumber/Plumbing Contractor - Renewal	Per Company	\$61.95	\$0.00	\$61.95	\$60.05	\$0.00	\$60.05	3.2%
Public Hall	Per Location	\$174.50	\$0.00	\$174.50	\$169.10	\$0.00	\$169.10	3.2%
Public Hall - Non-profit or charitable	Per Location	\$130.65	\$0.00	\$130.65	\$126.60	\$0.00	\$126.60	3.2%
Refreshment Stand/Booth/Place	Per Location	\$157.65	\$0.00	\$157.65	\$152.75	\$0.00	\$152.75	3.2%
Restaurant	Per Location	\$157.65	\$0.00	\$157.65	\$152.75	\$0.00	\$152.75	3.2%
Second Level Lodging Houses	Per Location	\$225.20	\$0.00	\$225.20	\$218.20	\$0.00	\$218.20	3.2%
Theatre	Per Screen	\$197.00	\$0.00	\$197.00	\$190.90	\$0.00	\$190.90	3.2%
Late Fees (Except Master Plumber & Auctioneers)	Per Licence	\$55.25	\$0.00	\$55.25	\$53.55	\$0.00	\$53.55	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Liquor Licences

Events of Municipal Significance with SOP	Per Agreement	\$41.90	\$0.00	\$41.90	\$40.60	\$0.00	\$40.60	3.2%
Permanent Liquor Licence - new and modifications	Per Agreement	\$26.15	\$0.00	\$26.15	\$25.35	\$0.00	\$25.35	3.2%
Special Occasion Permit (SOP)	Per Agreement	\$26.15	\$0.00	\$26.15	\$25.35	\$0.00	\$25.35	3.2%
Temporary Liquor Licence	Per Agreement	\$26.15	\$0.00	\$26.15	\$25.35	\$0.00	\$25.35	3.2%

Licensing

Short-Term Rental Licence: Application Fee	Per Application	\$516.00	\$0.00	\$516.00	\$500.00	\$0.00	\$500.00	3.2%
Short-Term Rental Licence: Renewal Fee	Per Application	\$516.00	\$0.00	\$516.00	\$500.00	\$0.00	\$500.00	3.2%
Short-Term Rental Licence: Appeal Fee	Per Application	\$103.20	\$0.00	\$103.20	\$100.00	\$0.00	\$100.00	3.2%

Public Nuisances

Removal of Graffiti on Private Property	Per Permit	-	-	Job Specific Costing	-	-	Job Specific Costing	-
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Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Mowing of Weeds and Grass on Private Lots and the Untraveled Portion of the Public Highway - Area								
0 - 7,500 square feet	Flat Fee	\$492.10	\$0.00	\$492.10	\$476.85	\$0.00	\$476.85	3.2%
7,501 - 15,000 square feet	Flat Fee	\$561.00	\$0.00	\$561.00	\$543.60	\$0.00	\$543.60	3.2%
15,001 - 30,000 square feet	Flat Fee	\$821.75	\$0.00	\$821.75	\$796.25	\$0.00	\$796.25	3.2%
30,001 - less than 1 acre	Flat Fee	\$861.80	\$0.00	\$861.80	\$835.10	\$0.00	\$835.10	3.2%
1 acre - 1.5 acres	Flat Fee	\$951.00	\$0.00	\$951.00	\$921.50	\$0.00	\$921.50	3.2%
Greater than 1.5 acres - 2 acres	Flat Fee	\$1,114.95	\$0.00	\$1,114.95	\$1,080.40	\$0.00	\$1,080.40	3.2%
Over 2 acres - per acre (additional charge)	Flat Fee	\$492.10	\$0.00	\$492.10	\$476.85	\$0.00	\$476.85	3.2%
Mowing requiring a contractor	Flat Fee	-	-	Job Specific Costing	-	-	Job Specific Costing	-
Additional Admin Fee when contractor required	Flat Fee	\$181.55	\$0.00	\$181.55	\$175.90	\$0.00	\$175.90	3.2%
Maintenance of Grasses/Weeds - Repeat Inspections	Flat Fee	\$261.85	\$0.00	\$261.85	\$253.75	\$0.00	\$253.75	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Sign Permit Fees								
Ground, projecting and wall	Per Permit	\$137.30	\$0.00	\$137.30	\$133.05	\$0.00	\$133.05	3.2%
Pole	Per Permit	\$271.25	\$0.00	\$271.25	\$262.85	\$0.00	\$262.85	3.2%
Portable								
For 30 consecutive days	Flat Fee	\$62.15	\$0.00	\$62.15	\$60.20	\$0.00	\$60.20	3.2%
For 60 consecutive days	Flat Fee	\$124.25	\$0.00	\$124.25	\$120.40	\$0.00	\$120.40	3.2%
For 90 consecutive days	Flat Fee	\$153.65	\$0.00	\$153.65	\$148.90	\$0.00	\$148.90	3.2%
For 120 consecutive days	Flat Fee	\$184.10	\$0.00	\$184.10	\$178.40	\$0.00	\$178.40	3.2%
Sign By-Law Variance Application	Per Permit	\$420.15	\$0.00	\$420.15	\$407.10	\$0.00	\$407.10	3.2%
Temporary Wrap Around Signs	Per Permit	\$167.10	\$0.00	\$167.10	\$161.90	\$0.00	\$161.90	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Planning Fees								
Boulevard Trees								
New Tree Planting 60mm Deciduous Tree	-	-	-	Job Specific Costing	-	-	Job Specific Costing	-
Replacement Tree (Does not include costs of removal)	-	-	-	Job Specific Costing	-	-	Job Specific Costing	-
Committee of Adjustment								
Consent Application - New Lots	Per Application	\$2,134.75	\$0.00	\$2,134.75	\$2,068.55	\$0.00	\$2,068.55	3.2%
Consent Application - Others, i.e., easements, etc.	Per Application	\$1,490.25	\$0.00	\$1,490.25	\$1,444.05	\$0.00	\$1,444.05	3.2%
Variance Application	Per Application	\$1,601.10	\$0.00	\$1,601.10	\$1,551.45	\$0.00	\$1,551.45	3.2%
Consent and Validation of Title Certification Fee	Per Application	\$229.30	\$0.00	\$229.30	\$222.20	\$0.00	\$222.20	3.2%
Development Agreement for New Lots	Per Agreement	\$851.90	\$0.00	\$851.90	\$825.50	\$0.00	\$825.50	3.2%
Committee of Adjustment Pre-Consultation All Severances	Per Application	\$1,314.90	\$0.00	\$1,314.90	\$1,274.15	\$0.00	\$1,274.15	3.2%
Recirculation Fee	Per Application	\$552.90	\$0.00	\$552.90	\$535.75	\$0.00	\$535.75	3.2%
Section 45 Agreements	Per Agreement	\$3,048.75	\$0.00	\$3,048.75	\$2,954.20	\$0.00	\$2,954.20	3.2%
Special Hearing Fee (in addition to Application Fee)	Flat Fee	\$921.60	\$0.00	\$921.60	\$893.00	\$0.00	\$893.00	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Condominium Fees								
Amendment - Description for Registered Condominium	Per Application	\$561.90	\$0.00	\$561.90	\$544.50	\$0.00	\$544.50	3.2%
Application for Approval - Final Condominium Plans	Per Application	\$3,142.45	\$0.00	\$3,142.45	\$3,045.00	\$0.00	\$3,045.00	3.2%
Condominium Draft Plan Approval	Per Application	\$7,305.00	\$0.00	\$7,305.00	\$7,078.50	\$0.00	\$7,078.50	3.2%
Exemption from Condominium Draft Plan Approval	Per Application	\$2,134.75	\$0.00	\$2,134.75	\$2,068.55	\$0.00	\$2,068.55	3.2%
Condominium Extension to Draft Approval								
Major - With Circulation > 4 months	Per Application	\$2,618.70	\$0.00	\$2,618.70	\$2,537.50	\$0.00	\$2,537.50	3.2%
Minor - Without Circulation < 4 months	Per Application	\$1,449.75	\$0.00	\$1,449.75	\$1,404.80	\$0.00	\$1,404.80	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Documents and Printing Fees								
Basic Street Maps (Paper Prints Only)								
1:20,000 (Black & White)	Flat Fee	\$6.50	\$0.00	\$6.50	\$6.30	\$0.00	\$6.30	3.2%
1:20,000 (Colour)	Flat Fee	\$10.40	\$0.00	\$10.40	\$10.10	\$0.00	\$10.10	3.0%
Official Plan (Garden City Plan)	Flat Fee	\$84.20	\$0.00	\$84.20	\$81.60	\$0.00	\$81.60	3.2%
Official Plan (Certified)	Flat Fee	\$90.75	\$0.00	\$90.75	\$87.95	\$0.00	\$87.95	3.2%
Mapping Requests for Ministry of Environment Approvals	Flat Fee	\$77.75	\$0.00	\$77.75	\$75.35	\$0.00	\$75.35	3.2%
Microfilm Prints	Per Page	\$2.05	\$0.00	\$2.05	\$2.00	\$0.00	\$2.00	2.5%
Photocopies - miscellaneous	Per Page	\$0.50	\$0.00	\$0.50	\$0.45	\$0.00	\$0.45	11.1%
Property/Addressing Mapping	Per Page	\$9.15	\$0.00	\$9.15	\$8.85	\$0.00	\$8.85	3.4%
Zoning Maps	Flat Fee	\$136.15	\$0.00	\$136.15	\$131.95	\$0.00	\$131.95	3.2%
Zoning By-law 2013-283	Flat Fee	\$32.40	\$0.00	\$32.40	\$31.40	\$0.00	\$31.40	3.2%
Zoning By-law - Certified	Flat Fee	\$37.25	\$0.00	\$37.25	\$36.10	\$0.00	\$36.10	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Heritage Fees								
Heritage Permit Application Fee	Per Application	\$271.95	\$0.00	\$271.95	\$263.50	\$0.00	\$263.50	3.2%
Official Plan								
Official Plan Application Amendment (includes advertising	Per Application	\$15,712.20	\$0.00	\$15,712.20	\$15,225.00	\$0.00	\$15,225.00	3.2%
Preconsultation (discounted from full fee)	Per Application	\$1,314.90	\$0.00	\$1,314.90	\$1,274.15	\$0.00	\$1,274.15	3.2%
Other Approvals								
Public Meeting Rescheduling After Public Notice Issued (Official Plan Amendment, Zoning Amendment, Draft Plan of Subdivision, Draft Plan of Condominium)	Per Application	\$721.50	\$0.00	\$721.50	\$699.15	\$0.00	\$699.15	3.2%
Street Naming - Private Roads	Per Application	\$1,084.30	\$0.00	\$1,084.30	\$1,050.70	\$0.00	\$1,050.70	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Other								
Address Change Application Fee	Per Application	\$168.60	\$0.00	\$168.60	\$163.35	\$0.00	\$163.35	3.2%
Part Lot Control By-Law Application	Per Application	\$1,897.55	\$0.00	\$1,897.55	\$1,838.70	\$0.00	\$1,838.70	3.2%
Servicing Agreement & Other Development Type Agreements (Similar To Section 45 C. of A. Agreements)	Per Agreement	\$2,996.65	\$0.00	\$2,996.65	\$2,903.75	\$0.00	\$2,903.75	3.2%
Telecommunication Facility Review Fee	Per Agreement	\$2,134.75	\$0.00	\$2,134.75	\$2,068.55	\$0.00	\$2,068.55	3.2%
Site Plan								
Site Plan Agreement	Per Agreement	\$7,999.15	\$0.00	\$7,999.15	\$7,751.10	\$0.00	\$7,751.10	3.2%
Full site plan application fee is a sum of the base fee and the per unit/ type/ square footage of the development to a maximum of \$ 15,000								
Apartment Buildings (inclusive of mixed-use buildings) 4 storys or	Per Agreement	\$3,096.00	\$0.00	\$3,096.00	\$3,000.00	\$0.00	\$3,000.00	3.2%
Apartment Buildings (inclusive of mixed- use buildings) 5- 8 storeys	Per Agreement	\$7,480.85	\$0.00	\$7,480.85	\$7,248.90	\$0.00	\$7,248.90	3.2%
Apartment Buildings (inclusive of mixed- use buildings) 9+ storeys	Per Agreement	\$7,480.85	\$0.00	\$7,480.85	\$7,248.90	\$0.00	\$7,248.90	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
All other dwelling types (site plan)	Per Unit	\$309.60	\$0.00	\$309.60	\$300.00	\$0.00	\$300.00	3.2%
Non-Residential Floor Area Fee (site plan)	Per 1,000 Square Feet	\$52.15	\$0.00	\$52.15	\$50.55	\$0.00	\$50.55	3.2%
•Non-Residential floor area \$50.55 for every 1000 sq. ft of floor area in excess of the first 30,000 sq. ft.								
Site Plan Control (minimum fee)	Per Application	\$1,548.00	\$0.00	\$1,548.00	\$1,500.00	\$0.00	\$1,500.00	3.2%
•Flat fee.								
Preconsultation (discounted from full fee)	Per Agreement	\$1,314.90	\$0.00	\$1,314.90	\$1,274.15	\$0.00	\$1,274.15	3.2%
Maximum Charge	Flat Fee	\$15,712.20	\$0.00	\$15,712.20	\$15,225.00	\$0.00	\$15,225.00	3.2%
Extension of Site Plan Agreement for up to 2 years	Flat Fee	\$1,807.15	\$0.00	\$1,807.15	\$1,751.10	\$0.00	\$1,751.10	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Site Plan Agreement Amendment Application								
Major (Registered Agreement) - Includes Preconsultation	Per Application	\$5,972.90	\$0.00	\$5,972.90	\$5,787.70	\$0.00	\$5,787.70	3.2%
Site Plan - Minor (Registered Agreement)	Per Agreement	\$3,585.80	\$0.00	\$3,585.80	\$3,474.60	\$0.00	\$3,474.60	3.2%
Minor (No Registered Agreement)	Per Application	\$2,629.80	\$0.00	\$2,629.80	\$2,548.25	\$0.00	\$2,548.25	3.2%
Site Plan Agreement Clearance Letters	Per Letter	\$687.85	\$0.00	\$687.85	\$666.50	\$0.00	\$666.50	3.2%
Site Plan Agreement Release	Per Agreement	\$1,084.30	\$0.00	\$1,084.30	\$1,050.70	\$0.00	\$1,050.70	3.2%
More Than 1 Partial Release of Securities	Flat Fee	\$526.00	\$0.00	\$526.00	\$509.70	\$0.00	\$509.70	3.2%
More Than 3 Submission of Plans For Review	Flat Fee	\$1,753.20	\$0.00	\$1,753.20	\$1,698.85	\$0.00	\$1,698.85	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Subdivision								
Subdivision Agreement Application	Per Application	\$8,962.45	\$0.00	\$8,962.45	\$8,684.55	\$0.00	\$8,684.55	3.2%
New Tree Planting for a Subdivision 60 mm deciduous tree	Per Tree	\$721.50	\$0.00	\$721.50	\$699.15	\$0.00	\$699.15	3.2%
Subdivision Agreement Amendment Application	Per Application	\$3,176.05	\$0.00	\$3,176.05	\$3,077.55	\$0.00	\$3,077.55	3.2%
Subdivision Agreement Release	Per Agreement	\$1,092.35	\$0.00	\$1,092.35	\$1,058.50	\$0.00	\$1,058.50	3.2%
•A Legal Release Agreement Fee will also be required.								
Subdivision Draft Plan Approval	Per Application	\$13,148.95	\$0.00	\$13,148.95	\$12,741.25	\$0.00	\$12,741.25	3.2%
Preconsultation (discounted from full fee)	Per Application	\$1,314.90	\$0.00	\$1,314.90	\$1,274.15	\$0.00	\$1,274.15	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	

Subdivision Extension to Draft Approval

Major - With Circulation > 4 Months Extension	Per Application	\$2,167.25	\$0.00	\$2,167.25	\$2,100.05	\$0.00	\$2,100.05	3.2%
Minor - Without Circulation < 4 Months Extension	Per Application	\$1,443.00	\$0.00	\$1,443.00	\$1,398.25	\$0.00	\$1,398.25	3.2%
Deeming By-Laws	Per Application	\$1,267.70	\$0.00	\$1,267.70	\$1,228.40	\$0.00	\$1,228.40	3.2%

•A Registration of Agreement or By-law Fee will also be required.

Subdivision Modification to Draft Approval

Major - With Circulation	Per Application	\$2,171.30	\$0.00	\$2,171.30	\$2,103.95	\$0.00	\$2,103.95	3.2%
Minor - Without Circulation	Per Application	\$1,443.00	\$0.00	\$1,443.00	\$1,398.25	\$0.00	\$1,398.25	3.2%

Zoning Fees

Zoning By-Law Amendment Application - Major	Per Application	\$10,474.80	\$0.00	\$10,474.80	\$10,150.00	\$0.00	\$10,150.00	3.2%
Preconsultation (discounted from full fee)	Per Application	\$1,314.90	\$0.00	\$1,314.90	\$1,274.15	\$0.00	\$1,274.15	3.2%
Zoning By-Law Amendment Application - Minor (Includes	Per Application	\$6,320.90	\$0.00	\$6,320.90	\$6,124.90	\$0.00	\$6,124.90	3.2%

Proposed Rates and Fees 2023

Fee Title	Unit of Measure	2023			2022			Percentage Change
		Base Fee	Tax	Total Fee Paid by Customer	Base Fee	Tax	Total Fee Paid by Customer	
Zoning By-Law And Official Plan Amendment Application Combined - if processed concurrently (includes advertising costs)	Per Application	\$14,997.80	\$0.00	\$14,997.80	\$14,532.75	\$0.00	\$14,532.75	3.2%
Zoning Amendment (Lifting of 'Holding' (H) Designation)	Per Application	\$1,807.15	\$0.00	\$1,807.15	\$1,751.10	\$0.00	\$1,751.10	3.2%
Zoning Compliance or Information Letter (No Inspection)	Per Letter	\$136.30	\$0.00	\$136.30	\$132.05	\$0.00	\$132.05	3.2%
Zoning Compliance or Information Letter (Inspection And No Permit)	Per Letter	\$217.90	\$0.00	\$217.90	\$211.15	\$0.00	\$211.15	3.2%

Proposed Rates and Fees 2023 - Cemetery

Fee Title	Unit of Measure	2023				2022				Percentage Change
		Base Fee	Care and Maintenance	Tax	Fee before Surcharges	Base Fee	Care and Maintenance	Tax	Fee before Surcharges	

Victoria Lawn Cemetery

- The price of lots and single graves and all other fees and charges herein set forth shall be those charged to bona fide residents of the City of St. Catharines.
- The non-resident surcharge does not apply to mausoleum and columbarium service.
- In the case of all persons not resident in the City of St. Catharines, all such prices for lots, care and maintenance and all forms of interment will be maintenance increased by 20% of the total selling price.
- If the owner of a lot was a resident at the time of purchase but since then has moved out of the City, the rate(fee) charged to inter this individual will only be the non-resident rate if they have been out of the City of St. Catharines for more than 10 years.

Price of Lots										
Adult/Space - at Need - Flat Marker Only	Per Grave	\$658.41	\$438.94	\$142.65	\$1,240.00	\$638.23	\$425.49	\$138.28	\$1,202.00	3.2%
Adult/Space - Preferred - Flat Marker Only	Per Grave	\$1,054.51	\$703.01	\$228.48	\$1,986.00	\$1,021.59	\$681.06	\$221.35	\$1,924.00	3.2%
Adult/Space-Preferred-Upright	Per Grave	\$1,054.51	\$703.01	\$228.48	\$1,986.00	\$1,021.59	\$681.06	\$221.35	\$1,924.00	3.2%
Upright (preferred) Foundation	Per Foundation	\$449.56		\$58.44	\$508.00	\$435.40		\$56.60	\$492.00	3.3%
Total	Per Grave	\$1,504.07	\$703.01	\$286.92	\$2,494.00	\$1,456.99	\$681.06	\$277.95	\$2,416.00	3.2%
Adult 2 Grave Lot with Foundation - Lot	Per Lot	\$2,269.91	\$1,513.27	\$491.81	\$4,275.00	\$2,199.29	\$1,466.19	\$476.51	\$4,142.00	3.2%
Foundation	Per Foundation	\$724.78		\$94.22	\$819.00	\$702.65		\$91.35	\$794.00	3.1%
Total	Per Lot	\$2,994.69	\$1,513.27	\$586.04	\$5,094.00	\$2,901.95	\$1,466.19	\$567.86	\$4,936.00	3.2%

Proposed Rates and Fees 2023 - Cemetery

Fee Title	Unit of Measure	2023				2022				Percentage Change
		Base Fee	Care and Maintenance	Tax	Fee before Surcharges	Base Fee	Care and Maintenance	Tax	Fee before Surcharges	
Adult 3 Grave Lot	Per Lot	\$3,513.98	\$2,342.65	\$761.36	\$6,618.00	\$3,405.13	\$2,270.09	\$737.78	\$6,413.00	3.2%
Adult 4 Grave Lot	Per Lot	\$4,978.41	\$3,318.94	\$1,078.65	\$9,376.00	\$4,823.89	\$3,215.93	\$1,045.18	\$9,085.00	3.2%
Adult 6 Grave Lot	Per Lot	\$7,773.45	\$5,182.30	\$1,684.25	\$14,640.00	\$7,532.39	\$5,021.59	\$1,632.02	\$14,186.00	3.2%
Cremation Grave - Flat Marker Only - 2' x 2'	Per Grave	\$418.94	\$279.29	\$90.77	\$789.00	\$406.19	\$270.80	\$88.01	\$765.00	3.1%
Cremation Grave - Flat Marker Only - 3' x 3'	Per Grave	\$703.01	\$468.67	\$152.32	\$1,324.00	\$681.24	\$454.16	\$147.60	\$1,283.00	3.2%
Cremation Grave With Foundation	Per Grave	\$1,025.31	\$683.54	\$222.15	\$1,931.00	\$993.45	\$662.30	\$215.25	\$1,871.00	3.2%
Foundation	Per Foundation	\$449.56		\$58.44	\$508.00	\$435.40		\$56.60	\$492.00	3.3%
Total	Per Grave	\$1,474.87	\$683.54	\$280.59	\$2,439.00	\$1,428.85	\$662.30	\$271.85	\$2,363.00	3.2%
Infant Grave - Flat Marker Only	Per Grave	\$418.41	\$278.94	\$90.65	\$788.00	\$405.66	\$270.44	\$87.89	\$764.00	3.1%
Infant Grave with Foundation	Per Grave	\$688.67	\$459.12	\$149.21	\$1,297.00	\$667.43	\$444.96	\$144.61	\$1,257.00	3.2%
Foundation	Per Foundation	\$450.44		\$58.56	\$509.00	\$436.28		\$56.72	\$493.00	3.2%
Total	Per Grave	\$1,139.12	\$459.12	\$207.77	\$1,806.00	\$1,102.83	\$444.96	\$201.21	\$1,749.00	3.3%

Proposed Rates and Fees 2023 - Cemetery

Fee Title	Unit of Measure	2023				2022				Percentage Change
		Base Fee	Care and Maintenance	Tax	Fee before Surcharges	Base Fee	Care and Maintenance	Tax	Fee before Surcharges	
Veteran Graves (Perpetual Care Only)										
Veteran Lot	Per Grave	\$0.00	\$702.65	\$91.35	\$794.00	\$0.00	\$680.53	\$88.47	\$769.00	3.3%
Veteran Cremation - Grave	Per Grave	\$0.00	\$468.14	\$60.86	\$529.00	\$0.00	\$453.98	\$59.02	\$513.00	3.1%
Clergy's Grave (Perpetual Care Only)										
(no charge for grave site)	Per Grave	\$0.00	\$702.65	\$91.35	\$794.00	\$0.00	\$680.53	\$88.47	\$769.00	3.3%
Interment Charges										
Regular Earth Adult Opening	Per Interment	\$1,397.35		\$181.65	\$1,579.00	\$1,353.98		\$176.02	\$1,530.00	3.2%
Regular Earth Infant Opening	Per Interment	\$697.35		\$90.65	\$788.00	\$676.11		\$87.89	\$764.00	3.1%
Regular Earth Cremation Opening	Per Interment	\$547.79		\$71.21	\$619.00	\$530.97		\$69.03	\$600.00	3.2%
Cremation Inurnment Garden	Per Interment	\$547.79		\$71.21	\$619.00	\$530.97		\$69.03	\$600.00	3.2%
Cremation Scattering Garden	Per Interment	\$598.23		\$77.77	\$676.00	\$579.65		\$75.35	\$655.00	3.2%
Regular Cremation Opening - Double (Admin)	Per Interment	\$101.77		\$13.23	\$115.00	\$98.23		\$12.77	\$111.00	3.6%

Proposed Rates and Fees 2023 - Cemetery

Fee Title	Unit of Measure	2023				2022				Percentage Change
		Base Fee	Care and Maintenance	Tax	Fee before Surcharges	Base Fee	Care and Maintenance	Tax	Fee before Surcharges	
Extra Depth on Sales Prior to April 1, 1986 Only	Per Interment	\$698.23		\$90.77	\$789.00	\$676.99		\$88.01	\$765.00	3.1%
Mausoleum and Columbarium Interment Charges										
Regular Niche Opening	Per Interment	\$400.00		\$52.00	\$452.00	\$387.61		\$50.39	\$438.00	3.2%
Mausoleum Plate Removal	Per Location	\$101.77		\$13.23	\$115.00	\$98.23		\$12.77	\$111.00	3.6%
Total	Per Interment	\$501.77		\$65.23	\$567.00	\$485.84		\$63.16	\$549.00	3.3%
Crypt End Opening	Per Interment	\$649.56		\$84.44	\$734.00	\$629.20		\$81.80	\$711.00	3.2%
Crypt Side Opening	Per Interment	\$747.79		\$97.21	\$845.00	\$724.78		\$94.22	\$819.00	3.2%
Storage Crypt Rental - First Month	Per Month	\$200.88		\$26.12	\$227.00	\$194.69		\$25.31	\$220.00	3.2%
Storage Crypt Rental - Each Additional Month	Per Month	\$200.88		\$26.12	\$227.00	\$194.69		\$25.31	\$220.00	3.2%
Use of Mausoleum for Funeral	Per Use	\$200.88		\$26.12	\$227.00	\$194.69		\$25.31	\$220.00	3.2%
Use of Mausoleum for Saturday Funeral	Per Use	\$251.33		\$32.67	\$284.00	\$243.36		\$31.64	\$275.00	3.3%
Use of Cemetery Chairs	Per Use	\$101.77		\$13.23	\$115.00	\$98.23		\$12.77	\$111.00	3.6%

Proposed Rates and Fees 2023 - Cemetery

Fee Title	Unit of Measure	2023				2022				Percentage Change
		Base Fee	Care and Maintenance	Tax	Fee before Surcharges	Base Fee	Care and Maintenance	Tax	Fee before Surcharges	
Disinterments										
Minimum Charge	Per Disinterment	\$2,991.15		\$388.85	\$3,380.00	\$2,898.23		\$376.77	\$3,275.00	3.2%
Additional Services										
Concrete Liners - Cost	Per Liner	\$573.45		\$74.55	\$648.00	\$555.75		\$72.25	\$628.00	3.2%
Installation Fee	Per Use	\$225.66		\$29.34	\$255.00	\$218.58		\$28.42	\$247.00	3.2%
Total	Per Liner	\$799.12		\$103.88	\$903.00	\$774.34		\$100.66	\$875.00	3.2%
Tent Rental (10' x 10') - 4 hours	Per Tent	\$101.77		\$13.23	\$115.00	\$98.23		\$12.77	\$111.00	3.6%
Tent Rental (15' x 15') - 4 hours	Per Tent	\$150.44		\$19.56	\$170.00	\$146.02		\$18.98	\$165.00	3.0%
Miscellaneous Charges										
Monday to Friday (after 3:30 PM) Charge	Per Incident per half hour	\$199.12	\$0.00	\$25.88	\$225.00	\$192.92	\$0.00	\$25.08	\$218.00	3.2%
Saturday Late Arrivals (after 11:00 AM)	Per Incident per half hour	\$199.12	\$0.00	\$25.88	\$225.00	\$192.92	\$0.00	\$25.08	\$218.00	3.2%
Saturday Burial (9:00 a.m. to 11:00 a.m.)	Per Interment	\$398.23	\$0.00	\$51.77	\$450.00	\$385.84	\$0.00	\$50.16	\$436.00	3.2%

Proposed Rates and Fees 2023 - Cemetery

Fee Title	Unit of Measure	2023				2022				Percentage Change
		Base Fee	Care and Maintenance	Tax	Fee before Surcharges	Base Fee	Care and Maintenance	Tax	Fee before Surcharges	
Registration of Transfer	Per Transfer	\$76.11	\$0.00	\$9.89	\$86.00	\$73.45	\$0.00	\$9.55	\$83.00	3.6%
Duplicate Interment Rights Certificate	Per Transfer	\$51.33	\$0.00	\$6.67	\$58.00	\$49.56	\$0.00	\$6.44	\$56.00	3.6%
Administration Fee	Per Application	\$299.12	\$0.00	\$38.88	\$338.00	\$290.27	\$0.00	\$37.73	\$328.00	3.0%
Declaration for Interment/Transfer Fee	Per Transfer	\$76.11	\$0.00	\$9.89	\$86.00	\$73.45	\$0.00	\$9.55	\$83.00	3.6%
Setting Of Markers (Set By Province) *										
Over 14" x 24" - Setting	Per Setting	\$218.58	\$0.00	\$28.42	\$247.00	\$211.99	\$0.00	\$27.56	\$239.55	3.1%
Care and Maintenance *	Per Marker	\$100.00	\$0.00	\$13.00	\$113.00	\$100.00	\$0.00	\$13.00	\$113.00	0.0%
Total	Per Setting	\$318.58	\$0.00	\$41.42	\$360.00	\$311.99	\$0.00	\$40.56	\$352.55	2.1%
12" x 18" to 14" x 24" - Setting	Per Setting	\$177.88	\$0.00	\$23.12	\$201.00	\$172.12	\$0.00	\$22.38	\$194.50	3.3%
Care and Maintenance *	Per Marker	\$100.00	\$0.00	\$13.00	\$113.00	\$100.00	\$0.00	\$13.00	\$113.00	0.0%
Total	Per Setting	\$277.88	\$0.00	\$36.12	\$314.00	\$272.12	\$0.00	\$35.38	\$307.50	2.1%

Proposed Rates and Fees 2023 - Cemetery

Fee Title	Unit of Measure	2023				2022				Percentage Change
		Base Fee	Care and Maintenance	Tax	Fee before Surcharges	Base Fee	Care and Maintenance	Tax	Fee before Surcharges	
Under 12" x 18" (over 439.42 square cent.)										
(over 173 square inches) - Setting	Per Setting	\$143.36	\$0.00	\$18.64	\$162.00	\$138.50	\$0.00	\$18.00	\$156.50	3.5%
Care and Maintenance	Per Marker	\$100.00	\$0.00	\$13.00	\$113.00	\$100.00	\$0.00	\$13.00	\$113.00	0.0%
Total	Per Setting	\$243.36	\$0.00	\$31.64	\$275.00	\$238.50	\$0.00	\$31.00	\$269.50	2.0%
Under 439.42 sq. in./173 sq. in. Setting Fee	Per Setting	\$150.44	\$0.00	\$19.56	\$170.00	\$146.02	\$0.00	\$18.98	\$165.00	3.0%
Upright Veteran Marker	Per Setting	\$299.12	\$0.00	\$38.88	\$338.00	\$290.27	\$0.00	\$37.73	\$328.00	3.0%
Corner Markers (set of 4) - Setting	Per Setting	\$175.22	\$0.00	\$22.78	\$198.00	\$169.91	\$0.00	\$22.09	\$192.00	3.1%
Care And Maintenance (Set By Province) *										
Upright Monuments up to 48" High and up to 48" Long Including Base	Per Monument	\$200.00	\$0.00	\$26.00	\$226.00	\$200.00	\$0.00	\$26.00	\$226.00	0.0%
Upright Monuments Over 48" High or over 48" Long Including Base	Per Monument	\$400.00	\$0.00	\$52.00	\$452.00	\$400.00	\$0.00	\$52.00	\$452.00	0.0%

Proposed Rates and Fees 2023 - Cemetery

Fee Title	Unit of Measure	2023				2022				Percentage Change
		Base Fee	Care and Maintenance	Tax	Fee before Surcharges	Base Fee	Care and Maintenance	Tax	Fee before Surcharges	
Garden Crypt Mausoleum (Genesis)										
North & South Elevations (30 Single Crypts Each Side)										
Level A - 12	Per Crypt	\$5,580.18	\$1,395.04	\$906.78	\$7,882.00	\$5,407.43	\$1,351.86	\$878.71	\$7,638.00	3.2%
Level B - 12	Per Crypt	\$6,776.64	\$1,694.16	\$1,101.20	\$9,572.00	\$6,566.37	\$1,641.59	\$1,067.04	\$9,275.00	3.2%
Level C - 12	Per Crypt	\$7,971.68	\$1,992.92	\$1,295.40	\$11,260.00	\$7,724.60	\$1,931.15	\$1,255.25	\$10,911.00	3.2%
Level D - 12	Per Crypt	\$9,566.73	\$2,391.68	\$1,554.59	\$13,513.00	\$9,270.09	\$2,317.52	\$1,506.39	\$13,094.00	3.2%
Level E - 12	Per Crypt	\$7,573.10	\$1,893.27	\$1,230.63	\$10,697.00	\$7,338.05	\$1,834.51	\$1,192.43	\$10,365.00	3.2%
West Elevation (20 Tandem Crypts - 40 Entombments)										
Level A - 4	Per Crypt	\$10,364.60	\$2,591.15	\$1,684.25	\$14,640.00	\$10,043.19	\$2,510.80	\$1,632.02	\$14,186.00	3.2%
Level B - 4	Per Crypt	\$12,755.40	\$3,188.85	\$2,072.75	\$18,017.00	\$12,359.65	\$3,089.91	\$2,008.44	\$17,458.00	3.2%
Level C - 4	Per Crypt	\$14,349.03	\$3,587.26	\$2,331.72	\$20,268.00	\$13,904.42	\$3,476.11	\$2,259.47	\$19,640.00	3.2%
Level D - 4	Per Crypt	\$16,741.24	\$4,185.31	\$2,720.45	\$23,647.00	\$16,222.30	\$4,055.58	\$2,636.12	\$22,914.00	3.2%
Level E - 4	Per Crypt	\$14,349.03	\$3,587.26	\$2,331.72	\$20,268.00	\$13,904.42	\$3,476.11	\$2,259.47	\$19,640.00	3.2%

Proposed Rates and Fees 2023 - Cemetery

Fee Title	Unit of Measure	2023				2022				Percentage Change
		Base Fee	Care and Maintenance	Tax	Fee before Surcharges	Base Fee	Care and Maintenance	Tax	Fee before Surcharges	
East Elevation (100 Niches)										
Level A - 10	Per Niche	\$1,186.24	\$209.34	\$181.42	\$1,577.00	\$1,149.38	\$202.83	\$175.79	\$1,528.00	3.2%
Level B - 10	Per Niche	\$1,186.24	\$209.34	\$181.42	\$1,577.00	\$1,149.38	\$202.83	\$175.79	\$1,528.00	3.2%
Level C - 10	Per Niche	\$1,186.24	\$209.34	\$181.42	\$1,577.00	\$1,149.38	\$202.83	\$175.79	\$1,528.00	3.2%
Level D - 10	Per Niche	\$1,439.73	\$254.07	\$220.19	\$1,914.00	\$1,395.35	\$246.24	\$213.41	\$1,855.00	3.2%
Level E - 10	Per Niche	\$1,439.73	\$254.07	\$220.19	\$1,914.00	\$1,395.35	\$246.24	\$213.41	\$1,855.00	3.2%
Level F - 10	Per Niche	\$1,439.73	\$254.07	\$220.19	\$1,914.00	\$1,395.35	\$246.24	\$213.41	\$1,855.00	3.2%
Level G - 10	Per Niche	\$1,439.73	\$254.07	\$220.19	\$1,914.00	\$1,395.35	\$246.24	\$213.41	\$1,855.00	3.2%
Level H - 10	Per Niche	\$1,439.73	\$254.07	\$220.19	\$1,914.00	\$1,395.35	\$246.24	\$213.41	\$1,855.00	3.2%
Level I - 10	Per Niche	\$1,439.73	\$254.07	\$220.19	\$1,914.00	\$1,395.35	\$246.24	\$213.41	\$1,855.00	3.2%
Level J - 10	Per Niche	\$1,439.73	\$254.07	\$220.19	\$1,914.00	\$1,395.35	\$246.24	\$213.41	\$1,855.00	3.2%

Proposed Rates and Fees 2023 - Cemetery

Fee Title	Unit of Measure	2023				2022				Percentage Change
		Base Fee	Care and Maintenance	Tax	Fee before Surcharges	Base Fee	Care and Maintenance	Tax	Fee before Surcharges	
Garden of Gethsemane and Garden of Galilee Mausoleum										
Crypts										
Level A	Per Crypt	\$5,580.18	\$1,395.04	\$906.78	\$7,882.00	\$5,407.43	\$1,351.86	\$878.71	\$7,638.00	3.2%
Level B	Per Crypt	\$6,776.64	\$1,694.16	\$1,101.20	\$9,572.00	\$6,566.37	\$1,641.59	\$1,067.04	\$9,275.00	3.2%
Level C	Per Crypt	\$7,971.68	\$1,992.92	\$1,295.40	\$11,260.00	\$7,724.60	\$1,931.15	\$1,255.25	\$10,911.00	3.2%
Level D	Per Crypt	\$9,566.73	\$2,391.68	\$1,554.59	\$13,513.00	\$9,270.09	\$2,317.52	\$1,506.39	\$13,094.00	3.2%
Level E	Per Crypt	\$7,573.10	\$1,893.27	\$1,230.63	\$10,697.00	\$7,338.05	\$1,834.51	\$1,192.43	\$10,365.00	3.2%
All Niches	Per Niche	\$1,439.73	\$254.07	\$220.19	\$1,914.00	\$1,395.35	\$246.24	\$213.41	\$1,855.00	3.2%

Holy Trinity Mausoleum

Crypts - Fountain Level

Level A	Per Crypt	\$6,536.64	\$1,634.16	\$1,062.20	\$9,233.00	\$6,334.16	\$1,583.54	\$1,029.30	\$8,947.00	3.2%
Level B	Per Crypt	\$7,573.10	\$1,893.27	\$1,230.63	\$10,697.00	\$7,338.05	\$1,834.51	\$1,192.43	\$10,365.00	3.2%
Level C	Per Crypt	\$9,806.73	\$2,451.68	\$1,593.59	\$13,852.00	\$9,502.30	\$2,375.58	\$1,544.12	\$13,422.00	3.2%

Proposed Rates and Fees 2023 - Cemetery

Fee Title	Unit of Measure	2023				2022				Percentage Change
		Base Fee	Care and Maintenance	Tax	Fee before Surcharges	Base Fee	Care and Maintenance	Tax	Fee before Surcharges	
Level D	Per Crypt	\$10,842.48	\$2,710.62	\$1,761.90	\$15,315.00	\$10,506.19	\$2,626.55	\$1,707.26	\$14,840.00	3.2%
Level E	Per Crypt	\$9,407.43	\$2,351.86	\$1,528.71	\$13,288.00	\$9,115.75	\$2,278.94	\$1,481.31	\$12,876.00	3.2%

Crypts - Inside Level

Level A	Per Crypt	\$7,174.51	\$1,793.63	\$1,165.86	\$10,134.00	\$6,952.21	\$1,738.05	\$1,129.73	\$9,820.00	3.2%
Level B	Per Crypt	\$7,971.68	\$1,992.92	\$1,295.40	\$11,260.00	\$7,724.60	\$1,931.15	\$1,255.25	\$10,911.00	3.2%
Level C	Per Crypt	\$10,363.89	\$2,590.97	\$1,684.13	\$14,639.00	\$10,042.48	\$2,510.62	\$1,631.90	\$14,185.00	3.2%
Level D	Per Crypt	\$11,161.77	\$2,790.44	\$1,813.79	\$15,766.00	\$10,815.58	\$2,703.89	\$1,757.53	\$15,277.00	3.2%
Level E	Per Crypt	\$9,567.43	\$2,391.86	\$1,554.71	\$13,514.00	\$9,270.80	\$2,317.70	\$1,506.50	\$13,095.00	3.2%

Financial Management Services, Director 2023 Schedule of Rates and Fees ...

Proposed Rates and Fees 2023 - Cemetery

Fee Title	Unit of Measure	2023				2022				Percentage Change
		Base Fee	Care and Maintenance	Tax	Fee before Surcharges	Base Fee	Care and Maintenance	Tax	Fee before Surcharges	

Crypts - Outside Level

Level A	Per Crypt	\$5,979.47	\$1,494.87	\$971.66	\$8,446.00	\$5,793.98	\$1,448.50	\$941.52	\$8,184.00	3.2%
Level B	Per Crypt	\$7,174.51	\$1,793.63	\$1,165.86	\$10,134.00	\$6,952.21	\$1,738.05	\$1,129.73	\$9,820.00	3.2%
Level C	Per Crypt	\$8,768.14	\$2,192.04	\$1,424.82	\$12,385.00	\$8,496.28	\$2,124.07	\$1,380.65	\$12,001.00	3.2%
Level D	Per Crypt	\$9,966.73	\$2,491.68	\$1,619.59	\$14,078.00	\$9,657.35	\$2,414.34	\$1,569.32	\$13,641.00	3.2%
Level E	Per Crypt	\$7,971.68	\$1,992.92	\$1,295.40	\$11,260.00	\$7,724.60	\$1,931.15	\$1,255.25	\$10,911.00	3.2%

Niches

Fountain

Heart Level	Per Niche	\$1,439.73	\$254.07	\$220.19	\$1,914.00	\$1,395.35	\$246.24	\$213.41	\$1,855.00	3.2%
Other Levels	Per Niche	\$1,186.24	\$209.34	\$181.42	\$1,577.00	\$1,149.38	\$202.83	\$175.79	\$1,528.00	3.2%

Inside

Heart Level	Per Niche	\$1,439.73	\$254.07	\$220.19	\$1,914.00	\$1,395.35	\$246.24	\$213.41	\$1,855.00	3.2%
Other Levels	Per Niche	\$1,186.24	\$209.34	\$181.42	\$1,577.00	\$1,149.38	\$202.83	\$175.79	\$1,528.00	3.2%

Proposed Rates and Fees 2023 - Cemetery

Fee Title	Unit of Measure	2023				2022				Percentage Change
		Base Fee	Care and Maintenance	Tax	Fee before Surcharges	Base Fee	Care and Maintenance	Tax	Fee before Surcharges	
Outside										
Heart Level	Per Niche	\$1,439.73	\$254.07	\$220.19	\$1,914.00	\$1,395.35	\$246.24	\$213.41	\$1,855.00	3.2%
Other Levels	Per Niche	\$1,186.24	\$209.34	\$181.42	\$1,577.00	\$1,149.38	\$202.83	\$175.79	\$1,528.00	3.2%
Garden Of Memories Mausoleum										
Crypts - Chapel Singles										
Level A	Per Crypt	\$7,174.51	\$1,793.63	\$1,165.86	\$10,134.00	\$6,952.21	\$1,738.05	\$1,129.73	\$9,820.00	3.2%
Level B	Per Crypt	\$10,363.89	\$2,590.97	\$1,684.13	\$14,639.00	\$10,042.48	\$2,510.62	\$1,631.90	\$14,185.00	3.2%
Level C	Per Crypt	\$11,958.94	\$2,989.73	\$1,943.33	\$16,892.00	\$11,587.96	\$2,896.99	\$1,883.04	\$16,368.00	3.2%
Level D	Per Crypt	\$12,755.40	\$3,188.85	\$2,072.75	\$18,017.00	\$12,359.65	\$3,089.91	\$2,008.44	\$17,458.00	3.2%
Level E	Per Crypt	\$11,161.77	\$2,790.44	\$1,813.79	\$15,766.00	\$10,815.58	\$2,703.89	\$1,757.53	\$15,277.00	3.2%

Proposed Rates and Fees 2023 - Cemetery

Fee Title	Unit of Measure	2023				2022				Percentage Change
		Base Fee	Care and Maintenance	Tax	Fee before Surcharges	Base Fee	Care and Maintenance	Tax	Fee before Surcharges	
Side Corridor Singles										
Level A	Per Crypt	\$6,377.35	\$1,594.34	\$1,036.32	\$9,008.00	\$6,179.82	\$1,544.96	\$1,004.22	\$8,729.00	3.2%
Level B	Per Crypt	\$7,971.68	\$1,992.92	\$1,295.40	\$11,260.00	\$7,724.60	\$1,931.15	\$1,255.25	\$10,911.00	3.2%
Level C	Per Crypt	\$9,567.43	\$2,391.86	\$1,554.71	\$13,514.00	\$9,270.80	\$2,317.70	\$1,506.50	\$13,095.00	3.2%
Level D	Per Crypt	\$10,363.89	\$2,590.97	\$1,684.13	\$14,639.00	\$10,042.48	\$2,510.62	\$1,631.90	\$14,185.00	3.2%
Level E	Per Crypt	\$8,768.14	\$2,192.04	\$1,424.82	\$12,385.00	\$8,496.28	\$2,124.07	\$1,380.65	\$12,001.00	3.2%
Main Corridor Singles										
Level A	Per Crypt	\$6,776.64	\$1,694.16	\$1,101.20	\$9,572.00	\$6,566.37	\$1,641.59	\$1,067.04	\$9,275.00	3.2%
Level B	Per Crypt	\$9,168.85	\$2,292.21	\$1,489.94	\$12,951.00	\$8,884.25	\$2,221.06	\$1,443.69	\$12,549.00	3.2%
Level C	Per Crypt	\$10,763.19	\$2,690.80	\$1,749.02	\$15,203.00	\$10,429.73	\$2,607.43	\$1,694.83	\$14,732.00	3.2%
Level D	Per Crypt	\$11,559.65	\$2,889.91	\$1,878.44	\$16,328.00	\$11,201.42	\$2,800.35	\$1,820.23	\$15,822.00	3.2%
Level E	Per Crypt	\$9,966.73	\$2,491.68	\$1,619.59	\$14,078.00	\$9,657.35	\$2,414.34	\$1,569.32	\$13,641.00	3.2%

Proposed Rates and Fees 2023 - Cemetery

Fee Title	Unit of Measure	2023				2022				Percentage Change
		Base Fee	Care and Maintenance	Tax	Fee before Surcharges	Base Fee	Care and Maintenance	Tax	Fee before Surcharges	
Interior Crypts - Wall Numbers: 16,17,18,22,23,24										
Level B	Per Crypt	\$9,966.73	\$2,491.68	\$1,619.59	\$14,078.00	\$9,657.35	\$2,414.34	\$1,569.32	\$13,641.00	3.2%
Level C	Per Crypt	\$11,559.65	\$2,889.91	\$1,878.44	\$16,328.00	\$11,201.42	\$2,800.35	\$1,820.23	\$15,822.00	3.2%
Level D	Per Crypt	\$12,357.52	\$3,089.38	\$2,008.10	\$17,455.00	\$11,974.51	\$2,993.63	\$1,945.86	\$16,914.00	3.2%
Level E	Per Crypt	\$10,763.19	\$2,690.80	\$1,749.02	\$15,203.00	\$10,429.73	\$2,607.43	\$1,694.83	\$14,732.00	3.2%
Interior Niches										
Level A	Per Niche	\$1,863.98	\$328.94	\$285.08	\$2,478.00	\$1,806.06	\$318.72	\$276.22	\$2,401.00	3.2%
Level B	Per Niche	\$1,863.98	\$328.94	\$285.08	\$2,478.00	\$1,806.06	\$318.72	\$276.22	\$2,401.00	3.2%
Level C	Per Niche	\$1,863.98	\$328.94	\$285.08	\$2,478.00	\$1,806.06	\$318.72	\$276.22	\$2,401.00	3.2%
Level D	Per Niche	\$1,863.98	\$328.94	\$285.08	\$2,478.00	\$1,806.06	\$318.72	\$276.22	\$2,401.00	3.2%
Level E	Per Niche	\$2,540.97	\$448.41	\$388.62	\$3,378.00	\$2,461.99	\$434.47	\$376.54	\$3,273.00	3.2%
Level F	Per Niche	\$2,540.97	\$448.41	\$388.62	\$3,378.00	\$2,461.99	\$434.47	\$376.54	\$3,273.00	3.2%
Level G	Per Niche	\$2,540.97	\$448.41	\$388.62	\$3,378.00	\$2,461.99	\$434.47	\$376.54	\$3,273.00	3.2%

Proposed Rates and Fees 2023 - Cemetery

Fee Title	Unit of Measure	2023				2022				Percentage Change
		Base Fee	Care and Maintenance	Tax	Fee before Surcharges	Base Fee	Care and Maintenance	Tax	Fee before Surcharges	
Level H	Per Niche	\$2,540.97	\$448.41	\$388.62	\$3,378.00	\$2,461.99	\$434.47	\$376.54	\$3,273.00	3.2%
Level I	Per Niche	\$2,202.48	\$388.67	\$336.85	\$2,928.00	\$2,134.03	\$376.59	\$326.38	\$2,837.00	3.2%
Level J	Per Niche	\$2,202.48	\$388.67	\$336.85	\$2,928.00	\$2,134.03	\$376.59	\$326.38	\$2,837.00	3.2%

Exterior Walls

Level A	Per Niche	\$1,693.98	\$298.94	\$259.08	\$2,252.00	\$1,641.33	\$289.65	\$251.03	\$2,182.00	3.2%
Level B	Per Niche	\$1,693.98	\$298.94	\$259.08	\$2,252.00	\$1,641.33	\$289.65	\$251.03	\$2,182.00	3.2%
Level C	Per Niche	\$1,693.98	\$298.94	\$259.08	\$2,252.00	\$1,641.33	\$289.65	\$251.03	\$2,182.00	3.2%
Level D	Per Niche	\$1,693.98	\$298.94	\$259.08	\$2,252.00	\$1,641.33	\$289.65	\$251.03	\$2,182.00	3.2%
Level E	Per Niche	\$1,693.98	\$298.94	\$259.08	\$2,252.00	\$1,641.33	\$289.65	\$251.03	\$2,182.00	3.2%
Level F	Per Niche	\$1,693.98	\$298.94	\$259.08	\$2,252.00	\$1,641.33	\$289.65	\$251.03	\$2,182.00	3.2%

Proposed Rates and Fees 2023 - Cemetery

Fee Title	Unit of Measure	2023				2022				Percentage Change
		Base Fee	Care and Maintenance	Tax	Fee before Surcharges	Base Fee	Care and Maintenance	Tax	Fee before Surcharges	
Queenston Courtyard Columbarium										
Buildings 1 - 4	Per Niche	\$1,693.98	\$298.94	\$259.08	\$2,252.00	\$1,641.33	\$289.65	\$251.03	\$2,182.00	3.2%
Harmony Circle	Per Niche	\$2,117.48	\$373.67	\$323.85	\$2,815.00	\$2,052.04	\$362.12	\$313.84	\$2,728.00	3.2%
Bronze Inscriptions										
Niche Wreath	Per Wreath	\$996.46	\$0.00	\$129.54	\$1,126.00	\$965.49	\$0.00	\$125.51	\$1,091.00	3.2%
Installation Fee	Per Use	\$100.88	\$0.00	\$13.12	\$114.00	\$97.35	\$0.00	\$12.65	\$110.00	3.6%
Total	Per Wreath	\$1,096.46	\$0.00	\$142.54	\$1,239.00	\$1,062.83	\$0.00	\$138.17	\$1,201.00	3.2%
Second Niche Scroll (NWC108)	Per Scroll	\$200.00	\$0.00	\$26.00	\$226.00	\$193.81	\$0.00	\$25.19	\$219.00	3.2%
Bronze Picture Frame	Per Frame	\$76.11	\$0.00	\$9.89	\$86.00	\$73.45	\$0.00	\$9.55	\$83.00	3.6%
Black & White Picture	Per Picture	\$100.88	\$0.00	\$13.12	\$114.00	\$97.35	\$0.00	\$12.65	\$110.00	3.6%
Colour Picture	Per Picture	\$124.78	\$0.00	\$16.22	\$141.00	\$121.24	\$0.00	\$15.76	\$137.00	2.9%
Bud Vase (VB0026) Roman 5" (Includes Installation)	Per Vase	\$299.12	\$0.00	\$38.88	\$338.00	\$290.27	\$0.00	\$37.73	\$328.00	3.0%
Installation Fee (Additional)	Per Use	\$100.88	\$0.00	\$13.12	\$114.00	\$97.35	\$0.00	\$12.65	\$110.00	3.6%

Proposed Rates and Fees 2023 - Cemetery

Fee Title	Unit of Measure	2023				2022				Percentage Change
		Base Fee	Care and Maintenance	Tax	Fee before Surcharges	Base Fee	Care and Maintenance	Tax	Fee before Surcharges	
Bronze Emblems										
Christ W/Thorns - 2 1/4" EB0014	Per Emblem	\$124.78	\$0.00	\$16.22	\$141.00	\$121.24	\$0.00	\$15.76	\$137.00	2.9%
Praying Hands - Left EB12L	Per Emblem	\$100.88	\$0.00	\$13.12	\$114.00	\$97.35	\$0.00	\$12.65	\$110.00	3.6%
Praying Hands - Right EB12R	Per Emblem	\$100.88	\$0.00	\$13.12	\$114.00	\$97.35	\$0.00	\$12.65	\$110.00	3.6%
Madonna - 2 1/4" EB15	Per Emblem	\$124.78	\$0.00	\$16.22	\$141.00	\$121.24	\$0.00	\$15.76	\$137.00	2.9%
Angel Left - 2 3/4" EB16L	Per Emblem	\$100.88	\$0.00	\$13.12	\$114.00	\$97.35	\$0.00	\$12.65	\$110.00	3.6%
Angel Right - 2 3/4" EB16R	Per Emblem	\$100.88	\$0.00	\$13.12	\$114.00	\$97.35	\$0.00	\$12.65	\$110.00	3.6%
Rose Left - 2 1/4" EB13L	Per Emblem	\$100.88	\$0.00	\$13.12	\$114.00	\$97.35	\$0.00	\$12.65	\$110.00	3.6%
Rose Right - 2 1/4" EB13R	Per Emblem	\$100.88	\$0.00	\$13.12	\$114.00	\$97.35	\$0.00	\$12.65	\$110.00	3.6%
Holy Bible - 1 1/2" EB09	Per Emblem	\$100.88	\$0.00	\$13.12	\$114.00	\$97.35	\$0.00	\$12.65	\$110.00	3.6%
Together Forever - 1 1/2" EB10	Per Emblem	\$100.88	\$0.00	\$13.12	\$114.00	\$97.35	\$0.00	\$12.65	\$110.00	3.6%
Praying Cherub 1 1/2" EB11	Per Emblem	\$100.88	\$0.00	\$13.12	\$114.00	\$97.35	\$0.00	\$12.65	\$110.00	3.6%
Cross - Flat Bronze 1738 (EB17380001)	Per Emblem	\$76.11	\$0.00	\$9.89	\$86.00	\$73.45	\$0.00	\$9.55	\$83.00	3.6%

Proposed Rates and Fees 2023 - Cemetery

Fee Title	Unit of Measure	2023				2022				Percentage Change
		Base Fee	Care and Maintenance	Tax	Fee before Surcharges	Base Fee	Care and Maintenance	Tax	Fee before Surcharges	
Cross W/Christ 4214 (EB42140001)	Per Emblem	\$76.11	\$0.00	\$9.89	\$86.00	\$73.45	\$0.00	\$9.55	\$83.00	3.6%
Policeman - 2 7/8" EB0039	Per Emblem	\$175.22	\$0.00	\$22.78	\$198.00	\$169.91	\$0.00	\$22.09	\$192.00	3.1%
Fireman - 2 7/8" EB0040	Per Emblem	\$175.22	\$0.00	\$22.78	\$198.00	\$169.91	\$0.00	\$22.09	\$192.00	3.1%
Knights of Columbus - 2 7/8" EB0041	Per Emblem	\$175.22	\$0.00	\$22.78	\$198.00	\$169.91	\$0.00	\$22.09	\$192.00	3.1%
Masonic - 4" EB0042	Per Emblem	\$175.22	\$0.00	\$22.78	\$198.00	\$169.91	\$0.00	\$22.09	\$192.00	3.1%

Product Pricing

Lettering - Maximum 90 Letters (Includes Installation)	Per Inscription	\$1,494.69	\$0.00	\$194.31	\$1,689.00	\$1,448.67	\$0.00	\$188.33	\$1,637.00	3.2%
Light/Vase (Includes Installation)	Per Vase	\$598.23	\$0.00	\$77.77	\$676.00	\$579.65	\$0.00	\$75.35	\$655.00	3.2%
Electricity Fee (5 year Re-Newable)	Per Application	\$298.23	\$0.00	\$38.77	\$337.00	\$289.38	\$0.00	\$37.62	\$327.00	3.1%
Picture Frame - Bronze	Per Frame	\$76.11	\$0.00	\$9.89	\$86.00	\$73.45	\$0.00	\$9.55	\$83.00	3.6%
Colour Picture - Ceramic	Per Picture	\$573.45	\$0.00	\$74.55	\$648.00	\$555.75	\$0.00	\$72.25	\$628.00	3.2%
Total	Per Picture	\$649.56	\$0.00	\$84.44	\$734.00	\$629.20	\$0.00	\$81.80	\$711.00	3.2%
Picture Frame - Bronze	Per Frame	\$76.11	\$0.00	\$9.89	\$86.00	\$73.45	\$0.00	\$9.55	\$83.00	3.6%

Proposed Rates and Fees 2023 - Cemetery

Fee Title	Unit of Measure	2023				2022				Percentage Change
		Base Fee	Care and Maintenance	Tax	Fee before Surcharges	Base Fee	Care and Maintenance	Tax	Fee before Surcharges	
Black & White Picture - Ceramic	Per Picture	\$374.34	\$0.00	\$48.66	\$423.00	\$362.83	\$0.00	\$47.17	\$410.00	3.2%
Total	Per Picture	\$450.44	\$0.00	\$58.56	\$509.00	\$436.28	\$0.00	\$56.72	\$493.00	3.2%
Niche Plate includes installation	Per Plaque	\$1,195.58	\$0.00	\$155.42	\$1,351.00	\$1,158.41	\$0.00	\$150.59	\$1,309.00	3.2%
Niche Plate Scroll	Per Scroll	\$373.45	\$0.00	\$48.55	\$422.00	\$361.95	\$0.00	\$47.05	\$409.00	3.2%
Bud Vase includes installation	Per Vase	\$348.67	\$0.00	\$45.33	\$394.00	\$338.05	\$0.00	\$43.95	\$382.00	3.1%
Memorial installation fee - additional	Per Use	\$130.97	\$0.00	\$17.03	\$148.00	\$126.55	\$0.00	\$16.45	\$143.00	3.5%

Mausoleum Emblems

Crucifix with Christ - 500315	Per Emblem	\$200.00	\$0.00	\$26.00	\$226.00	\$193.81	\$0.00	\$25.19	\$219.00	3.2%
Christ - 500319	Per Emblem	\$174.34	\$0.00	\$22.66	\$197.00	\$169.03	\$0.00	\$21.97	\$191.00	3.1%
Madonna - 500321	Per Emblem	\$174.34	\$0.00	\$22.66	\$197.00	\$169.03	\$0.00	\$21.97	\$191.00	3.1%
Angel (Facing Right) - 500327	Per Emblem	\$124.78	\$0.00	\$16.22	\$141.00	\$121.24	\$0.00	\$15.76	\$137.00	2.9%
Angel (Facing Left) - 500326	Per Emblem	\$124.78	\$0.00	\$16.22	\$141.00	\$121.24	\$0.00	\$15.76	\$137.00	2.9%
Pieta - 300326	Per Emblem	\$348.67	\$0.00	\$45.33	\$394.00	\$338.05	\$0.00	\$43.95	\$382.00	3.1%

Proposed Rates and Fees 2023 - Cemetery

Fee Title	Unit of Measure	2023				2022				Percentage Change
		Base Fee	Care and Maintenance	Tax	Fee before Surcharges	Base Fee	Care and Maintenance	Tax	Fee before Surcharges	
Madonna & Child with Halo - 500329	Per Emblem	\$174.34	\$0.00	\$22.66	\$197.00	\$169.03	\$0.00	\$21.97	\$191.00	3.1%
Christ with Crown of Thorns - 500330	Per Emblem	\$174.34	\$0.00	\$22.66	\$197.00	\$169.03	\$0.00	\$21.97	\$191.00	3.1%
Sacred Heart - 500340	Per Emblem	\$174.34	\$0.00	\$22.66	\$197.00	\$169.03	\$0.00	\$21.97	\$191.00	3.1%
Praying Hands - 500375	Per Emblem	\$174.34	\$0.00	\$22.66	\$197.00	\$169.03	\$0.00	\$21.97	\$191.00	3.1%
Rose - 500396	Per Emblem	\$223.89	\$0.00	\$29.11	\$253.00	\$216.81	\$0.00	\$28.19	\$245.00	3.3%
Wreaths: (Wreath Style #)										
W-4 - 18" Round	Per Wreath	\$64.60	\$0.00	\$8.40	\$73.00	\$62.83	\$0.00	\$8.17	\$71.00	2.8%
H-1 17" Heart Shaped	Per Wreath	\$55.75	\$0.00	\$7.25	\$63.00	\$53.98	\$0.00	\$7.02	\$61.00	3.3%
C-2 - 18" Cross	Per Wreath	\$64.60	\$0.00	\$8.40	\$73.00	\$62.83	\$0.00	\$8.17	\$71.00	2.8%
ST-1 - Stone Topper 36"	Per Wreath	\$64.60	\$0.00	\$8.40	\$73.00	\$62.83	\$0.00	\$8.17	\$71.00	2.8%
ST-2 - Stone Topper 32"	Per Wreath	\$55.75	\$0.00	\$7.25	\$63.00	\$53.98	\$0.00	\$7.02	\$61.00	3.3%
XM-1 Christmas Wreath 16"	Per Wreath	\$55.75	\$0.00	\$7.25	\$63.00	\$53.98	\$0.00	\$7.02	\$61.00	3.3%
Vase with Art Flowers	Per Vase	\$35.40	\$0.00	\$4.60	\$40.00	\$34.51	\$0.00	\$4.49	\$39.00	2.6%

Proposed Rates and Fees 2023 - Cemetery

Fee Title	Unit of Measure	2023				2022				Percentage Change
		Base Fee	Care and Maintenance	Tax	Fee before Surcharges	Base Fee	Care and Maintenance	Tax	Fee before Surcharges	
Niche Flowers	Per Application	\$16.81	\$0.00	\$2.19	\$19.00	\$15.93	\$0.00	\$2.07	\$18.00	5.6%
Monument Foundations										
Minimum	Per Foundation	\$298.23	\$0.00	\$38.77	\$337.00	\$289.38	\$0.00	\$37.62	\$327.00	3.1%
2' 0" x 1' 2"	Per Foundation	\$412.39	\$0.00	\$53.61	\$466.00	\$400.00	\$0.00	\$52.00	\$452.00	3.1%
2' 2" x 1' 2"	Per Foundation	\$449.56	\$0.00	\$58.44	\$508.00	\$435.40	\$0.00	\$56.60	\$492.00	3.3%
2' 4" x 1' 2"	Per Foundation	\$483.19	\$0.00	\$62.81	\$546.00	\$468.14	\$0.00	\$60.86	\$529.00	3.2%
2' 6" x 1' 2"	Per Foundation	\$517.70	\$0.00	\$67.30	\$585.00	\$501.77	\$0.00	\$65.23	\$567.00	3.2%
2' 8" x 1' 2"	Per Foundation	\$547.79	\$0.00	\$71.21	\$619.00	\$530.97	\$0.00	\$69.03	\$600.00	3.2%
2' 10" x 1' 2"	Per Foundation	\$583.19	\$0.00	\$75.81	\$659.00	\$565.49	\$0.00	\$73.51	\$639.00	3.1%
3' 0" x 1' 2"	Per Foundation	\$623.89	\$0.00	\$81.11	\$705.00	\$604.42	\$0.00	\$78.58	\$683.00	3.2%
3' 2" x 1' 2"	Per Foundation	\$647.79	\$0.00	\$84.21	\$732.00	\$627.43	\$0.00	\$81.57	\$709.00	3.2%
3' 4" x 1' 2"	Per Foundation	\$683.19	\$0.00	\$88.81	\$772.00	\$661.95	\$0.00	\$86.05	\$748.00	3.2%
3' 6" x 1' 2"	Per Foundation	\$723.89	\$0.00	\$94.11	\$818.00	\$701.77	\$0.00	\$91.23	\$793.00	3.2%

Proposed Rates and Fees 2023 - Cemetery

Fee Title	Unit of Measure	2023				2022				Percentage Change
		Base Fee	Care and Maintenance	Tax	Fee before Surcharges	Base Fee	Care and Maintenance	Tax	Fee before Surcharges	
3' 8" x 1' 2"	Per Foundation	\$747.79	\$0.00	\$97.21	\$845.00	\$724.78	\$0.00	\$94.22	\$819.00	3.2%
3' 10" x 1' 2"	Per Foundation	\$797.35	\$0.00	\$103.65	\$901.00	\$772.57	\$0.00	\$100.43	\$873.00	3.2%
4' 0" x 1' 2"	Per Foundation	\$823.01	\$0.00	\$106.99	\$930.00	\$797.35	\$0.00	\$103.65	\$901.00	3.2%
4' 6" x 1' 2"	Per Foundation	\$921.24	\$0.00	\$119.76	\$1,041.00	\$892.92	\$0.00	\$116.08	\$1,009.00	3.2%
5' 0" x 1' 2"	Per Foundation	\$1,022.12	\$0.00	\$132.88	\$1,155.00	\$990.27	\$0.00	\$128.73	\$1,119.00	3.2%
5' 6" x 1' 2"	Per Foundation	\$1,121.24	\$0.00	\$145.76	\$1,267.00	\$1,086.73	\$0.00	\$141.27	\$1,228.00	3.2%
6' 0" x 1' 2"	Per Foundation	\$1,221.24	\$0.00	\$158.76	\$1,380.00	\$1,183.19	\$0.00	\$153.81	\$1,337.00	3.2%
6' 6" x 1' 4"	Per Foundation	\$1,494.69	\$0.00	\$194.31	\$1,689.00	\$1,448.67	\$0.00	\$188.33	\$1,637.00	3.2%
8" x 8" x 4" Zinc Cremation Urn	Per Urn	\$448.67	\$0.00	\$58.33	\$507.00	\$434.51	\$0.00	\$56.49	\$491.00	3.3%
Standard Granite Dedication Bench	Per Bench	\$1,494.69	\$0.00	\$194.31	\$1,689.00	\$1,448.67	\$0.00	\$188.33	\$1,637.00	3.2%
Backed Granite Dedication Bench	Per Bench	\$2,989.38	\$0.00	\$388.62	\$3,378.00	\$2,896.46	\$0.00	\$376.54	\$3,273.00	3.2%
Backed(with arms) Granite Dedication Bench	Per Bench	\$4,484.07	\$0.00	\$582.93	\$5,067.00	\$4,345.13	\$0.00	\$564.87	\$4,910.00	3.2%
Bench Foundation Pad and Location	Per Foundation	\$1,494.69	\$0.00	\$194.31	\$1,689.00	\$1,448.67	\$0.00	\$188.33	\$1,637.00	3.2%
Bench Carving (front))	Per Inscription	\$498.23	\$0.00	\$64.77	\$563.00	\$483.19	\$0.00	\$62.81	\$546.00	3.1%

Proposed Rates and Fees 2023 - Cemetery

Fee Title	Unit of Measure	2023				2022				Percentage Change
		Base Fee	Care and Maintenance	Tax	Fee before Surcharges	Base Fee	Care and Maintenance	Tax	Fee before Surcharges	
Carving Surcharge (back)	Per Inscription	\$250.44	\$0.00	\$32.56	\$283.00	\$242.48	\$0.00	\$31.52	\$274.00	3.3%
Carving Surcharge (on seat)	Per Inscription	\$498.23	\$0.00	\$64.77	\$563.00	\$483.19	\$0.00	\$62.81	\$546.00	3.1%
Granite Colour Surcharge	Per Use	\$298.23	\$0.00	\$38.77	\$337.00	\$289.38	\$0.00	\$37.62	\$327.00	3.1%
Granite Colour Surcharge (premium colours)	Per Use	\$498.23	\$0.00	\$64.77	\$563.00	\$483.19	\$0.00	\$62.81	\$546.00	3.1%
Granite Pillow with Dedication Plaque	Per Marker	\$1,196.46	\$0.00	\$155.54	\$1,352.00	\$1,159.29	\$0.00	\$150.71	\$1,310.00	3.2%
Cement Pillow with Dedication Plaque	Per Marker	\$896.46	\$0.00	\$116.54	\$1,013.00	\$869.03	\$0.00	\$112.97	\$982.00	3.2%
Memorial Candle Lights	Per Light	\$189.38	\$0.00	\$24.62	\$214.00	\$183.19	\$0.00	\$23.81	\$207.00	3.4%
Temporary Grave Markers	Per Marker	\$27.43	\$0.00	\$3.57	\$31.00	\$26.99	\$0.00	\$3.51	\$30.50	1.6%
Granite Tree Memorial	Per Marker	\$575.22	\$0.00	\$74.78	\$650.00	\$557.52	\$0.00	\$72.48	\$630.00	3.2%

Genealogy Searches										
First 3 Names	Per Search	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	-
4 to 10 Searches	Per Use	\$24.78	\$0.00	\$3.22	\$28.00	\$24.34	\$0.00	\$3.16	\$27.50	1.8%
Over 10 - Additional per Person	Per Use	\$3.54	\$0.00	\$0.46	\$4.00	\$3.05	\$0.00	\$0.40	\$3.45	15.9%

Proposed Rates and Fees 2023 - Cemetery

Fee Title	Unit of Measure	2023				2022				Percentage Change
		Base Fee	Care and Maintenance	Tax	Fee before Surcharges	Base Fee	Care and Maintenance	Tax	Fee before Surcharges	
Photocopy - Genealogy Information										
First 3 copies	Per Use	\$0.44	\$0.00	\$0.06	\$0.50	\$0.40	\$0.00	\$0.05	\$0.45	11.1%
Per sheet	Per Page	\$0.44	\$0.00	\$0.06	\$0.50	\$0.40	\$0.00	\$0.05	\$0.45	11.1%



Corporate Report City Council

Report from: Financial Management Services, Billing

Report Date: May 31, 2022

Meeting Date: June 13, 2022

Report Number: FMS-096-2022

File: 77.39.1

Subject: Municipal Special Event Parking and Associated Rates and Fees

Strategic Pillar:

This report aligns with the following St. Catharines Strategic Plan pillars: Economic, Social and Cultural



Recommendation (to be considered June 13, 2022)

That Report FMS-096-2022, regarding Municipal Special Event Parking and Associated Rates and Fees, be referred to City Council for consideration of the Staff Recommendation after the Public Meeting on June 27, 2022, for which notice will be duly given.

Staff Recommendation (to be considered June 27, 2022)

That major events at Montebello Park be subject to the Special Events Parking fee; and

That the Special Events parking fee be charged at any lot managed, owned or under contract by the City; and

That the minimum Special Events Parking fee during major special events be set at \$5.00; and

That the Director of Financial Management Services / City Treasurer be provided delegated authority to facilitate a dynamic pricing model for the Special Events Parking fee to a maximum of \$20.00; and

That the necessary changes to Schedule B of By-law 89-305 to facilitate the above measure be made; and

That Council approve the amendment to By-law 2021-101, 2022 Rates and Fees By-law, to provide for the Special Event Parking Fee range of minimum of \$5.00 to a maximum of \$20.00; and

That Council approve the inclusion of the Special Event Parking Fee range of a minimum of \$5.00 to a maximum of \$20.00 in the 2023 Rates and Fees; and

Further, that the City Solicitor prepare the necessary by-laws.

Summary

As a result of the large-scale events happening during the period between June 30, 2022, and July 3, 2022, the City will see a significant number of visitors to the downtown core. When assessing the potential impacts of these events on the parking system and considering one of the key objectives of parking operations is to manage parking demand and meet parking users' needs, staff felt it was an opportunity to reevaluate the Special Event Parking program.

To support the upcoming large events with the current resources at the City's disposal, it is recommended that the following changes be made to the Special Events Parking program:

That the Special Event Parking fee be used for events at Montebello Parking. Currently, the Special Event Parking fee is only implemented for events at the Meridian Centre and Partridge Hall at the FirstOntario Performing Arts Centre. The capacity of Montebello Park is 15,000 people, which is significantly higher than the capacity of both the Meridian Centre and the FirstOntario Performing Arts Centre.

That the minimum fee be \$5.00 but with the ability to have dynamic pricing for large scale events to a maximum of \$20.00. The dynamic pricing model would only be considered at the discretion of the Director of FMS / City Treasurer for one-off events that are significant in scale and not the standard homegrown events such as Niagara IceDogs and Niagara River Lions games or events at the FirstOntario Performing Arts Centre that currently occur. The dynamic pricing model will consider the proximity of the parking lot to the venue and / or the scale of the event.

That the Raymond Street Parking Lot, the Riordon Street Parking Lot, the William Street Parking Lot, Garden City Arena Complex, the Market Square Parking Lot, the Library Parking Lot or any other lot managed, owned or under contract by the City be subject to the Special Event Parking fee depending on the location and scale of the event.

Relationship to Strategic Plan

Economic Prosperity

- Continue to implement the Economic Development Strategy with particular focus on investments, employment, and partnerships to attract, retain, and grow the economy of the City.

Social Well Being

Report Page 2 of 6

- Improve transportation and overall connectedness.

Cultural Renaissance

- Support cultural festivals and events that build civic pride, encourage local engagement and attract people to the community.

Background

With the opening of the Meridian Centre and the FirstOntario Performing Arts Centre there was a need to charge for parking for major special events in the downtown to help ensure the long-term financial sustainability of the parking system.

At the meeting of September 8, 2014, [Report TES-249-2014](#) was approved by Council to set a Special Event parking fee for events of municipal significance at \$5.00 for evening and weekend special events for patrons entering the garages.

The Special Events parking fee was then added to municipal parking lots within the downtown core at the meeting of September 28, 2015 (see [Report TES-248-2015](#)).

Live Nation's "Born & Raised" is the first in a series of in-person events coming to St. Catharines this summer. In conjunction with this event, the Meridian Centre will host the "Cirque Du Soleil – Crystal" over the same weekend. With the resurgence of these types of community gatherings, it will facilitate our community's economic and social recovery, kick start the revival of the live arts industry, employ artists and arts workers, provide a boost to consumer confidence as it relates to arts attendance, and strengthen community pride.

The Niagara Region has long been a destination for tourism, and with the realization of the culture cluster in downtown St. Catharines, including the FirstOntario Performing Arts Centre, Meridian Centre and the Marilyn I. Walker School for the Fine and Performing Arts, St. Catharines is a destination for arts and entertainment.

Considering the most recent events and that the Special Event Parking program has not been reviewed since 2015, staff felt it was an opportunity to update the Special Event Parking program.

Report

In 2014, Council approved the charging of a fee for large scale events at the FirstOntario Performing Arts Centre and Meridian Centre. There are a number of benefits to charging for parking, which are as follows:

- Charging for parking can be an influential tool to influence travelers' decisions about whether to drive alone, carpool, use of public transit or other modes of transportation. However, the influence of parking fees on travel demand is also contingent on charging a fee commiserate with the scale of the event.
- Reducing the number of vehicles, especially single occupancy vehicles, travelling to events is in keeping with several City mandates including greenhouse gas

emissions, encouraging the use of active modes of transportation, encouraging the use of public transit, and encouraging an active lifestyle.

- There are a finite number of parking spaces in the downtown. Depending on the scale of the event, it's possible that the demand for parking may exceed the supply. Reducing the demand for parking can alleviate congestion and improve access in the downtown as patrons drive around seeking parking options.
- Charging for parking during special events will also provide an opportunity for the City to generate revenue.

As part of the review of the existing Special Event Parking program, the following three areas were assessed:

- When to charge the Special Event parking fee.
- How much to charge for parking.
- Which parking lots will be subject to the fee.

When To Charge for Parking

The Special Events parking fee is currently charged for events at the Meridian Centre and at Partridge Hall FirstOntario Performing Arts Centre. The event has to be of sufficient size for the Special Event Parking fee to be implemented.

The Special Events Parking fee is not currently charged for events at Montebello Park. The capacity for Montebello Park is 15,000 people, which is significantly larger than the capacity of the FirstOntario Performing Arts Centre and the Meridian Centre. Given this, for certain events, there is merit in utilizing the Special Event Parking fee.

How Much To Charge for Parking

The Special Event Parking fee is currently \$5.00 with the exception of the David S. Howe's lot adjacent to the Meridian Centre, which is \$10.00. Staff are proposing no changes to the minimum \$5.00 fee but feel there is merit in introducing a dynamic pricing model based on both the proximity of the lot to the venue, which is what is currently occurring at the David S Howe's lot, but also on the scale of the event. The dynamic pricing model would only be considered for one-off events that are of significant scale and not the standard events that currently occur. The Director of Financial Management Services / City Treasurer would have delegated authority to determine when and where dynamic pricing would be applicable with a maximum fee of \$20.00.

The benefits of dynamic pricing, especially for large-scale events, include the following:

- Potentially reduce the parking demand as attendees may choose to carpool or use other modes of transportation. Given that there is a finite supply of parking in the downtown, reducing the overall demand for parking for very large-scale events could be beneficial.
- Allows for the differentiation of parking based on price point. With a flat rate parking structure, there is no incentive to park further away from the venue beyond parking availability.
- It allows the City to generate some additional revenue.

Which Parking Lots Will Be Subject to the Fee

While there will be options for public transit and off-site parking, it is expected that many attendees will still opt to travel by car into the downtown area. Parking will need to be accommodated in the more immediate area of the venue and if there are available City lots in close proximity it presents some revenue generating opportunities. Currently, only the Carlisle Street Garage, Ontario Street Garage, Garden Park lot, Head Street lot, Race Street lot, and David S Howe's lot are subject to the Special Event Parking fee. Which lots are subject to the fee is determined by the location of the event. For example, not every lot noted is subject to the fee for events at the FirstOntario Performing Arts Centre.

Staff are of the opinion that there is merit to expand the number of lots that could be subject to the Special Events Parking fee, especially if the fee will be used for events at Montebello Park. As such, staff are proposing that the fee also be charged at the Raymond Street Parking Lot, the Riordon Street Parking Lot, the William Street Parking Lot, Garden City Arena Complex, the Market Square Parking Lot, the Library Parking Lot and any lot managed, owned or under contract by the City (see Appendix 1). Like dynamic pricing, charging a fee for these lots would be based on the location and scale of the event.

Financial Implications

Although there will be operational costs associated with the addition of Special Event Parking at other municipal lots it is estimated that revenue generated will more than offset these expenditures, it will generate other additional revenue generating opportunities which contribute to the long-term financial stability of the downtown parking system. Special Event Parking revenues also support the St. Catharines Cultural Investment Program (SCCIP). This support has been significantly impacted by the COVID-19 pandemic and the expansion of the lots subject to Special Event Parking provides the opportunity to provide additional funds for the SCCIP.

Environmental Sustainability Implications

Shared mobility is one of the most environmentally friendly transit alternatives. The three most prominent benefits of using Public Transit over single-occupancy vehicles included the reduction of carbon emissions, air pollution and congestion on the roads – including traffic.

Conclusion

Staff is not recommending any to changes to the current \$5.00 fee but are of the opinion that there is an opportunity in introducing a dynamic pricing model based on the proximity of the parking lot to the event. The dynamic pricing model would only be considered at the discretion of the Director of FMS / City Treasurer for one-off events that are significant in scale and not the standard homegrown events such as Niagara IceDogs and Niagara River Lions games or events at the FirstOntario Performing Arts Centre that currently occur. Charging for parking can influence travellers' mode of transportation and it keeps with several City mandates including greenhouse gas emissions, encouraging the use of active modes of transportation, encouraging the use of public transit, and encouraging an active lifestyle while allowing the City to generate revenue.

Notifications

It is in order that the St. Catharines Downtown Association, the Meridian Centre and the FirstOntario Performing Arts Centre be notified.

Prepared and submitted by

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Approved by

Kristine Douglas, CPA, CMA
Director of Financial Management Services / City Treasurer

Anthony Martuccio
Director of Engineering, Facilities and Environmental Services

Appendices

1. Downtown Municipal Parking Map



Corporate Report City Council

Report from: Community, Recreation and Culture Services, Business Planning and Strategic Services

Report Date: April 21, 2022

Meeting Date: June 13, 2022

Report Number: CRCS-076-2022

File: 56.15.1 & 56.15.6

Subject: Food Trucks and Mobile Vending Carts on City-owned Parks or Facilities

Strategic Pillar:

This report aligns with the following St. Catharines Strategic Plan pillar: social and environmental.



Recommendation (to be considered June 13, 2022)

That the Food Trucks and Mobile Vending Carts on City-owned Parks or Facilities Policy, attached as Appendix 1, be approved; and

That Report CRCS-076-2022, regarding the Food Trucks and Mobile Vending Carts on City-owned Parks or Facilities Policy, be referred to City Council for consideration of the Staff Recommendation after the Public Meeting on June 27, 2022, for which notice will be duly given.

Staff Recommendation (to be considered June 27, 2022)

That Council amend By-law No. 2021-101, 2022 Rates and Fees By-law, to add an environmental fee and increase the Mobile Vending Cart Permit monthly fee as detailed in Appendix 2; and

That Council approve the inclusion of the environmental fee and increase the Mobile Vending Cart Permit monthly fee in the 2023 Rates and Fees, as detailed in Appendix 3; and

That the City Solicitor prepare the necessary by-laws.

Summary

This report responds to requests from both residents and operators to locate private food trucks and mobile vending carts at or within City-owned parks or facilities. The City of St. Catharines has developed appropriate terms for the location, operation and selection of food trucks and mobile vending carts. Food trucks and mobile vending carts, where appropriately located and operated, have the opportunity to enhance services provided in City-owned parks and facilities while positively benefiting local business.

The City currently has an existing policy for private food trucks and mobile vending carts located in other areas of the City, not within a City-owned park or facility, and this policy shall remain the same. With the existing food trucks and mobile vending carts on private property, the operator must obtain a Hawkers and Peddlers license and the mobile food truck is only able to stop to make a sale and then needs to continue along. The vehicle is not able to stop on any City Property but would have to remain on the road, pulled off to the side.

Relationship to Strategic Plan

The recommendation of this report supports the Social Well-Being strategic goal to build and support strong, inclusive neighbourhoods that provide high quality of life for residents of all ages.

The recommendation of this report supports the Environmental Stewardship strategic goal to adopt innovative approaches and continue responsible community planning and decision-making that balances growth, enhances quality of life, manages emergencies, and minimizes the environmental impacts of climate change.

Background

In 2004, the City launched a Mobile Vending Cart Permits Pilot Project. Based on the results of the pilot project, Council approved the inclusion of mobile vending cart permits in parks in the 2005 Rates and Fees. Staff are experiencing increased demand for private food trucks and mobile vending carts at or within City-owned parks or facilities from both residents and operators. This report outlines the opportunity to enhance services provided in City-owned parks and facilities while positively benefiting local business.

In 2019, staff hosted a Sunset Beach Community Vision. Food trucks were identified by residents as one of the high priority additions that would be beneficial to the area.

Report

The Food Trucks and Mobile Vending Carts on City-owned Parks or Facilities Policy (FTMVC) responds to requests from both residents and operators to locate private food trucks and mobile vending carts at or within City-owned parks or facilities. The City of St. Catharines has developed appropriate terms for the location, operation and selection of food trucks and mobile vending carts. Food trucks and mobile vending carts, where appropriately located and operated, have the opportunity to enhance services provided in City-owned parks and facilities while positively benefiting local businesses.

Special Events Do Not Apply to Policy

This policy does not apply to food trucks and mobile vending carts that are operating as part of a special event in a City-owned park or facility. These events shall be administered by a Park Permit through the Community, Recreation and Culture Services department where the Licensee shall be deemed a “Promoter” as defined in the City of St. Catharines Business Licensing By-law 2005-318, as amended, for the event and dates set forth in the Parks Permit.

Food Truck and Mobile Vending Cart Criteria

Food truck and mobile vending cart locations are selected to complement existing park or facility amenities, user needs and to avoid conflicts or competition with existing food services in order to maintain the existing park atmosphere and maximize retention of the park use. For the purpose of the policy, mobile vending carts also include the rental of non-motorized recreational play amenities such as kayaks or paddleboards.

The Food Truck / Mobile Vending Cart locations have been selected based on the following criteria:

- a) City wide parks;
- b) City facilities;
- c) Not located a minimum of 500 meters from the main entrance of a City-owned park or facility (as per the City-owned park or facility address listed on the City of St. Catharines website) to an existing private food service unless express written permission is granted by the owner of the existing public or private food service;
- d) Not located a minimum of 500 meters from the main entrance of a City-owned park or facility (as per the City-owned park or facility address listed on the City of St. Catharines website) to an existing public food service including but not limited to concessions stands and restaurants. For the purpose of this policy, vending machines are not considered a public or private food service;
- e) Not adjacent to any residential uses; and
- f) Appropriate parking space is available.

Using the criteria above, the Community, Recreation and Culture Services (CRCS) department will provide a list of the approved locations to all interested operators upon request. The locations are subject to change at the discretion of the Director of Community, Recreation and Culture Services. Each application is subject to approval by the City based on the location and food truck / mobile vendor cart type.

The Food Truck / Mobile Vending Cart permitted use for Lakeside Park and Sunset Beach have the following criteria:

- a) Lakeside Park shall not permit a food truck or mobile vending cart if these services are already satisfied through an existing concession stand lease agreement; and
- b) Sunset Beach shall permit one food truck and one mobile vending cart.

Proposed Policy to Work Collaboratively with City's Beach Strategy

As the City's Beaches Strategy continues to improve and enhance the visitor experience at City-owned beaches, the FTMVC will work collaboratively to ensure both plans are interconnected.

At Sunset Beach, staff will allow for a mobile vending cart for the 2022 season. However, due to the on-going construction project, staff will not permit a food truck until the construction at the site has been completed.

Application Process to Prefer Accessible, Environmentally Friendly and Niagara Based Organizations

Food truck / mobile vending cart operators shall be reviewed and selected annually with program information provided on the City's website. The application period will open March 1 and close March 31 annually. For 2022 only, the application period will open June 28 and close July 18. In the case of multiple applications for one site, food truck / mobile vending cart operators will be selected using a scoring matrix. The scoring matrix will provide preference to accessible, environmentally friendly organizations, Niagara based organizations or an operator's availability to offer services to the community. Food truck / mobile vending cart operators shall be permitted to operate at the same location for three consecutive years with an opt-out clause for the City on an annual basis.

The operating season will commence June 1 and end on September 30 of each year. The successful, or returning, operator will be notified by May 1 of each year to provide sufficient time to obtain a Hawker and Peddler License.

Potential Impact to Current Staffing and Resource Capacities

As the FTMVC is a new initiative to the City, the scale and potential impact to current staffing and resource capacities will be reviewed following the initial year. If additional staffing or resources are required to maintain the FTMVC, staff will report to Council for consideration.

Financial Implications

There are no financial implications to Council's approval of this report.

The Food Truck / Mobile Vending Cart Operator will be responsible for the payment of any required fees in accordance with the applicable Schedule of Rates and Fees approved by the Council of the City of St. Catharines annually which includes:

- Hawkers and Peddlers Business License
- Food Truck / Mobile Vending Cart Permit
- Environmental Fee

The proposed 2022 Rates and Fees for the Food Trucks and Mobile Vending Carts on City-owned Parks or Facilities Policy are provided below. The Hawkers and Peddlers business license fees are 2022 Council approved Rates and Fees. For 2022, Council has waived the Hawkers and Peddlers business license fees.

The fee for the Food Truck and Mobile Vending Cart Park Permit (as detailed in appendix 2) has been aligned to match the fee charged by the City's comparator municipalities. In 2023, the fee for Food Truck and Mobile Vending Cart Park Permits will increase by the total Inflation rate of 3.2%, as detailed in Appendix 3.

Staff are recommending the addition of an Environmental Fee in order to defray the City's cost of waste produced by the Food Truck / Mobile Vending Cart Operator (as detailed in Appendix 2).

		2022		
Fee Title	Unit of Measure	Base Fee	Tax	Fee
Hawkers and Peddlers Business License - Resident	Per Location	\$218.20	\$0.00	\$218.20
Hawkers and Peddlers Business License - Non-Resident	Per Location	\$671.10	\$0.00	\$671.10
Food Truck and Mobile Vending Cart Park Permit	Per Month	\$358.13	\$46.56	\$404.69
Environmental Fee	Per Location	\$500.00	\$0.00	\$500.00

Environmental Sustainability Implications

Operators will be selected based on a scoring matrix that will highlight environmentally friendly organizations and approaches.

Conclusion

Council's approval of the proposed policy will provide the City with appropriate terms for the location, operation and selection of food trucks and mobile vending carts. Food trucks and mobile vending carts, where appropriately located and operated, have the opportunity to enhance services provided in City-owned parks and facilities while positively benefiting local business.

Prepared & Submitted by

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Ruzica Ojvan

Realty / Insurance Assistant

Approved by

Phil Cristi

Director of Community, Recreation and Culture Services

Kristine Douglas

Director of Financial Management Services and City Treasurer

Appendices

- Appendix 1 - Food Trucks and Mobile Vending Carts on City-owned Parks or Facilities
- Appendix 2 - Amendment to By-law No. 2021-101 to increase the Mobile Vending Cart Permit monthly fee
- Appendix 3 - Amendment to the 2023 Schedule of Rates and Fees Recommendations

Subject: Food Trucks and Mobile Vending Carts on City-owned Parks or Facilities
Prepared by: Community, Recreation and Culture Services
Approved by: Financial Management Services
Issue Date: **Policy #:**
Review Date: **Revision Date:**

Policy

To respond to requests to locate private food trucks and mobile vending carts at or within City parks or facilities, the City of St. Catharines has developed appropriate terms for the location, operation and selection of food trucks and mobile vending carts. Food trucks and mobile vending carts, where appropriately located and operated, have the opportunity to enhance services provided in City-owned parks and facilities while positively benefiting local business.

Purpose

The purpose of this policy is to establish protocols for permitting food trucks and mobile vending carts within City-owned parks or facilities, to establish appropriate locations for food trucks and mobile vending carts and to outline the roles and responsibilities of City staff and the food truck and mobile vending cart operators. The existing process for private food trucks and mobile vending carts located in other areas of the City, not within a City-owned park or facility, shall remain the same. With the existing food trucks and mobile vending carts on private property, the operator must obtain a Hawkers and Peddlers license and the mobile food truck is only able to stop to make a sale and then needs to continue along. The vehicle is not able to stop on any City Property but would have to remain on the road, pulled off to the side.

The information contained within this policy outlines administrative and operational procedures regarding food trucks and mobile vending carts that are operated on City- owned parks or facilities.

The procedures and responsibilities described throughout this policy are to assist privately operated food trucks and mobile vending carts in providing food services where such initiatives enhance recreational opportunities and do not compete against existing public or private food services. The food trucks

and mobile vending carts shall be a minimum of 500 meters from the main entrance of a City-owned Park or facility (as per the City-owned Park or facility address listed on the City of St. Catharines website) to an existing public or private food service unless express written permission is granted by the owner of the existing public or private food service.

Special Events

This policy does not apply to food trucks and mobile vending carts that are operating as part of a special event in a City-owned park or facility. These events shall be administered by a Park Permit through the Community, Recreation and Culture Services department where the Licensee shall be deemed a “Promoter” as defined in the City of St. Catharines Business Licensing By-law 2005-318, as amended, for the event and dates set forth in the Parks Permit.

Responsibilities of the City:

- 1) To identify appropriate locations for food trucks and mobile vending carts including one reserved parking space at the food trucks and mobile vending carts expense (if required).
- 2) To provide the land and space for the identified food trucks and mobile vending carts.
- 3) Have the right to cancel or revoke the authority of any food truck or mobile vending cart operator at any location throughout the operating season, at the discretion of the Director of Community, Recreation and Culture Services.

Food Truck / Mobile Vending Cart Criteria:

Food truck and mobile vending cart locations are selected to complement existing park or facility amenities, user needs and to avoid conflicts or competition with existing food services in order to maintain the existing park atmosphere and maximize retention of the park use. For the purpose of the policy, mobile vending carts also include the rental of non-motorized recreational play amenities such as kayaks or paddleboards.

The Food Truck / Mobile Vending Cart locations have been selected based on the following criteria:

- a) City wide parks;
- b) City facilities;

- c) Not located a minimum of 500 meters from the main entrance of a City-owned park or facility (as per the City-owned park or facility address listed on the City of St. Catharines website) to an existing private food service unless express written permission is granted by the owner of the existing public or private food service;
- d) Not located a minimum of 500 meters from the main entrance of a City-owned park or facility (as per the City-owned park or facility address listed on the City of St. Catharines website) to an existing public food service including but not limited to concessions stands and restaurants. For the purpose of this policy, vending machines are not considered a public or private food service;
- e) Not adjacent to any residential uses; and
- f) Appropriate parking space is available.

Using the criteria above, the Community, Recreation and Culture Services (CRCS) department will provide a list of the approved locations to all interested operators upon request. The locations are subject to change at the discretion of the Director of Community, Recreation and Culture Services. Each application is subject to approval by the City based on the location and food truck/mobile vendor cart type.

The Food Truck / Mobile Vending Cart permitted use for Lakeside Park and Sunset Beach have the following criteria:

- a) Lakeside Park shall not permit a food truck or mobile vending cart if these services are already satisfied through an existing concession stand lease agreement; and
- b) Sunset Beach shall permit one food truck and one mobile vending cart.

Permitting & Insurance:

All food truck and mobile vending cart operations taking place on City-owned parks and facilities will require a City issued permit.

- a) The City may attach such terms and conditions to a permit as deemed necessary to ensure public safety, protect City property or maintain the enjoyment of City properties and amenities.
- b) The food truck / mobile vending cart operator shall obtain, pay and

maintain general liability insurance for property damage and public liability arising out of the operation of the business of a hawker and peddler at the location in the amount of \$5,000,000 and in such form as shall be satisfactory to The Corporation of the City of St.

Catharines, naming The Corporation of the City of St. Catharines as an additional insured to protect the City from all claims for property damage and personal injury, including death. An increased liability limit and additional types of insurance coverage may be required at the discretion of the City.

- c) The food truck / mobile vending cart operator shall release, discharge and covenant and agree at all times to indemnify and save harmless The Corporation of the City of St. Catharines and its agents, officers and employees from and against any and all liabilities, damages, costs, claims, suits or actions arising out of the use or the operation of any hawker and peddler license and food truck / mobile vending cart permit.

Responsibilities of the Food Truck / Mobile Vending Cart Operator:

The food trucks / mobile vending carts shall be made available for park or facility users. As such, all food trucks / mobile vending carts located on City property shall:

- a) Obtain and maintain the following approvals, including payment of any required fees in accordance with the applicable Schedule of Rates and Fees approved by the Council of the City of St. Catharines:
 - a. Hawkers and Peddlers Business License
 - b. Food Truck / Mobile Vending Cart Permit
 - c. Environmental Fee
- b) All Food trucks and mobile vending carts shall follow the requirements listed below from Technical Safety Standards Association (TSSA). Under [Director's Order FS-056-06](#), all Mobile Food Service Equipment (MFSE) built, sold or whose ownership was transferred after February 13, 2006 must:
 - a. Have a Field Approval issued by Technical Standards and Safety Authority (TSSA)
 - b. Bear prescribed safety labels
 - c. Be inspected annually by a licensed gas technician
 - d. The owner shall maintain the commercial cooking ventilation hood, exhaust and extinguishing system

components as per the NFPA 96 Standard for Ventilation Control and Fire Protection of Commercial Cooking Operations

- e. When an exhaust system protected by an automatic fire-extinguishing system is installed over an appliance not provided with a flame safeguard, the operation of the fire-extinguishing system shall be interlocked with the appliance's gas supply to automatically shut off the gas, including the pilot, and any other appliance that can be affected by the extinguishing system.
 - f. If the MFSE has a power supply rated above 30 volts, a Field Evaluation inspection is required by the Electrical Safety Authority or by one of the designated bodies authorized to conduct such evaluations.
- c) Only be located in the pre-assigned parking location or approved location between 10am and dusk. Food trucks / mobile vending carts and all items associated with the operation shall be removed from City property daily at dusk.
 - d) Must adhere to the City of St. Catharines Rzone Policy which outlines a zero- tolerance approach to inappropriate behaviours such as violence, harassment and racism at City recreational facilities and properties.
 - e) Be responsible for obtaining all required utility and operational requirements and related expenses. Utility services will not be provided by the City of St. Catharines.
 - f) Adhere to the City of St. Catharines' Open Air Fires By-law and if a propane barbecue will be used the food truck / mobile vending cart operator will be required to provide CRCS with a valid Ontario Propane Handling Certificate and insurance.
 - g) Compliance with the Public Health Department's "Guidelines for Outdoor Food Service Ontario Regulation 586-99" and approval from the Public Health Department is required. Documentation of the approval must be provided to CRCS.
 - h) The sale or consumption of alcohol is prohibited.

- i) The operator must ensure that when they vacate the permit location site for the day, it is in the same condition as when the operator arrived. Maintain clean work and storage areas, present a neat appearance and provide both garbage and recycling receptacles for the use of their customers and remove all generated waste and recycling at dusk.
- j) Games of chance, lotteries, raffles, and gambling are not permitted without the necessary license and City Clerk approval.
- k) Any tents, umbrellas or shade structures must be no larger than 10 feet by 10 feet in size and properly secured. The food truck / mobile vending cart operator shall obtain locates and any required permits must be obtained prior to any installation or use at their cost.
- l) No amplified music or voice communication is permitted.
- m) Operate for a minimum of 3 days per week during the months of July and August.
- n) Not install, display, inscribe, paint or affix any sign, lettering or advertising medium in, on or upon the City-owned parks or facilities or in operating its Business without first securing the prior written approval of The Corporation of the City of St. Catharines by contacting the department CRCS.
- o) Operate in accordance with existing City contracts including the Coca-Cola contract. In the event the food truck / mobile vending cart operator decides to sell branded beverages in its Business, it shall comply with the City's contractual obligation to sell only Coca-Cola products.
- p) Abstain from the sale of bottled water or glass containers/packaging.
- q) This permit is not transferable without the express written permission of the authorized representative of CRCS.
- r) Anything brought or stored within, or upon a facility, shall be at the sole risk of the food truck / mobile vending cart operator. The food truck /

mobile vending cart operator understands and agrees that The Corporation of the City of St. Catharines, is not responsible for any lost or stolen articles.

- s) Provide an emergency contact person to the City that can be reached by telephone between 10am and dusk during each day of the operating season.
- t) Dates and times of use specified in this permit is an advance reservation for use of City-owned parks or facilities which is not guaranteed by The Corporation of the City of St. Catharines. The Corporation of the City of St. Catharines retains the right to reschedule or cancel any dates and times permitted at any time.

Application Process:

Food truck / mobile vending cart operators shall be reviewed and selected annually with program information provided on the City's website. The application period will open March 1st and close March 31st annually. In the case of multiple applications for one site, food truck / mobile vending cart operators will be selected using a scoring matrix.

The scoring matrix will provide preference to accessible, environmentally friendly organizations, Niagara based organizations or an operator's availability to offer services to the community. Food truck / mobile vending cart operators shall be permitted to operate at the same location for three consecutive years with an opt-out clause for the City on an annual basis.

The operating season will commence June 1st and end on September 30th of each year. The successful or returning operator will be notified by May 1st of each year to provide sufficient time to obtain a Hawker and Peddler License.

Food Trucks and Mobile Vending Carts on City-owned Parks or Facilities

Table 1 below provides the proposed amendment to By-law No. 2021-101, 2022 Rates and Fees By-law, to increase the Mobile Vending Cart Permit monthly fee.

Table 1: Amendment to By-law No. 2021-101, 2022 Rates and Fees By-law, to increase the Mobile Vending Cart Permit monthly fee

		2022		
Fee Title	Unit of Measure	Base Fee	Tax	Fee
Food Truck and Mobile Vending Cart Park Permit	Per Month	\$358.14	\$46.56	\$404.70
Environmental Fee	Per Location	\$500.00	\$0.00	\$500.00

Food Trucks and Mobile Vending Carts on City-owned Parks or Facilities

Table 1 below provides the proposed amendment to the 2023 Schedule of Rates and Fees recommendations, to increase the Mobile Vending Cart Permit monthly fee by the 2023 estimated Total Inflation rate of 3.2% and include the Environmental Fee.

Table 1: Amendment to the 2023 Schedule of Rates and Fees recommendations, to increase the Mobile Vending Cart Permit monthly fee and include the Environmental Fee.

		2023		
Fee Title	Unit of Measure	Base Fee	Tax	Fee
Food Truck and Mobile Vending Cart Park Permit	Per Month	\$369.60	\$48.05	\$417.65
Environmental Fee	Per Location	\$500.00	\$0.00	\$500.00



Corporate Report City Council

Report from: Legal and Clerks Services, Office of the City Clerk

Report Date: June 9, 2022

Meeting Date: June 27, 2022

Report Number: LCS-093-2022

File: 35.65.1

Subject: Public Appointments Policy (Committees, Boards and External Bodies)

Strategic Pillar:

This report aligns with the following St. Catharines Strategic Plan pillars: N/A

Recommendation

That the Public Appointments Policy, attached as Appendix 1, be approved to replace the Appointment Policy for Advisory Bodies and Local Boards.

Summary

Further to a request from Council, staff have developed a new Public Appointments Policy (the policy)(attached as Appendix 1) that is recommended to replace the existing Appointment Policy for Advisory Bodies and Local Boards (attached as Appendix 2). The policy outlines the requirements and processes for the recruitment and selection of Public Members to participate on committees, task forces, local boards, and external bodies. In staff's opinion, the proposed policy better supports the application of the principles of equity and inclusion through the recruitment and appointment process.

Relationship to Strategic Plan

This report does not relate directly to the Strategic Plan, however, the Public Appointments Policy is foundational to the recruitment and appointment of public members to committees, task forces, boards, and external bodies, who in turn advise on and move forward work that aligns with various goals of the Strategic Plan.

Background

The Appointment Policy for Advisory Bodies and Local Boards was approved by Council in 2013, with revisions approved on February 11, 2019. The current policy is attached as Appendix 2.

In early 2019, the City started providing an opportunity for applicants to provide optional demographic information as part of their application. The questions, language, and terms

used on this form have evolved since that time to better reflect and resonate with the community.

At its meeting of April 15, 2019, Council directed staff to seek best practices and develop a new Public Appointment Policy and Application Process for citizen appointments to all city boards and committees and to develop proactive strategies to ensure that the appointment process aims to reflect the geographic distribution and diversity of the City.

At its meeting of April 11, 2022, Council directed staff to review options for a process to appropriately prepare councillors to make a decision to appoint, or recommend for appointment, elected officials to boards, commissions, external bodies, and similar entities. A report on this item will be coming forward at a future meeting along with a revised Council Vacancy Policy.

Report

New Public Appointments Policy recommended

Research was conducted on nine different Ontario municipalities in regard to their appointment policies and application processes. The following comparator municipalities were included in the review: Kingston, Windsor, and Guelph. In addition, information was reviewed for London, Ottawa, Burlington, Toronto, Mississauga and Markham. A new Public Appointments Policy, included as Appendix 1, was developed based on this best practice review, discussions with staff liaisons for advisory committees, and consultation with the four equity seeking committees.

Some of the significant changes include:

- A more comprehensive approach to the eligibility and evaluation of applicants which includes:
 - o Eligibility requirements which set the minimum requirements for members;
 - o Qualifications for committee / board specific skills and experiences; and
 - o Selection objectives intended to create bodies with diverse representation and perspectives.
- Extending application of the policy to include public members that are appointed to External Bodies by other organizations following a recommendation from Council.
- A more detailed outline of the application review process.
- Consideration of potential conflicts of interest through the application process.
- Options for Council to consider in situations where member conduct is a concern.
- That vacancies that occur within the last six months of the term will not be filled.
- Provisions related to leaves of absence for various reasons.

Updates to application and evaluation forms

Staff have updated the application and evaluation forms that will be used for City-led recruitments. The Equity and Inclusion, Anti-Racism, and LGBTQ2+ advisory committees were consulted during the redevelopment of these materials. The proposed

application and evaluation forms are included as Appendix 3 for Council's reference only. While Council sets the overarching guidance for these materials through the Public Appointments Policy, staff are responsible for the development of the supporting material, including the application forms and regularly makes adjustments to the forms based on feedback and learnings from recent processes.

Next Steps

Committee review (Now – November 2022)

Between now and the end of the term of Council, staff will be consulting with the committees and staff to review the committee structure, and each of the committees and task forces, including the terms of reference and qualifications. A report with any recommended changes will be brought forward early in the new term; this will also identify the Nominating Panel for the committees and task forces.

Recruitment and appointment (2023)

Following the approval of any changes to the committees and task forces, staff will initiate the recruitment process. Applications will be reviewed by the appropriate Nominating Panel with recommendations brought forward to Council for consideration. Current members of committees and task forces that will continue into the next term of Council will continue to serve until replaced following the recruitment and appointment process in 2023.

Financial Implications

There are no financial implications association with the recommendations in this report.

Environmental Sustainability Implications

There are no environmental sustainability implications associated with this report.

Conclusion

Further to a request from Council, this report proposes a new Public Appointments Policy that outlines the requirements and processes for recruiting and selecting Public Members to participate on official City of St. Catharines advisory bodies (e.g. committees and task forces), local boards, and external bodies. This policy was reviewed by the Equity and Inclusion Advisory Committee, LGBTQ2+ Advisory Committee, and the Anti-racism Advisory Committee, and the Accessibility Advisory Committee was consulted prior to the policy being drafted.

Notifications

It is in order to notify the City's boards and commissions of Council's decision.

Prepared and Submitted by

Kristen Sullivan
Acting City Clerk

Approved by

Sandor Csanyi

Acting Director of Legal and Clerks Services / City Solicitor

Appendices

1. Proposed Policy: Public Appointments Policy
2. Current Policy: Appointment Policy for Advisory Bodies and Local Boards
3. Proposed application and evaluation materials for Committees

Subject: Public Appointments Policy

Prepared by: Legal and Clerks Services

Approved by: City Council

Policy Number: CC-2013-003

Issue Date: June 2013

Revision Date: June 27, 2022

Review Date: January 2024

Policy:

The Appointment Policy outlines the requirements and processes for recruitment and selection of Public Members to participate on official City of St. Catharines advisory bodies (e.g. committees and task forces), local boards, and external bodies.

Purpose:

The use of advisory committees and similar entities is an effective opportunity for public participation, public consultation, and a source of input to staff and City Council on city policies and programs by making recommendations and / or providing key information and materials as well as providing a fresh perspective reflecting the City of St. Catharines residents. Such bodies play an integral role in the corporate decision-making process by providing a means for elected representatives and staff to receive and include the views of affected residents on a variety of matters. Through advisory bodies, the residents of St. Catharines are able to have greater input on the issues that affect them.

St. Catharines values the input from diverse voices of citizens in local governance. To encourage participation and promote a diversity of skills and perspectives, the City will apply a process based upon the principles of equity, accessibility and accommodation, to ensure that all citizens have equal opportunity. This policy is intended to support the development of advisory bodies with core competencies and diverse representation and perspectives (e.g. gender identity and expression, geographic representation, age, race, ethnic identity, sexual orientation, experience and ability), including individuals with intersectional identities.

This policy outlines a fair and equitable approach and process for recruiting, selecting and appointing public members to City advisory bodies. Specifically, this Policy:

- Provides a framework aimed at ensuring that the most suitable candidates are selected and appointed as members;

- Guides Council Members and City staff to ensure that the public appointments process is principle-based, is implemented in a consistent manner, and is administered with integrity;
- upholds the principles of transparency by clearly outlining the appointment process.

Application:

The Appointment Policy applies only to:

- Council appointed, voting, Public Members of Committees, Local Boards, and External Bodies; and
- Council recommendations for appointment of Public Members to External Bodies.

This policy does not apply to the appointment of Council Members to Committees, Local Boards, and External Bodies, or to members that serve on Committees, Local Boards, and External Bodies as ex-officio members or as representatives of external organizations.

Definitions:

"Advisory Committee" – Any advisory body that Council establishes by by-law or resolution to provide advice or recommendations on broader matters set out in the Terms of Reference provided by Council, which includes as Members persons nominated by other bodies, Public Members or Staff.

"Committee" – For the purposes of this Policy only, the term Committee is used to refer to all Advisory Committees, Task Forces, and Legislated Committees, or similar entities established by Council.

"External Body" – An entity other than a Committee or Local Board whose board or membership includes either Public Members appointed by Council, or Public Members appointed by another External Body based on a recommendation of Council.

"Local Board" – For the purposes of this Policy only, a Local Board includes a municipal service board, transportation commission, board of health, planning board, or any other board, commission, committee, body or local authority established or exercising any power under any Act with respect to the affairs or purposes of one or more municipalities. For the purposes of this Policy only, this includes a public library board, and a municipal service board or corporation established under the Municipal Act.

"Nominating Panel" – The Committee or individual(s) delegated the responsibility for making a recommendation to Council on candidates to be appointed as Public Members.

"Public Member" – An individual who is not a Member of Council, City or Local Board staff, who is appointed by Council to be a Member of a Committee, Local Board or External Body.

"Task Force" – Any body that Council establishes by by-law or resolution for the purpose of dealing with a special project or issue with a clear mandate and a start and finish date, which includes as Members persons nominated by other bodies, citizens or Staff.

Administration

The City Clerk has the authority to implement administrative processes, materials and decisions to support this Policy, and to make decisions on matters not specified within this Policy, as required, to support the process of appointing Public Members to Committees, Local Boards, and External Bodies. The City Clerk has the authority to make updates to this Policy that are administrative in nature provided that the changes are identified within the Policy.

In the case of Local Boards and External Bodies where recruitment and nomination of Public Members is administered by the Local Board / External Body, including but not limited to the municipal service board for the FirstOntario Performing Arts Centre, the Niagara District Airport Commission, and the board of management for designated business improvement areas, it is the responsibility of the Local Board or External Body to ensure, and be able to illustrate, a fair and equitable process.

Policy Requirements:

1. Eligibility Requirements

- 1.1 All individuals who are appointed as a Public Member, must satisfy the eligibility requirements of this Policy as well as any additional eligibility requirements set out in the terms of reference, establishing by-law, or applicable legislation, including but not limited to the *Municipal Act* and the *Public Library Act*. The City Clerk shall maintain a list of Additional Eligibility Requirements.
- 1.2 Every Public Member must be an eligible elector in accordance with the Municipal Elections Act, being that each Public Member must:
 - 1.1.1 Reside in St. Catharines or be the owner or tenant of land there, or the spouse of such owner or tenant;
 - 1.1.2 Be a Canadian citizen;
 - 1.1.3 Be at least 18 years old; and
 - 1.1.4 Not be prohibited from voting in a Municipal Election as per the Municipal Elections Act or otherwise by law.
- 1.3 Despite section 1.2:
 - 1.3.1 Individuals who are not Canadian citizens but reside in St. Catharines are also eligible to be Public Members of Advisory Committees and Task Forces; and
 - 1.3.2 One member of each Advisory Committee or Task Force may be between the ages of 14 and 18.
 - 1.3.3 Other exceptions to eligibility requirements may be identified in the terms of reference or establishing by-law.

- 1.4 If a member becomes ineligible during the term of their appointment they are automatically deemed to have resigned as a member.
- 1.5 If a member's company, business or employer is hired by the City of St. Catharines, the member shall disclose the employment situation immediately to the City Clerk.
- 1.6 If a Public Member becomes employed by the City of St. Catharines, they shall immediately resign.

2.0 Term of Appointment

- 2.1 The term of appointment, including persons appointed to fill a partially completed term, will coincide with the term of Council, unless otherwise stated in the terms of reference, establishing by-law, or motion appointing the member.
- 2.2 Public Members who wish to be re-appointed for an additional term must reapply and go through the approved selection process.
- 2.3 Public Members may serve on more than one Committee, Local Board, or External Body.
- 2.4 Public Members may continue to serve on a Committee or Local Board past the expiration of their term until they are replaced. Public Members may continue to serve on an External Body subject to any requirements impacting the External Body. This is to ensure quorum and that business can continue to move forward.
- 2.5 Council may remove any member of a Committee, Task Force or Local Board at any time and for any reason.
- 2.6 In addition to removal, where conduct is an issue, including but not limited to violation of the Code of Conduct, Council may require that any member of a Committee, Task Force or Local Board:
 - Provide a written or verbal apology;
 - Return property or make reimbursement of its value or of money spent;
 - Complete training, such as training related to the code of conduct, simplified meeting procedures, or similar;
 - Be removed from or not be appointed as a chair; and / or
 - Any other remedial or corrective action or measure deemed to be appropriate for the situation.

- 2.7 Council may review a Public Member recommended for appointment to an External Body at any time and for any reason and may request that the Public Member be removed at any time for any reason.

3.0 Vacancies

- 3.1 The Committee, Local Board, or External Body shall notify the City Clerk when a vacancy occurs, requesting appropriate action by the relevant Nominating Panel.
- 3.2 Recruitment for vacancies will follow the same processes as outlined herein, with the exception that when recruitment for the Committee, Local Board, or External Body has occurred within the previous 12 months, previous applicants may first be considered for appointment without further public recruitment.
- 3.3 A position that becomes vacant in the last 6 months of a Committee, Local Board, or External Body's term will remain vacant unless it is determined by the City Clerk (in the case of a vacancy on a Committee), Local Board (in the case of a vacancy on a Local Board) or External Body (in the case of an External Body) that the position must be filled.
- 3.4 A vacant seat for an Advisory Committee or Task Force will not count towards quorum until a new member is appointed.

4.0 Leaves of Absence

- 4.1 Seeking Elected Office

Public Members who run for any elected office shall take a leave of absence from the Committee or Local Board while doing so. The leave must begin no later than the day the Public Member is nominated for election.

- 4.2 Pregnancy and Parental Leave

Public Members are entitled to take a leave of absence from a Committee or Local Board for up to twenty (20) consecutive weeks for the Public Member's pregnancy, the birth of the Public Member's child, or the adoption of a child by the Public Member. Public Members are required to provide notice to the Committee or Local Board as soon as reasonably possible.

- 4.3 Any Other Reason

Public Members may submit a request for a leave of absence for an extended period of time, for any reason, including an extension of a leave of absence for pregnancy and parental leave, to the Committee or Local Board. Public Members are required to provide notice to the Committee or Local

Board as soon as reasonably possible. The Committee or Local Board will forward a recommendation in response to the request to the relevant Nominating Panel for appropriate action.

4.4 Filling Vacancies due to Leave of Absence

A vacancy due to a Leave of Absence in accordance with section 4.1, 4.2, or 4.3 may be filled by the Nominating Panel on a temporary basis for the period of the leave. The decision on whether to fill a temporary vacancy shall be made in consultation with the Committee or Local Board and shall have regard to the length of the leave of absence, the impact of the leave of absence on the Committee or Local Board's ability to obtain quorum, the impact that the loss of skills and experience has on the ability to move business forward, and any other requirements of the terms of reference, establishing document, or applicable legislation.

4.5 Leave of Absence from an External Body

A leave of absence from an External Body will be subject to the policies of the External Body. If a leave of absence is approved, and it has been decided that the position will be filled on a temporary basis, appointment of the new Public Member shall follow this Policy, and any applicable policies of the External Body.

5.0 Qualifications

- 5.1 Qualifications relevant to the responsibilities of each Committee, Local Board, or External Body should form part of the terms of reference, establishing by-law, or other governance structures. The qualifications describe the specific skills and / or experiences, including lived experience, desired for each Committee, Local Board, or External Body. Members are to collectively cover the range of required qualifications, with individual members bringing a variety of perspectives, experiences, interests, and skills.

Members are not expected to have the same qualifications as staff; they are expected to add a perspective beyond the staff view.

- 5.2 The following guidelines are considered in establishing qualifications:
- Qualifications relate to the ability to perform the duties of the Committee, Local Board, or External Body including consideration of the significance of relevant lived experience and any necessary or complementary competencies;
 - Qualifications are clear, yet flexible, defining areas of specialization where required, experience, or community service; and
 - Skills, experiences, and knowledge requirements for the positions should not be more specialized than necessary.

- 5.3 The membership of City Committees and Local Boards, shall, as much as possible, achieve a balance between a variety of skills, experiences, both technical and lived, and equitable representation.
- 5.4 The City will strive to ensure that Committee and Local Board membership includes diverse representation and perspectives including, but not limited to diversity in gender identity and expression, geographic representation, age, race, ethnic identity, sexual orientation, experience and ability.

6.0 Recruitment

- 6.1 Post-election recruitment is held as soon as possible following the election.
- 6.2 The principles of equity and accommodation for all candidates shall be adopted and implemented by ensuring deadlines for applications are upheld, selection criteria and interviewing (when required) are implemented with consideration for identical questions and evaluations for all applicants.
- 6.3 The recruitment for Public Members will be advertised in a way that is accessible to a wide diversity of individuals. This will include advertisements on the City of St. Catharines website, but may also incorporate other formats, including, but not limited to, the City's social media accounts, the Garden City Current, press releases, and circulation to / involvement of external organizations / stakeholders. In the cases where specific groups or expertise is required, the Office of the City Clerk can recruit accordingly.
- 6.4 Advertisements should outline the eligibility criteria and qualifications for the position and describe the position broadly enough to elicit a wide response from qualified applicants and encourage participation by individuals with diverse experiences and perspectives. Advertisements may identify membership gaps and encourage applicants from under-represented backgrounds.

7.0 Application Process

- 7.1 Applicants may be requested to clarify their application, provide additional information, or attend an interview.

7.2 Prescribed form for Applications

The Nominating Panel shall only consider applications received in the prescribed form, with necessary exceptions as approved by the City Clerk to accommodate the needs of applicants under the Ontario Human Rights Code and the Accessibility for Ontarians with Disabilities Act (AODA).

7.3 Application Deadlines

The Nominating Panel shall only consider applications submitted by the stated deadline. In cases where there are insufficient applications from eligible and qualified applicants, the City Clerk may extend the deadline for applications or the Nominating Panel may request that City staff extend or reopen the call for applications.

7.4 Self-Identified Diversity Information

To enable the City to achieve its objectives for access, equity and diversity and to assist the City in its efforts to appoint members that collectively reflect the diversity of the community, applicants are encouraged but not required to complete the self-identified form in their application.

7.5 Potential Conflicts of Interest

Applicants should consider whether they have a real or perceived conflict of interest, including any direct or indirect pecuniary interest. As part of the appointment process, applicants must identify and disclose any actual or potential conflicts of interest they may have.

Potential conflicts of interest may include, but are not limited to, applicants or their spouses, partners, children or parents, or employers or business partners:

- currently doing business or seeking to do business with, or working as a consultant, for the agency, corporation or the City;
- for appointment to quasi-judicial boards, being engaged in a business over which the quasi-judicial board has jurisdiction; or
- any interest, direct or indirect, in outstanding litigation involving the City or the Local Board or External Body.

Disclosure of potential or perceived conflicts does not automatically make an applicant ineligible for an appointment. However, the Nominating Panel is required to assess any potential or perceived conflicts in determining whether an applicant should be considered further.

8.0 Review of Applications

Establishing Nominating Panels

- 8.1 Council determines the appropriate Nominating Panel to be used for each Committee, either through the terms of reference, establishing by-law, other document, or a motion of Council. Nominating Panels may be comprised of Councillors, staff, or committee / board members. If not otherwise established, the City Clerk shall identify an appropriate nominating panel.
- 8.2 Unless otherwise specified by Council, Local Boards are responsible for identifying an appropriate Nominating Panel.

8.3 Clerk to Review Eligibility

All applications will be reviewed by the Office of the Clerk to identify and remove those applicants that are ineligible for appointment because they do not meet the eligibility criteria. All remaining applications will then be forwarded to the appropriate Nominating Panel for review.

8.4 Nominating Panel to Evaluate Qualifications and Make Recommendations

The Nominating Panel shall evaluate all applications from the Office of the City Clerk and prepare a list of recommend appointments for Council's consideration.

8.5 Evaluating Qualifications

Prior to receiving a copy of any applications, the Nominating Panel shall review the areas of expertise and / or experience being sought, and understand the criteria that will be used to evaluate candidates. In evaluating applicants, the Nominating Panel shall consider how well the qualifications are demonstrated on the application. For recruitments where candidates are interviewed, the strength of answers to interview questions shall also be considered.

Past and current Public Members are to be evaluated in the same manner and by the same criteria as new candidates, but the Nominating Panel may also consider past attendance and contributions.

8.6 Selection Objectives

The Nominating Panel's recommendations will strive to achieve a balance of:

- Qualified applicants covering the range of qualifications specified for the Committee, Local Board, or External Body;
- Experienced and new participants;
- Experience, including lived experience
- Geographic representation within St. Catharines; and
- Representation of the diversity and demographics of the community including age, gender identity and expression, sexual orientation, Indigenous identity, race, ethnic identity and disability.

8.7 Interviewing Candidates

In the cases where candidate interviews are held, the Nominating Panel shall establish a set of interview questions in advance and all candidates will be asked the same questions. Questions should be related to the qualifications and selection objections of the position. A member of City, Local Board, or


External Body staff, if not already on the interview panel, shall be present for all interviews.

The interview panel may be the same as the Nominating Panel, or may be a smaller panel made up of members of the Nominating Panel.

A member of an interview panel must be in attendance for interviews of all the candidates for a respective position in order to vote on the selection as a member of the panel. This does not preclude a member of the Nominating Panel who did not attend the interviews from voting to support the recommendation of the interview panel.

9.0 Appointment Process

- 9.1 Council is the only body that has the authority to appoint Public Members to Committees and Local Boards.
- 9.2 Council will receive the list of candidates that each Nominating Panel recommends for appointment, and upon request can receive the applications of all applicants.
- 9.3 Council appointments shall be made by resolution or motion.

 CITY OF ST. CATHARINES	Legal and Clerks Services - Office of the City Clerk Division		
	Subject:	Appointment Policy for Advisory Bodies and Local Boards	Policy #: CC-2013-003
	Approved by L.C.S:		
	Issue Date:	June 2013	Revision Date: January 14, 2019
	Review Date:	January 1, 2023	Page: 1 of 4

Policy:

The Appointment Policy defines the internal process for recruitment and selection of citizen members to participate on official City of St. Catharines advisory bodies (e.g. committees) and local boards.

Purpose:

The use of advisory committees and similar entities is an effective vehicle for public participation, public consultation, and a source of input to staff and City Council on city policies and programs. Such bodies play an integral role in the corporate decision-making process by providing a means for staff and elected representatives to receive the views from affected citizens on a variety of matters. Through advisory bodies, the citizens of St. Catharines are able to have greater input on the issues that affect them.

St. Catharines values the input from diverse voices of citizens in local governance. To encourage participation and promote a diversity of skills and perspectives, the City will adopt the general concepts of equity, accessibility and accommodation, to ensure that all citizens have equal opportunity. The City will strive to ensure that membership on all city advisory bodies reflects St. Catharines' diversity and demographics in such areas as gender, geographic representation, age, race, sexual orientation, socio-economic background and ability.

This policy outlines a fair and equitable approach and process for recruiting, selecting and appointing citizen members to City advisory bodies.


Application:

The Appointment Policy applies only to Council appointed voting members of advisory bodies and local boards. This policy does not apply to members that serve as ex-officio members or as representatives of external organizations.

Policy Requirements:

1.0 QUALIFICATION OF MEMBERS

- 1.1 Every member on a Committee, must be eligible to be elected as a member of the Council in accordance with the Municipal Elections Act, with the exceptions that Permanent Residents who have resided in St. Catharines for at least one year are also eligible, that

 CITY OF ST. CATHARINES	Legal and Clerks Services - Office of the City Clerk Division			
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	Issue Date:	June 2013	Revision Date:	January 14, 2019
	Review Date:	January 1, 2023	Page:	2 of 4

one member of each Committee may be below the age of 18, or when otherwise directed by Council.


- 1.2 If a member becomes ineligible during the term of their appointment they are automatically deemed to have resigned as a member.
- 1.3 If a member's company, business or employer is hired by the City of St. Catharines, the member shall disclose the employment situation immediately to the City Clerk.
- 1.4 If a citizen member becomes employed by the City of St. Catharines, he or she shall immediately resign.

2.0 TERM OF APPOINTMENT

- 2.1 The term of appointment may coincide with the term of Council however, if this is different, it must be stated in the terms of reference for the specific committee.
- 2.2 A person appointed to fill a partially completed term is appointed to the end of that term of appointment. The same member may, if appointed, seek a new full term.
- 2.3 Those members who wish re-appointment to an additional term must reapply and go through the approved selection process.
- 2.4 Citizen members may serve on more than one advisory bodies or local boards.
- 2.5 Members may continue to serve on an advisory body or local board past the expiration of their term until they are replaced. This is to ensure quorum and that the business of the advisory body or local board can be moved forward.
- 2.6 At the pleasure of Council, additional members may sit on advisory bodies. The Terms of Reference should be amended to reflect any changes.

3.0 COMPOSITION


- 3.1 The membership of City advisory bodies and local boards, shall, as much as possible, achieve a balance between a variety of technical expertise and other representation.

 CITY OF ST. CATHARINES	Legal and Clerks Services - Office of the City Clerk Division			
	Subject:	Appointment Policy for Advisory Bodies and Local Boards	Policy #:	CC-2013-003
	Approved by L.C.S:			
	Issue Date:	June 2013	Revision Date:	January 14, 2019
	Review Date:	January 1, 2023	Page:	3 of 4

- 3.2 The City will strive to ensure that membership on advisory committees is balanced and reflects the diversity and demographics of the City of St. Catharines in such areas as: gender, geographic representation, age, race, sexual orientation, socio-economic background and ability.

4.0 RECRUITMENT

- 4.1 Post-election recruitment for the City's advisory bodies and local boards is held as soon as possible following the election.
- 4.2 Committees created during the term of Council will follow the same processes as outlined herein. An exception may apply when recruitment for the Committee has occurred within the previous 12 months; in this case previous applicants may first be considered for appointment.
- 4.3 The principles of equity and accommodation for all candidates shall be adopted and implemented by ensuring deadlines for applications are upheld, selection criteria and interviewing (upon request) done with consideration for identical questions and evaluations for all applicants.
- 4.4 The recruitment for citizen members will be advertised in a way that is accessible to a wide diversity of citizens. This will include advertisements on the City of St. Catharines website (in accordance with the City's Notice by-law 2007-310), but may also incorporate other formats, including, but not limited to, the City's social media accounts, the Garden City Current, press releases, and circulation to / involvement of external organizations / stakeholders. In the cases where specific groups or expertise is required, the Office of the City Clerk can recruit accordingly.
- 4.5 Advertisements may include, but are not limited to, the following information:
- 4.5.1 Function or a brief mandate statement for the committee;
 - 4.5.2 Frequency, time, and place for meetings;
 - 4.5.3 City policies that guide the selection process or the operation of the Committee;
 - 4.5.4 A request that the applicant complete an application outlining how their qualifications, specific skills, interests and background are relevant to the

 CITY OF ST. CATHARINES	Legal and Clerks Services - Office of the City Clerk Division			
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	Issue Date:	June 2013	Revision Date:	January 14, 2019
	Review Date:	January 1, 2023	Page:	4 of 4

committee. The applicant may also include a resume, statement of work, and educational background;

4.5.5 A request that applicants prioritize their committees of interest (when an individual applies for more than one committee);

4.5.6 Staff contact for applicant questions.

4.6 All applications will be processed in the Office of the Clerk and then forwarded to the appropriate selection panel for review.

4.7 Applications will be reviewed by a selection panel that will recommend appointments to Council. Selection panels may be comprised of Councillors, staff, or committee / board members, and will include individuals with diverse backgrounds and experiences. Applicants may be requested to clarify their application, provide additional information, or attend an interview.

4.8 If there are many interested applicants and a member who was selected fails to fulfill their attendance requirements, (see by-law 2013-99 Simplified Meeting Procedures) the next qualified member, may be considered for the required vacancy.

4.9 If there are no qualified members remaining to fill the position, then the seat shall remain vacant until another recruitment process is undertaken.

5.0 SELECTION

5.1 Council is the only body that has the authority to appoint citizen members to advisory bodies.

5.2 Council appoints members after all the applications are reviewed and recommendations are moved by a motion or voted on by a ballot then moved on a motion.

5.3 This selection process is open and transparent however Council may request to move into a 'closed' meeting to receive or discuss personal information about identifiable individuals.

Current

Current: Application Questions

1. Briefly tell us about yourself and why you want to serve on the «INSERT ABC NAME»
2. Briefly tell us about your skills and experience that are relevant to the «INSERT ABC NAME»
3. Have you served on an advisory committee, board or task force before? If so, which one(s) and when.
4. Optional: Attached Resume or Support Document

Current: Optional - Demographic Information

The City of St. Catharines strives to ensure that membership on advisory committees, boards and task forces is balanced and reflects the diversity and demographics of St. Catharines.

Completion of this section will help the City to measure the diversity of applicants at different stages of the recruitment process and to gauge St. Catharines' success with respect to attracting diverse individuals and achieving greater diversity on its advisory committees, boards and task forces. Any reports on the results of these responses will be in summary form only and the identity of applicants will be kept confidential.

Responding to the questions below is optional. You can answer all, some or none of the questions. If you do not wish to answer any of the questions, please scroll to the bottom of the page and click the "continue" button.

Optional - Gender - How do you identify?

- ☐ Male
☐ Female
☐ Trans
☐ Non-Binary
☒ Not Listed I identify as:

Optional - Do you identify as Indigenous?

- ☐ Yes
☐ No

Ethnicity / Race

Ethnic / racial groups are defined by race or colour only, not by country of birth, citizenship or religious affiliation.

Optional - Please identify which of the following best describes your ethnicity or race:

- ☐ Black (e.g. African, Afro-Caribbean, African-Canadian descent)
☐ East Asian (e.g. Chinese, Korean, Japanese, Taiwanese descent)
☐ Latino (e.g. Latin American, Hispanic descent)
☐ Middle Eastern (e.g. Arab, Persian, Turkish West Asian descent)
☐ South Asian (e.g. Indian, Pakistani, Bangladeshi, Sri Lankan descent)
☐ Southeast Asian (e.g. Filipino, Vietnamese, Cambodian, Thai, Indonesian descent)
☐ White (e.g. European descent)
☐ Not listed I identify as:

Disability

The term disability covers a broad range and degree of conditions, some visible and some invisible. These include physical disabilities, hearing or vision disabilities, developmental disabilities, learning disabilities, chronic illness and mental health disabilities and addictions. A disability may be permanent, temporary or episodic, which may result in experiencing disadvantage or barriers to full participation in society.

Based on this description, do you consider yourself to be a person with a disability?

Optional - Do you identify as a person with a disability?

- ☐ Yes
- ☐ No

Optional - Age

- ☐ Under 18
- ☐ 18-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55-64
- ☐ Over 65

Current: Evaluation Matrix

Excellent (8-10 pts) | Competent (5-7 pts) | Limited (3-4 pts) | Unsatisfactory (0-2 pts)

1) How does the applicant's responses relate to the question?

"Briefly tell us about yourself and why you want to serve on this committee / task force"

Notes:

Score Question #1 _____ points

2) How does the applicant's responses relate to the question?

"Briefly tell us about your skills and experience relevant to this committee / task force"

Notes:

Score Questions #2 _____ points

3) Other Considerations (optional)

Notes:

Score Questions #3 _____ points

Total Score _____ **points**

Proposed

Proposed: Application Questions

1. Interest in the Position

Tell us about yourself and why you want to serve on the «INSERT ABC NAME». What do you hope to contribute, and how would you support the work of the «INSERT ABC NAME»?

2. Relevant Skills and Experiences

Tell us about your skills, education and / or experiences, including lived experiences, that are relevant to the «INSERT ABC NAME».

3. Community Involvement

Tell us about your past community involvement, including any involvement with committees, task forces or boards, that are relevant to the «INSERT ABC NAME». Please describe the roles you played and the period of time you were involved.

4. Additional Information (optional)

If necessary, please provide any additional relevant information that is not captured in your previous answers.

5. Conflict of Interest

Members of the public who are appointed to represent the City of St. Catharines must ensure that their personal interests do not interfere with their public duties as a board or committee member. A conflict of interest arises when your personal interests conflict, or are perceived to conflict, with the interests of the City of St. Catharines and the agency or board you are representing. You are required to disclose any personal interests that may conflict with the interests of this board or committee. Disclosure does not disqualify you from consideration for appointment.

Do you have any personal interests that may conflict with the interests of the position for which you are applying?

If yes, please describe in detail:

Proposed: Optional - Demographic Information

The City of St. Catharines strives to ensure that membership on advisory committees, boards and task forces is balanced and reflects the diversity and demographics of St. Catharines.

Completion of this section will help the City to measure the diversity of applicants at different stages of the recruitment process and to gauge St. Catharines' success with respect to attracting diverse individuals and achieving greater diversity on its advisory committees, boards and task forces. Any reports on the results of these responses will be in summary form only and the identity of applicants will be kept confidential.

The City of St. Catharines acknowledges that some of the language, definitions, classifications, and terms used on this form may be limiting or may not represent all individuals. Many of the definitions and classifications used are from Statistics Canada. Many of the questions include an opportunity to provide an answer that is not listed on the form. There is also an opportunity at the bottom of this form to provide feedback on the language used.

Responding to the questions below is optional. You can answer all, some or none of the questions. If you do not wish to answer any of the questions, please scroll to the bottom of the page and click the "continue" button.

1. Age

- ☐ Under 18
- ☐ 18-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55-64
- ☒ 65-74
- ☐ 75-84
- ☐ Over 85

2. Gender (you may select all that apply):

- ☐ Cis Male*
- ☐ Cis Female*
- ☐ Trans Male
- ☐ Trans Female
- ☐ Non-Binary
- ☐ Two Spirit
- ☒ I identify as:

* Cisgender describes a person whose gender identity corresponds to their sex assigned at birth.

3. Pronouns

What are your pronouns?

- ☐ She / Her
- ☐ He / Him
- ☐ They / Them
- ☐ Ze / Hir
- ☐ Ze / Zir
- ☐ Xe / Xem
- ☐ Not Listed My pronouns are: _____

4. Indigenous Peoples

Indigenous Peoples are those who identify as members of First Nations (status, non-status, treaty or non-treaty), Inuit or Métis communities in Canada.

Based on this description, do you consider yourself to be an Indigenous person?

- ☐ Yes
- ☐ No

If yes, feel free to tell us about your Indigenous identity:

5. Ethnicity / Race

Ethnic / racial groups are defined by race or colour only, not by country of birth, citizenship or religious affiliation.

Please identify which of the following best describes your ethnicity or race (you may select all that apply):

- ☐ Black (e.g. African, Afro-Caribbean, African-Canadian descent)
- ☐ East Asian (e.g. Chinese, Korean, Japanese, Taiwanese descent)
- ☐ Latinx (e.g. Latin American, Hispanic descent)
- ☐ Middle Eastern (e.g. Arab, Persian, Turkish West Asian descent)
- ☐ South Asian (e.g. Indian, Pakistani, Bangladeshi, Sri Lankan descent)
- ☐ Southeast Asian (e.g. Filipino, Vietnamese, Cambodian, Thai, Indonesian descent)
- ☐ Indigenous (e.g. First Nations, Inuit, Métis)
- ☐ White (e.g. European descent)
- ☐ Not listed I identify as:

6. Disability

The term disability covers a broad range and degree of conditions, some visible and some not visible. These include physical disabilities, hearing or vision disabilities, developmental disabilities, learning disabilities, chronic illness and mental health disabilities and addictions. A disability may be permanent, temporary or episodic, which may result in experiencing disadvantage or barriers to full participation in society.

Based on this description, do you consider yourself to be a person with a disability?

- ☐ Yes
- ☐ No

7. LGBTQ2S+

LGBTQ2S+ is an abbreviation used to represent a broad array of identities including, but not limited to, lesbian, gay, bisexual, trans, queer, and two-spirited.

Based on this description, do you consider yourself LGBTQ2S+?

- ☐ Yes
- ☐ No

Form Feedback

Help us improve! Feel free to provide any feedback on the language, terms, classification and definitions used on this form:

Proposed: Evaluation Matrix

Note at top of evaluation form: By completing this form, the evaluator declares that they have no direct or indirect conflicts of interest that relate to the applicants, including any relationships with an applicant that would prevent an impartial evaluation.

1. Qualifications and Lived Experience

- a. Identify any of the qualifications for this position *(this would be a list that is developed prior to recruitment)* that are illustrated through the application and

evaluate the applicant's relevant experience or expertise as it relates to each qualification.

Qualification	Evaluation / Notes

b. Identify any lived experience relevant to this position.

Lived Experience	Relevance / Notes

c. Past / Current Committee Members

If applicable / known, consider the individual's history of contributions, attendance, etc.

--

2. Selection Criteria

a. **Qualification**

Evaluate the applicant's qualification level based on the above evaluation completed in question 1 (select one):

- ☐ Highly qualified
- ☐ Qualified
- ☐ Not qualified

b. **Experienced or new voice** (e.g. past experience on City committees, boards, Council, etc.) (select one):

- ☐ Experienced

☐ New voice

c. Demographic Information

Is the applicant a member of any underrepresented groups or bring forward a perspective that is not reflected in other applicants for this position or existing committee or task force members? Explain.

d. Geographic representation

(First three digits of Postal Code will be inserted from application)

3. Additional Notes

If applicable, include any additional information that has impacted your recommendation.

4. Recommendation

a) Based on your evaluation in questions 1 - 3, would you recommend the applicant for appointment?

☐ Yes

☐ No

b) If yes, rank this applicant compared to other applications received for the same position.



By-laws to be considered Monday, June 27, 2022

- (a) A By-law to authorize the acceptance of a conveyance of certain lands from DISTRICT SCHOOL BOARD OF NIAGARA for the widening of Woodland Avenue. (One reading – with respect to Site Plan Agreement condition for lands municipally known as 34 Catherine Street. Delegation of Powers and Duties By-law No. 2020-156.)
- (b) A By-law to amend By-law No. 2013-283 entitled “A By-law to regulate the use of land, the bulk, height, location, erection and use of buildings and structures, the provision of parking spaces and other associated matters in the City of St. Catharines.” (One reading – with respect to Application to Remove Holding (H) Designation for lands municipally known as 34 Oakdale Avenue. Delegation of Powers and Duties By-law No. 2020-156.)
- (c) A By-law to authorize an extension of the Guarantee of a Line of Credit for the Niagara Symphony Association. (One reading – with respect to extension of Line of Credit for Niagara Symphony Orchestra. To be considered by Council, June 27, 2022.)
- (d) A By-law to amend By-law No. 2021-101 entitled "A By-law to impose certain rates and fees charged by The Corporation of the City of St. Catharines with respect to certain administrative matters." (One reading – with respect to Special Event Parking. To be considered by Council, June 27, 2022.)
- (e) A By-law to amend By-law No. 2020-156 entitled “Delegation of Powers and Duties By-law.” (One reading – with respect to Dynamic Pricing Model for Special Events Parking. To be considered by Council, June 27, 2022.)
- (f) A By-law to amend By-law No. 89-305 entitled “A By-law to provide for regulating, supervising and governing the parking of vehicles in various municipal parking facilities”. (One reading – with respect to addition of Special Events Parking to municipal parking lots. To be considered by Council, June 27, 2022.)
- (g) A By-law to amend By-law No. 2021-101 entitled "A By-law to impose certain rates and fees charged by The Corporation of the City of St. Catharines with respect to certain administrative matters." (One reading – with respect to Food Trucks and Mobile Vending Carts on City-owned Parks or Facilities. To be considered by Council, June 27, 2022)
- (h) A By-law to confirm the proceedings of council at its meeting held on the 27th day of June 2022. (One reading - with respect to confirming the proceedings of the meeting held on June 27, 2022.)