



**The Corporation of the City of St. Catharines**  
**CITY COUNCIL AGENDA**  
**Regular, Monday, July 18, 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](http://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](mailto:clerks@stcatharines.ca) by Monday, July 18, 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](#) by Monday, July 18, 2022 before 9:00 a.m. and attend a test session with City staff on Monday, July 18, 2022 at 10:00 a.m.*

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

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- 1. Mayor's Report**
- 2. Adoption of the Agenda**
- 3. Adoption of the Minutes**

3.1 Regular Council, minutes of [June 27, 2022](#)  
[Addenda]

- 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.

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## 6. Consent Reports

- 5 - 6      6.1      Financial Management Services, Director  
Budget Standing Committee Report - Meeting of June 20, 2022
- 7 - 24      6.2      Planning and Building Services, Planning Services  
Community Improvement Plan (2020CIP): Evaluation of New  
Applications and Rescind Existing Approval
- 25 - 28      6.3      Planning and Building Services  
The Creation of Administrative Penalties for Violations of the City's  
Vacant Building Registry By-law.
- 29          6.4      Legal and Clerks Services, Clerks Department  
Council Correspondence

## 7. Public Meetings

## 8. Presentations

## 9. Discussion Reports

- 50 - 59      9.1      Economic Development and Government Relations  
2022 Niagara Grape and Wine Festival Fee for Service Agreement  
*Presentation by representatives of the Niagara Grape and Wine Festival  
will precede discussion of the report.*
- 60 - 97      9.2      Financial Management Services  
PeopleSoft Partnership with the Niagara Region
- 98 - 114      9.3      Financial Management Services  
Community Benefits Charge Strategy - Request approval of By-law

## 10. Motions

- 115 - 118      10.1      **Sale of 66A, 66B and 66C Marsdale Drive (City land)**  
*Councillor Kushner will present the following motion:*  
BE IT RESOLVED that the request by the owners of 66A, 66B and 66C  
Marsdale Drive to acquire city lands be accepted in order to align their  
backyards with the adjacent neighbouring backyards; and  
BE IT FURTHER RESOLVED that the funds be allocated to the  
parkland fund for future parkland acquisition.  
[Addenda]
- 119 - 120      10.2      **Amendments to Composition of FirstOntario Performing Arts  
Centre Board**  
*Councillor Garcia will present the following motion:*  
WHEREAS the FirstOntario Performing Arts Centre Board has  
requested to increase the number of public members that can be  
appointed to the Board; and

WHEREAS the FirstOntario Performing Arts Centre Board has requested to permit the appointment of up to two public members to the Board that reside outside of the City of St. Catharines provided the individuals meet all other member qualifications;

BE IT RESOLVED that staff prepare an amendment to By-law 2018-177, being the FirstOntario Performing Arts Centre Board By-Law, to increase the maximum number of citizen members that may be appointed to the Board, from a maximum of seven citizen members to a maximum of nine citizen members; and

BE IT FURTHER RESOLVED that staff prepare an amendment to By-law 2018-177, being the FirstOntario Performing Arts Centre Board By-Law, to permit up to two citizen members that reside outside of the City of St. Catharines, provided the individuals meet all other member qualifications.

## **11. Call for Notices of Motion**

## **12. Committee and Task Force Minutes**

### **12.1 Minutes to Receive:**

- 2029 Historic Welland Canals Task Force, meeting of [June 14, 2022](#)
- Arts and Culture Advisory Committee, meeting of [June 1, 2022](#)
- Environmental Sustainability Committee, meeting of [June 15, 2022](#) (Draft)
- Heritage Advisory Committee, meeting of [June 9, 2022](#) (Draft)
- Heritage Permit Advisory Committee, meeting of [May 26, 2022](#) (Draft)
- LGBTQ2+, meeting of [June 8, 2022](#) (Draft)
- Social Sustainability Pillar Committee, meeting of [June 28, 2022](#) (Draft)

[Addenda]

## **13. Closed Session**

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

### **13.1 Financial Management Services**

Property Matter – Acquisition (*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*), Port Dalhousie Piers and Harbour Lands, File 22.006

### **13.2 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*), Jr. B**

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Falcons Lease, Seymour-Hannah Sports and Entertainment Centre,  
Realty File No. 96.40A

**14. Motions Arising from Closed Session**

**15. By-laws**

121 - 122      15.1    Reading of By-laws  
   [Addenda]

**16. Adjournment**





## Corporate Report City Council

**Report from:** Financial Management Services

**Report Date:** June 22, 2022

**Meeting Date:** July 18, 2022

**Report Number:** FMS-109-2022

**File:** 10.57.33

**Subject:** Budget Standing Committee Report – Meeting of June 20, 2022

**Strategic Pillar:** This report does not relate to the Strategic Plan.

### Recommendation

That the [minutes of the June 20, 2022](#) Budget Standing Committee meeting be received; and

That the following recommendations be approved:

**8.1 Financial Management Services  
Year-To-Date Report - 2022 First Quarter Operating Variance and Forecast  
[Report FMS-B012-2022](#)**

The Report FMS-B012-2022, regarding the Year-to-Date Report – 2022 First Quarter Operating Variance and Forecast, be received for information.

**9.1 Financial Management Services, Director  
Capital Project Report for First Quarter ended March 31, 2022  
[Report FMS-B013-2022](#)**

That the creation of a new Tax Levy Capital Reserve be approved; and

That the \$94,000 favourable variance from completed project P21-080-1 be allocated to the Tax Levy Capital Reserve; and

That staff be delegated authority, similar to the Capital Budget Transfers By-law 2019-163 (Appendix 2 of this report), for in-year transfers from the Tax Levy Capital Reserve to non-water / wastewater linear asset capital projects in order to satisfy identified budget shortfalls, as follows:

- That the Director of the applicable department and the City Treasurer be delegated the authority to transfer funds from Tax Levy Capital Reserve, for a total amount not exceeding \$100,000; and

- That the Chief Administrative Officer (CAO) be delegated the authority to transfer funds from Tax Levy Capital Reserve to a maximum amount of \$250,000; and

That all in-year usage of and contribution to the Tax Levy Capital Reserve be reported to Budget Standing Committee (BSC) and Council with the quarterly capital project reports; and

Further, that Acting City Solicitor be directed to prepare the necessary by-law

### **9.3 Financial Management Services** **Impact of Delay of Property Tax Reassessments** [Report FMS-B007-2022](#)

That this report be forwarded to the Association of Municipalities of Ontario (AMO) and the Municipal Finance Officers Association (MFOA); and

That this report be submitted as part of the City's 2022 AMO delegation request to the Provincial Minister of Finance; and

That this report be forwarded to St. Catharines MPPs and Municipal Property Assessment Corporation (MPAC).

## **Report**

The items noted in this report were discussed and approved by the Budget Standing Committee at its meeting of June 20, 2022, and are now being brought forward to City Council for approval.

In addition to the above items, the Budget Standing Committee also received [Report FMS-B014-2022](#) regarding the Multi-Year Budget Policy. The Budget Standing Committee requested that staff provide a presentation to Council for the Multi-Year Budget Policy report. This presentation and report will be included on the Council Agenda for the meeting of August 29, 2022. At that time, the recommendation will be brought forward to Council for approval.

### **Prepared by**

Sarah McWilliams  
Council and Committee Coordinator

### **Submitted and Approved by**

Kristine Douglas  
Director of Financial Management Services / City Treasurer

Kristen Sullivan  
Acting City Clerk



## Corporate Report City Council

**Report from:** Planning and Building Services, Planning Services

**Report Date:** June 15, 2022

**Meeting Date:** July 18, 2022

**Report Number:** PBS-105-2022

**File:** 60.32.658 & 60.32.659

**Subject:** Community Improvement Plan (2020CIP): Evaluation of New Applications and Rescind Existing Approval

### Strategic Pillar:

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



## Recommendation

That Council approve a Brownfield Tax Increment Finance (BTIF) incentive under the City's Community Improvement Plan (2020CIP), equal to an 80% annual tax rebate over a 10-year period, for the property known municipally as 7 St. Paul Street West / 7 McGuire Street; and

That Council rescind the Tax Increment Finance (TIF) incentive for 14-20 Queen Street, approved in October 2019 under the City's previous Community Improvement Plan (2015CIP), if project activity has not commenced within three months of the date of this Council meeting; and

That the City Solicitor be directed to prepare the necessary by-laws and agreements.

## Summary

The City has received three complete applications for consideration of approval of tax increment incentives (% tax rebate) under the Community Improvement Plan (2020CIP) for the period of January to April 2022. Based on the project evaluation system of the 2020CIP, staff recommend approval of one of the applications. In addition, due to lack of project commencement and inactivity, staff recommend rescinding a tax incentive approval previously approved under the 2015CIP for a proposed re-development project at 14-20 Queen Street.

## Relationship to Strategic Plan

This report supports the Economic Prosperity, Social Well-Being, Environmental Stewardship and Organizational Excellence pillars of the City's Strategic Plan.

**Economic Prosperity** will be enhanced through:

- Attract public and private investment to grow the economy of the city
- Facilitate long-term increases in property tax assessments

**Social Well-Being** will be enhanced through:

- Incentivize livable and affordable communities for all residents
- Support project proposals that improve the public realm, streetscapes, civic spaces and trails

**Environmental Stewardship** will be enhanced through:

- Responsible, future ready, community planning

**Organizational Excellence** will be enhanced through:

- Review of previous CIP approvals and reallocation of resources

## Background

The City's Community Improvement Plan (2020CIP) establishes two intake periods in 2022 (April 29 and December 21) for submission of complete applications under the Tax Increment Finance (TIF) Program and the Brownfield Tax Increment Finance (BTIF) Program. For the first intake period, the City has received the following complete applications for consideration of approval, by category:

- BTIF Application
  - 7 St. Paul Street West / 7 McGuire Street
  - 60 Vine Street South
- TIF Application
  - 47 Hastings Street

The location of each property is identified on Appendix 1.

## TIF / BTIF Programs

The Tax Increment Finance (**TIF**) Program is for redevelopment projects where the incentive given is an annual rebate of 45% of the **increase** in property tax generated by project completion. The incentive is disbursed annually for a period of 10 years after project completion.

The Brownfield Tax Increment Finance (**BTIF**) Program is for redevelopment projects requiring remediation, where the incentive given is an annual rebate of 80% of the **increase** in property tax generated by project completion. The incentive is disbursed annually for a period of 10 years after project completion.

For both programs, the incentive still ensures a positive tax revenue for the City.

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## Project Evaluation System

TIF and BTIF applications are evaluated on a weighted Project Evaluation System and the proposed project must achieve a minimum 50 points out of a total of 100 available to qualify for consideration of approval. Further, a BTIF application must meet a minimum remediation cost threshold as a component of total project costs to qualify for a BTIF incentive. The weighted Project Evaluation System is attached as Appendix 2.

The specifics of each application are outlined in the body of this report, and the evaluation of each application under the Project Evaluation System is set out in Appendix 3.

This report will also address a TIF application approved by City Council under the previous 2015CIP for 14-20 Queen Street. The redevelopment project has not commenced, and given this inactivity, staff recommend that Council rescind this approval and reallocate budgeted funds to the new Affordable Housing Reserve.

## Report

### Project Evaluation System for TIF & BTIF Projects

The 2020CIP establishes a weighted Project Evaluation System to evaluate TIF and BTIF applications and is set out in Appendix 2. It functions as a tool for evaluating the merits of an individual project, as well as enabling projects to be ranked against each other.

The Project Evaluation System identifies project components and criteria that reflect and emphasize community renewal objectives and goals aligned with the City's Corporate Strategic Plan, the City's Official Plan, the Housing Action Plan, and other municipal plans, and are as follows:

- Location: emphasis on Downtown, Priority Neighbourhoods and Official Plan Intensification Areas
- Density Generation: people and jobs
- Environmental Remediation
- Affordable Rental Housing
- Heritage Restoration / Conservation
- Mixed-Use development: commercial nodes, centres, corridors
- Municipal Financial Benefit: increased assessment, investment
- Value Added: public realm, climate change, sustainability initiatives

Each component, and the thresholds within, are assigned a weighted points total. A total of 100 points are available. A TIF or BTIF project must achieve a minimum of 50 points to qualify for consideration of CIP approval.

## New Applications

Appendix 3 sets out the summary evaluation of each of the new applications received based on the 2020CIP Project Evaluation System. The specifics of each application are provided below.

### **a) 7 St. Paul Street West / 7 McGuire Street**

An application was submitted for the BTIF Program for 7 St. Paul Street West / 7 McGuire Street. The proposed redevelopment project is outlined below:

- A mixed-use, 37-storey tower with 3 retail units, 1 large office unit and 478 residential dwelling units, accommodation for an estimated 860 new residents and 27 new jobs in the Downtown Priority Neighbourhood.
- Building design incorporates climate change adaption technology and stormwater management systems such as geothermal heating and cooling, electrical vehicle charging stations, and green roofs
- Beautification and enlargement of the existing public space on the corner of St. Paul Street West and Westchester Crescent
- Environmental remediation of the 0.36 Ha property equal to an estimated \$1.98 million in eligible costs and meets the 1% minimum remediation cost threshold requirement

The BTIF application for 7 St. Paul Street West / 7 McGuire Street scored 67 points in the Project Evaluation System, being located in the Downtown Priority Neighbourhood and having significant costs related to almost every evaluation component, particularly to environmental remediation, scale of investment, mixed-use, and density generation. A detailed evaluation of the project is in Appendix 3 of this report.

The BTIF incentive requested is \$573,489 annually with a total value of \$5,734,892 over 10 years. To be generated upon project completion is an estimated increase of \$106,369,000 in tax assessment and an estimated increase of \$716,862 in annual City taxes levied from \$11,536 to \$728,398.

### **b) 60 Vine Street**

An application was submitted for the BTIF Program for 60 Vine Street. The proposed redevelopment project is outlined below:

- Private road development with 61 dwelling units, including one triplex and 10 stacked townhouses, in the Queenston Priority Neighbourhood
- Original application submission included, 13% or 21% of the total dwelling units to be Affordable Rental Dwelling Units (ARDUs) but this component is not currently proposed.
- Environmental remediation of the 1.045 Ha property equal to an estimated \$186,564 in eligible costs. An additional \$321,059 in remediation costs were incurred prior to application approval and execution of agreement and thus are not eligible for the BTIF incentive in accordance with 2020CIP policies.

Remediation costs as a component of the total project cost was less than the minimum 1% threshold, and therefore does not qualify for a BTIF incentive (80% tax rebate). Staff also reviewed this project for consideration of a TIF incentive (45% rebate) which only applies to redevelopment projects.

The project scored 49 points under the 2020CIP Project Evaluation System and also does not qualify for consideration of TIF approval. Since application submission, the applicant has removed the proposed affordable housing component of the project. As Report Page 4 of 6

such, the revised project scored only 33 points and remains below the 50-point threshold required to qualify for TIF approval. Staff do not recommend approval of a CIP incentive for this project.

### **c) 47 Hastings Street**

An application was submitted for the TIF Program for 47 Hastings Street. The proposed redevelopment project is outlined below:

- A five-storey residential condominium building, with 54 units dwelling units in the Hartzel Road / Merritton Priority Neighbourhood.

The TIF application for 47 Hastings Street is for redevelopment with no remediation. The property is located in a Priority Neighbourhood but only had significant project components related to scale of investment and density generation. The proposed redevelopment project scored 31 points and does not achieve the minimum 50-point threshold to qualify for approval. The value of the TIF incentive would be \$29,965 annually, and \$299,646 over 10 years. Staff do not recommend approval of a CIP incentive for this project.

### **Rescind Inactive Project Approval**

On October 7, 2019, City Council approved the TIF application for 14-20 Queen Street under the 2015CIP. The estimate annual and total 10-year value of the incentive approved for the property is as indicated:

- 14-20 Queen Street: \$5,633 annually / \$56,330 over 10 years

The financial incentive was to support the redevelopment of two adjacent vacant former commercial buildings creating six new ground floor commercial units and 12 dwelling units on the second floor. Since approval by Council in 2019, severance approval has lapsed, a building permit has not been issued and no CIP agreement has been registered.

Staff recommend that the 2015CIP TIF approval for 14-20 Queen Street be rescinded if project activity has not commenced within 90 days, and that formal notification to the applicant be provided. Rescinding the TIF approval will not impact consideration of future CIP incentives for the site. The property owner may reapply for CIP funding and be considered under the 2020CIP programs, criteria, eligibility and requirements currently in effect. The applicant has been notified of staff's recommendations and a copy of this report supplied for reference.

As per Council direction, where previous approvals are rescinded, the funds budgeted in the CIP reserve for that project in the period between approval and rescindment is to be transferred to the Affordable Housing Reserve. The budgeted funds shall be considered the estimated 'Year 1' incentive payment. As such, a total of \$5,633 would be transferred to the Affordable Housing Reserve, should the incentive approval for the project at 14-20 Queen Street be rescinded.

## Financial Implications

Should Council approve the BTIF application for 7 St. Paul Street West / 7 McGuire Street, the value of the incentive given is \$ 573,489 annually, and a total of \$5,734,892 over 10 years after project completion. Additional funding allocation to support this application will not be required in the City's current operating budget, as annual payments would likely commence in 2025 at the earliest. Projects need to be completed prior to the request for funding.

Should Council rescind the 2015CIP TIF approval for 14-20 Queen Street, the Year 1 Payment, estimated to be \$5,633, will be allocated to the new Affordable Housing Reserve.

## Environmental Sustainability Implications

Recommendations help achieve municipal growth targets and support the use of sustainable building design by the development sector.

## Conclusion

The CIP is a tool to support and promote investment in re-development projects that align with and help implement community renewal objectives, goals and strategies established in the City's Corporate Strategic Plan, the Official Plan, Housing Action Plan as well as other related municipal planning initiatives. Requested tax incentive will facilitate significant investment in a priority neighbourhood and a long-term increase in property tax assessment.

## Notifications

It is in order to notify the applicants and property owners affected by the outcome of Council's decision.

### Prepared by

Claire Semple, MPI  
Community Improvement Coordinator

### Submitted by

Bruce Bellows  
Senior Project Manager

### Approved by

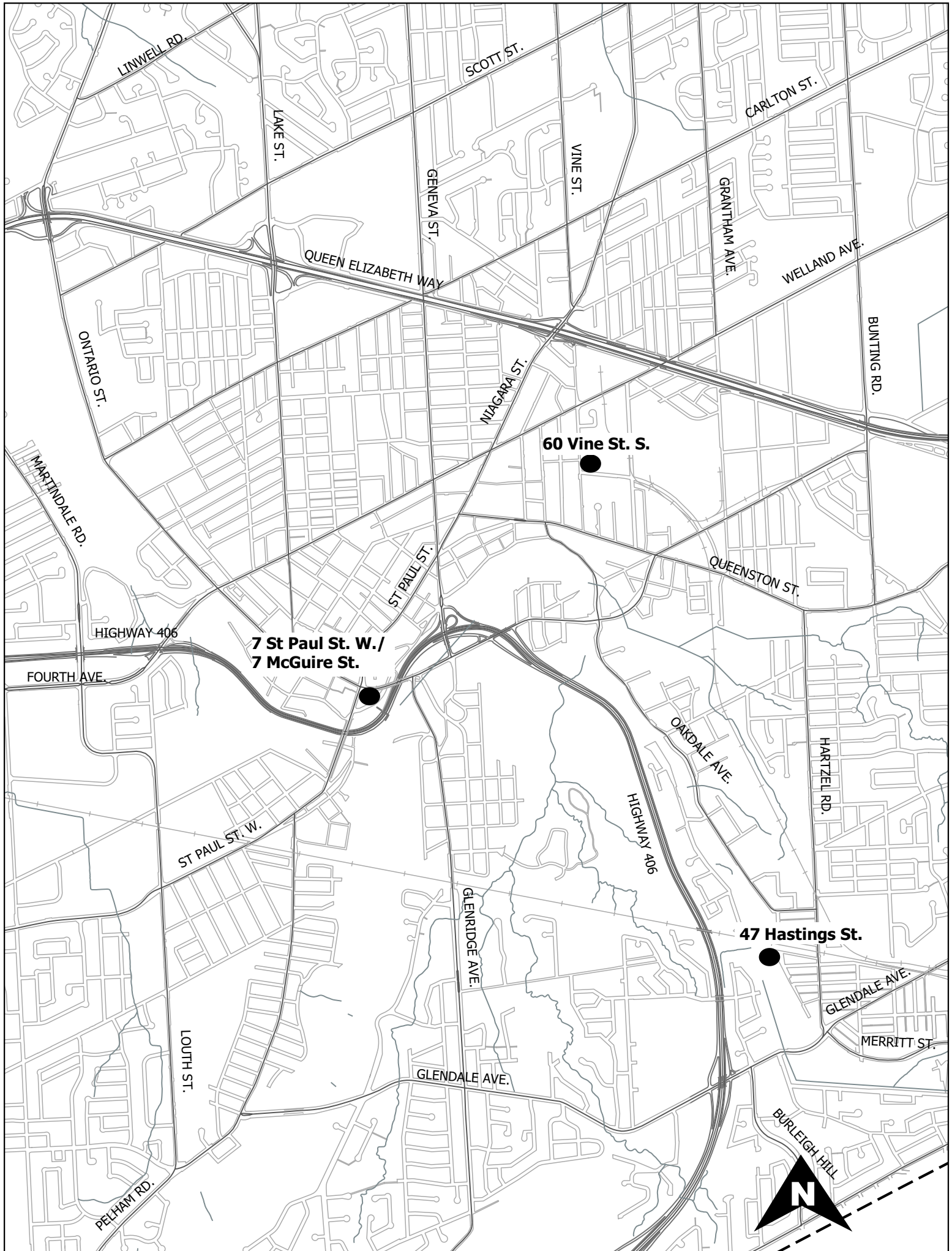
Tami Kitay, MPA, MCIP, RPP  
Director of Planning and Building Services

## Appendices

1. Location Map: New Applications
2. 2020CIP Project Evaluation System
3. Project Evaluation of Applications Received



# Location Map: Complete Applications Received



## **2020CIP: PROJECT EVALUATION SYSTEM FOR TIF AND BTIF APPLICATIONS**

### **Section 1**

TIF and BTIF applications are evaluated on the Project Evaluation System set out in Section 2 below.

The Project Evaluation System establishes project components and criteria, with each component, and thresholds within, assigned a weighted points total. Projects within and outside the Downtown Priority Neighbourhood (Schedule 1) may be subject to different evaluation components and assigned points. Whether in or out of the Downtown Priority Neighbourhood, a total of 100 points are available. A TIF or BTIF project must achieve a minimum of 50 points to qualify for consideration of CIP approval.

Part B, Section 1.6 of the 2020CIP establishes Intake dates for accepting TIF and BTIF complete applications. The weighted points system allows a detailed evaluation of each project, and also enables a priority ranking of all applications submitted at an Intake date for consideration of project approval.

Evaluation system components reflect and emphasize community renewal objectives and goals aligned with the City's Corporate Strategic Plan, the City's Official Plan and other municipal plans, and are as follows:

- Location: emphasis on Downtown, Priority Neighbourhoods, Official Plan Intensification Areas (Schedule 1)
- Density generation: people and jobs
- Environmental *Remediation*
- Affordable Rental Housing
- Heritage Restoration/Conservation
- Mixed Use development: commercial nodes, centres, corridors
- Municipal Financial Benefit: increased assessment, investment
- Value Added: public realm, climate change, sustainability initiatives

### **Section 2**

The Project Evaluation System is set out below.

## St. Catharines Community Improvement Plan (2020CIP)

PROJECT EVALUATION SYSTEM		
<u>Evaluation Components</u>	<u>Points</u>	<u>Eligibility</u>
<b>1. In Downtown Priority Neighbourhood</b>		
<b>a) <u>Remediation</u></b>  i) less than 3% of total project costs devoted to <i>remediation</i>  ii) 3% to 5% of total project costs devoted to <i>remediation</i>  iii) greater than 5% of total project costs devoted to <i>remediation</i>	4  7  13	<ul style="list-style-type: none"> <li>• minimum requirements to qualify for a BTIF incentive include:               <ul style="list-style-type: none"> <li>- on properties 0.4 Ha or greater in size, <i>remediation</i> costs must be a minimum of \$100,000 or 1% of total project costs, whichever is greater;</li> <li>- on properties less than 0.4 Ha in size, <i>remediation</i> costs must be a minimum of \$50,000 or 1% of total project costs, whichever is greater.</li> </ul> </li> </ul>
<b>b) <u>Core Housing</u></b>  i) 10% to 20% of total dwelling units are affordable (ARDU)*  ii) 21% to 30% of total dwelling units are affordable (ARDU)*  iii) greater than 30% of total dwelling units are affordable (ARDU)*	3  9  11	* (ARDU) means Affordable Rental Dwelling Unit as defined in Schedule 4

St. Catharines Community Improvement Plan (2020CIP)

<p><b>c) <u>Heritage Restoration/Conservation</u></b></p> <p>i) heritage restoration/conservation and reuse of a historically significant portion of buildings/structures located on non-designated (Ontario Heritage Act) properties</p> <p>ii) heritage restoration/conservation and reuse of entire buildings/structures located on (Ontario Heritage Act) designated Part IV or V properties</p>	<p>3</p> <p>10</p>	<ul style="list-style-type: none"> <li>under i): <ul style="list-style-type: none"> <li>- includes any building/structure, or part thereof, deemed to have built or cultural heritage value or interest by the municipality</li> <li>- subject to Heritage Impact Assessment and/or Conservation Plan</li> </ul> </li> <li>under ii): <ul style="list-style-type: none"> <li>- may include component demolition, alterations</li> <li>- subject to Heritage Permit Approval</li> </ul> </li> </ul>
<p><b>d) <u>Mixed Use Component</u></b></p>	<p>10</p>	<ul style="list-style-type: none"> <li>to be eligible for points, must not have ground floor dwelling units or non-essential residential functions</li> </ul>
<p><b>e) <u>Density Generation (measured in people and jobs /Ha)</u></b></p> <p>i) 50 - 100</p> <p>ii) 101 - 150</p> <p>iii) 151 - 200</p> <p>iv) 201 - 300</p> <p>v) 301 - 400</p> <p>vi) 401 - 500</p> <p>vii) &gt; 500</p>	<p>2</p> <p>4</p> <p>8</p> <p>10</p> <p>12</p> <p>14</p> <p>18</p>	

St. Catharines Community Improvement Plan (2020CIP)

<p><b>f) <u>Investment</u></b></p> <p><b>1. Project Costs (in \$millions)</b></p> <p>i) 2 - 5</p> <p>ii) 5 - 10</p> <p>iii) 10 - 20</p> <p>iv) 20 - 30</p> <p>v) &gt; 30</p> <hr/> <p><b>2. Estimated % Increase in Annual Property Taxes</b></p> <p>i) 25% - 200%</p> <p>ii) 201% - 300%</p> <p>iii) 301% - 400%</p> <p>iv) 401% - 500%</p> <p>v) 501% - 600%</p> <p>vi) &gt; 600%</p>	<p>1</p> <p>2</p> <p>4</p> <p>6</p> <p>8</p> <hr/> <p>2</p> <p>4</p> <p>7</p> <p>10</p> <p>13</p> <p>16</p>	
<p><b>g) <u>Value Added</u></b></p> <p>i) sustainable site design</p> <p>ii) public area / streetscape contribution</p>	<p>7</p> <p>7</p>	<ul style="list-style-type: none"> <li>innovative green technologies /stormwater management, green roofs, solar panels, electric vehicle charging stations, permeable pavement, etc.</li> <li>street furniture/fixtures, public court yard/walkway, enhanced landscaping /greening, transit amenities, connectivity, etc.</li> </ul>
<p>❖ <b>MAXIMUM POINTS AVAILABLE = 100</b></p> <p>❖ <b>MINIMUM POINTS THRESHOLD TO BE ELIGIBLE FOR APPROVAL = 50</b></p>		

## St. Catharines Community Improvement Plan (2020CIP)

<u>Evaluation Components</u>	<u>Points</u>	<u>Eligibility</u>
<b>2. Outside Downtown Priority Neighbourhood</b>		
<b>a) <u>Redevelopment</u></b>  i) within a Priority Neighbourhood* or an Intensification Area*	4	<ul style="list-style-type: none"> <li>if for residential use, must be a minimum 10 dwelling units</li> </ul> <p>* Priority Neighbourhoods and Intensification Areas are set out in Part A, Section 3 and identified on Schedule 1</p>
<b>b) <u>Remediation</u></b>  i) less than 3% of total project costs devoted to <i>remediation</i>  ii) 3% to 5% of total project costs devoted to <i>remediation</i>  iii) greater than 5% of total project costs devoted to <i>remediation</i>	4  7  13	<ul style="list-style-type: none"> <li>minimum requirements to qualify for a BTIF incentive include:               <ul style="list-style-type: none"> <li>on properties 0.4 Ha or greater in size, <i>remediation</i> costs must be a minimum of \$100,000 or 1% of total project costs, whichever is greater;</li> <li>on properties less than 0.4 Ha in size, <i>remediation</i> costs must be a minimum of \$50,000 or 1% of total project costs, whichever is greater.</li> </ul> </li> </ul>
<b>c) <u>Core Housing</u></b>  <b>1. Housing Component</b>  i) 10% to 20% of total dwelling units are affordable (ARDU)*  ii) 21% to 30% of total dwelling units are affordable (ARDU)*  iii) greater than 30% of total dwelling units are affordable (ARDU)*  ----- <b>2. Location Component</b>  a) outside Priority Neighbourhood*, where:	5  12  14  -----  2	<p>* (ARDU) means Affordable Rental Dwelling Unit as defined in Schedule 4</p> <p>* Priority Neighbourhoods and Intensification Areas are set out in Part A, Section 3 and identified on Schedule 1</p>

St. Catharines Community Improvement Plan (2020CIP)

<p>i) located within an Intensification Area*; OR</p> <p>ii) on or close to an Arterial Road with full transit access and within 800 metres of a defined Commercial Centre*; OR</p> <p>iii) within a defined Commercial Centre*</p> <p>b) within a Priority Neighbourhood*</p> <p>c) within a Priority Neighbourhood* where also located within an Intensification Area*</p>	<p>4</p> <p>6</p>	<p>* Commercial Centre is defined in Part D, Section 9.2.1 and 2 of the Official Plan</p>
<p><b>d) <u>Heritage Restoration/Conservation</u></b></p> <p>i) heritage restoration/conservation and reuse of entire buildings/structures located on (Ontario Heritage Act) designated Part IV or V properties</p>	<p>6</p>	<ul style="list-style-type: none"> <li>- may include component demolition, alterations</li> <li>- subject to Heritage Permit Approval</li> </ul>
<p><b>e) <u>Mixed Use Component</u></b></p> <p>i) within a (ZB)* Mixed Use zone</p> <p>ii) residential intensification within a (ZB)* Commercial zone</p>	<p>10</p> <p>10</p>	<ul style="list-style-type: none"> <li>• within a Mixed Use zone, must have a minimum 50% residential gfa component to be eligible for any points</li> <li>• within a Commercial zone, must establish a minimum residential density of 32 units/Ha to be eligible for any points</li> </ul> <p>* (ZB) means the City's Comprehensive Zoning By-law 2013-283</p>

St. Catharines Community Improvement Plan (2020CIP)

<b>f) <u>Density Generation (measured in people and jobs /Ha)</u></b>		
i) 50 - 100	2	
ii) 101 - 150	3	
iii) 151 - 200	4	
iv) 201 - 300	5	
v) 301 - 400	6	
vi) 401 -500	7	
vii) 501 -600	8	
viii) > 600	9	

<b>g) <u>Investment</u></b>		
<b>1. Project Costs (in \$millions)</b>		
i) 2 - 5	1	
ii) 5 - 10	2	
iii) 10 - 20	4	
iv) 20 - 30	6	
v) > 30	8	
-----	-----	-----
<b>2. Estimated % Increase in Annual Property Taxes</b>		
i) 25% - 200%	2	
ii) 201% - 300%	4	
iii) 301% -400%	7	
iv) 401% - 500%	10	
v) 501% - 600%	13	
vi) > 600%	16	



St. Catharines Community Improvement Plan (2020CIP)

<p><b>h) <u>Value Added</u></b></p> <p>i) sustainable site design</p> <p>ii) public area / streetscape contribution</p>	<p>7</p> <p>7</p>	<ul style="list-style-type: none"> <li>innovative green technologies /stormwater management, green roofs, solar panels, electric vehicle charging stations, permeable pavement, etc.</li> <li>street furniture/fixtures, public court yard/walkway, enhanced landscaping /greening, transit amenities, connectivity, etc.</li> </ul>
<p>❖ <b>MAXIMUM POINTS AVAILABLE = 100</b></p> <p>❖ <b>MINIMUM POINTS THRESHOLD TO BE ELIGIBLE FOR APPROVAL = 50</b></p>		

# PROJECT EVALUATION SUMMARY

Application Location	Program	Property Size	Project Details	Estimate Eligible Project Costs	Current Tax Ass.	Estimate Post Dev. Tax Ass.	Estimated Post Dev. Increase in Annual City Tax	Annual City Incentive (80% of increase in annual taxes)	Total City Incentive value (over 10 years)
7 St. Paul Street W & 7 McGuire Street	BTIF	0.36 Ha	37-storey tower with 478 dwelling units, 3 retail units and 1 large office unit	\$135,641,933	\$1,082,000	\$107,451,000	\$716,862	\$573,489	\$5,734,892
Evaluation					<p><u>Notes:</u></p> <p>*\$1.98 million in project costs for environmental remediation</p> <p>**Based on 1.8 people/unit, 1 job per 46m<sup>2</sup> floor space</p> <p>***Refers to geothermal heating and cooling systems, electric vehicle charging stations, green roofs</p> <p>****Refers to the public space on the corner of St. Paul Street W and Westchester Crescent</p>				
	Yes	No	Comments	Points					
Complete Application	X			n/a					
In Downtown Priority Neighbourhood									
Remediation	X		Less than 3%*	4					
Core Housing: Housing Component		X		0					
Heritage Restoration/ Conservation		X		0					
Mixed Use Component	X		1,274 m <sup>2</sup> of retail and commercial office space	10					
Density Generation	X		2,466 people and jobs per Ha**	18					
Investment: Project Cost	X		>\$30 million	8					
Investment: Estimate % Increase in Annual Property Taxes	X		>600%	16					
Value Added: Sustainable Design	X		Climate change adaption technology and stormwater management systems***	7					
Value Added: Public Area	X		Beautification and enlargement of existing public space ****	4					
Project Evaluation System Score				=67pt					

AGENDA

PROJECT EVALUATION SUMMARY

Application Location	Program	Property Size	Project Details	Estimate Eligible Project Costs	Current Tax Ass.	Estimate Post Dev. Tax Ass.	Estimated Post Dev. Increase in Annual City Tax	Annual City Incentive (45% of increase in annual taxes)	Total City Incentive value (over 10 years)
60 Vine Street S	TIF	1.045 Ha	Private road development with 61 dwelling units (1 triplex, 10 stacked townhouses)	\$30,157,038	\$260,000	\$18,359,000	\$120,413	\$54,186	\$541,859
Evaluation									
	Yes	No	Comments	Points					
Complete Application	X			n/a					
Outside Downtown Priority Neighbourhood									
Redevelopment	X		Queenston Priority Neighbourhood	4					
Remediation		X	Less than 1%*	0					
Core Housing: Housing		X		0					
Core Housing: Location		X		0					
Heritage Restoration/ Conservation		X		0					
Mixed Use Component		X		0					
Density Generation	X		127 people and jobs per Ha**	3					
Investment: Project Cost	X		>\$30 million	8					
Investment: Annual Property Taxes Increase	X		>600%	16					
Value Added: Sustainability	X		Bike parking spaces exceeds zoning requirements	1					
Value Added: Public Area Contribution	X		public benches	1					
Project Evaluation System Score				= 33 pts					

Notes:

\*Environmental remediation equal to an estimated \$186,564 in eligible costs, less than 1% of total project costs. An additional \$321,059 in remediation costs not retroactively eligible

\*\*based on 1.8 people/triplex unit, 2.2 people/ stacked townhouse unit

# PROJECT EVALUATION SUMMARY

Application Location	Program	Property Size	Project Details	Estimate Eligible Project Costs	Current Tax Ass.	Estimate Post Dev. Tax Ass.	Estimated Post Dev. Increase in Annual City Tax	Annual City Incentive (45% of increase in annual taxes)	Total City Incentive value (over 10 years)
47 Hastings Street	TIF	0.451 Ha	Construction of a 5-storey, 54-dwelling unit condominium building	\$16,145,849	\$516,000	\$10,524,700	\$66,588	\$29,965	\$299,646
Evaluation					<div>Notes:</div> <div>*based on 1.8 people/ unit</div>				
	Yes	No	Comments	Points					
Complete Application	X			n/a					
Outside Downtown Priority Neighbourhood									
Redevelopment	X		Hartzel Road/ Merritton Priority Neighbourhood	4					
Remediation		X		0					
Core Housing: Housing		X		0					
Core Housing: Location		X		0					
Heritage Restoration/ Conservation		X		0					
Mixed Use Component		X		0					
Density Generation	X		215 people and jobs per Ha*	5					
Investment: Project Cost	X		\$20-30 million	6					
Investment: Annual Property Taxes Increase	X		>600%	16					
Value Added: Sustainability		X		0					
Value Added: Public Area Contribution		X		0					
Project Evaluation System Score				=31 pt					

AGENDA



## Corporate Report City Council

**Report from:** Planning and Building Services

**Report Date:** June 21, 2022

**Meeting Date:** July 18, 2022

**Report Number:** PBS-107-2022

**File:** 60.2.67

**Subject:** The Creation of Administrative Penalties for Violations of the City's Vacant Building Registry By-law.

### Strategic Pillar:

This report aligns with the following St. Catharines Strategic Plan pillars: Social Well-Being.



### Recommendation

That Council approves an amendment to Schedule "B" of the Non-Parking Administrative Penalties By-law 2021-68, to include the City of St. Catharines Vacant Building Registry By-law 2022-97 as amended, as a Designated By-law as attached in Appendix 1; and

That the City Solicitor be directed to prepare the necessary by-law amendments.

### Relationship to Strategic Plan

The recommendation of Report PBS-107-2022 supports the Social Well-Being strategic goal of Council's Strategic Plan to building and support strong, inclusive neighbourhoods that provide high quality of life for residents of all ages.

### Background

The By-law Enforcement Division of the Planning and Building Services Department is embarking on a review of existing municipal by-laws. In 2021, Council approved a Non-Parking Administrative Monetary Penalty System (AMPS) By-law 2021-68 to set the foundation for a modernization of by-law enforcement efforts. Since then, Council has approved the creation of administrative penalties for the City's Short-term Rental Licensing By-law, Boulevard By-law, Waste By-law, and Long Grasses and Weeds By-law. On May 30, 2022, Council approved the Vacant Building Registry By-law, to address growing concerns from the community regarding property standards issues and safety concerns arising from vacant buildings. The purpose of this report is the inclusion

of the City's Vacant Building By-law into the Non-Parking Administrative Monetary Penalty System for more effective enforcement.

## Report

The City's Vacant Building Registry By-law 2022-97 can be included as Designated By-laws under the City's Non-Parking Administrative Penalties By-law 2021-68. As such, administrative penalties can be imposed on a non-compliant property and may expedite compliance based on the monetary penalty amounts that can be accumulated. A modernized progressive penalty system is recommended (tier 1, tier 2, tier 3), to address problematic properties. As non-parking administrative penalties are added to the property tax roll if not paid, the municipality not only has leverage to ensure penalty payment, but a tiered system also holds repeat offenders more accountable based on increasing penalty amounts. In matters of repeat non-compliance, an administrative penalty can be issued in addition to an Order for non-compliance requiring registration or remedial action and can also be issued for every day that the violation continues.

## Penalties

With respect to Local Area Municipalities (LAMs), the City of Welland has a Vacant Building Registry By-law. All other municipalities in Niagara Region address the matter under their property standards by-law, a practice which was shared by the City until recently. The initial registration fee for a vacant building in Welland is \$200, and the corresponding administrative penalty for non-compliance is double the registration fee at \$400. As the annual registration fee in the City of St. Catharines is \$800 plus a \$350 initial registration fee for a total of \$1,150, the proposed tier 1 (first offence) penalty for non-compliance is \$1,250. Matters of continued non-compliance and repeat offenders can be addressed under a tiered penalty structure, with recommended penalties of \$2,000 (tier 2) for a repeat offence, and \$2,500 (tier 3) for a third and subsequent offence. The proposed penalty structure (Appendix 1) for the City of St. Catharines, will address other matters related to vacant buildings to further enhance compliance. This will include failing to post contact information signage, failing to provide required sufficient monitoring documentation showing bi-weekly inspections and failing to provide a required report on request. Properties that receive repetitive attendance for non-compliance can receive a penalty notice for each day the offences continue, in addition to any administrative fees for inspections in accordance with the City's Rates and Fees By-law 2021-101.

## Financial Implications

Administrative Penalties administered for non-compliance will be collected in the same manner as property taxes. Utilizing an Administrative Monetary Penalty System (AMPS) for the Vacant Building Registry By-law 2022-97 will require less By-law Division staff time to prepare prosecution briefs and attend court for matters of non-compliance. In addition, the ability to serve a penalty notice by mail or posting to property without a requirement to personally serve, reduces staff time lost attempting to serve court documents and those purposely evading prosecution. As this is a new by-law, there is no historical data to base estimates on in terms of the amount AMPS penalty notices issued

and for which type of offence. Based on a voluntary compliance rate of 95% with a known 100 vacant buildings in the City, it is estimated that approximately five penalty notices will be issued for failing to register a vacant building. Not including repeat offenders for higher penalties, that would be approximately \$6,250 in monetary penalties administered in the first year for non-compliance.

## **Conclusion**

The City's By-law Enforcement most effective method to ensure property owners register and maintain their vacant buildings requires administrative penalties for non-compliance. Implementing AMPS for violations of the City's Vacant Building Registry By-law 2022-97 will decrease timelines to obtain compliance based on progressive penalties for non-compliance and will significantly decrease the amount of time required to prosecute for matters of non-compliance. Furthermore, penalties that can be applied directly to the tax roll of the property, will result in a higher probability of recovering monetary penalties imposed, and obtaining compliance from property owners.

## **Prepared and Submitted by**

Paul Chudoba  
Manager By-law Enforcement and Licensing

## **Approved by**

Tami Kitay  
Director Planning and Building Services

Sandor Csanyi  
Acting Director Legal and Clerks Services

## **Appendices**

Appendix 1 - Amendment to Schedule "B" of the City of St. Catharines By-law 2021-68.

**#. DESIGNATED BY-LAW PROVISIONS – VACANT BUILDINGS**  
**[BY-LAW NO. 2022-97]**

Column 1 in the following table lists the provisions in the corresponding by-law that are hereby designated for the purpose of establishing an administrative monetary penalties system.

Column 2 in the following table sets out the short form wording to be used in a Penalty Notice for the contravention of the designated provisions listed in column 1.

Column 3 (“Administrative Penalty Tier 1”) sets out the Administrative Monetary Penalty amounts that are payable for the first (1st) contravention of the designated provision listed in Columns 1.

Column 4 (“Administrative Penalty Tier 2”) sets out the Administrative Monetary Penalty amounts that are payable for a second (2nd) contravention of the designated provisions listed in Column 1 by the same person(s) within a six (6) month period since the penalty notice was issued for the first (1st) contravention of the designated provision in Column.

Column 5 (“Administrative Penalty Tier 3”) sets out the Administrative Monetary Penalty amounts that are payable for a third (3rd), or greater, contravention of the designated provisions listed in Column 1 by the same person(s) within a one (1) year period since the previous penalty notice was issued for the second (2<sup>nd</sup>) or greater, contravention of the of the designated provision in Column 3.

ITEM	COLUMN 1 Designated Provisions	COLUMN 2 Short Form Wording	COLUMN 3 Administrative Penalty Tier 1	COLUMN 4 Administrative Penalty Tier 2	COLUMN 5 Administrative Penalty Tier 3
1.	9(a)	Fail to register a Vacant Building	\$1,250	\$2,000	\$2,500
2.	9(b)	Fail to ensure property complies with all applicable City By-laws and all applicable Provincial Statutes and Regulations.	\$250	\$500	\$750
3.	9(c)	Fail to post required signage	\$250	\$500	\$750
4.	9(d)	Fail to provide sufficient monitoring documentation	\$250	\$500	\$750
5.	9(e)	Fail to provide a sufficient report as required	\$250	\$500	\$750





## Corporate Report City Council

**Report from:** Legal and Clerks Services, Office of the City Clerk

**Report Date:** July 7, 2022

**Meeting Date:** July 18, 2022

**Report Number:** LCS-119-2022

**File:** 10.12.1

**Subject:** Council Correspondence

**Strategic Pillar:**

### Recommendation

That Council receive and file the items listed within the report; and

That Council appoint the individual outlined in the confidential letter from the Executive Director of the St. Catharines Downtown Association to the Board of the St. Catharines Downtown Association; and

That Council receive and file additional correspondence distributed for the meeting held July 18, 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 17, 2022 to July 8, 2022.

The information regarding appointments for vacancies on the Board of the St. Catharines Downtown Association, is being provided through confidential letter as discussion of the merits of the individual applicant could be considered a personal matter about identifiable individuals. The letter will be placed in Council's SugarSync folder prior to the Council meeting of July 18, 2022. The appointment approved by Council will be published in the meeting minutes.

### Resolutions

1. City of Owen Sound – re. Removal of Municipal Councillors Under Prescribed Circumstances
2. Hastings County – re. Expanding Amber Alert System

### Correspondence

3. Correspondence from Owners of 66A 66B and 66C Marsdale re. Purchasing Lands
4. AMO Watchfile – June 23, 2022
5. AMO Watchfile – June 30, 2022
6. AMO Watchfile – July 7, 2022

## **Memorandums from Staff**

7. Memorandum from Manager of Environmental Services - re. Drinking Water - Blue-Green Algae

## **Reports Requested by Council**

8. Outstanding Reports List – updated July 7, 2022

### **Prepared by**

Sarah McWilliams  
Council and Committee Coordinator

### **Submitted and Approved by**

Kristen Sullivan  
Acting City Clerk

## Sub-item 1

July 6, 2022

Honourable Steve Clark  
Minister of Municipal Affairs and Housing  
17<sup>th</sup> Floor, 777 Bay St.  
Toronto ON M7A 2J3

### ***Via Email***

Dear Minister Clark:

### **Re: Removal of Municipal Councillors Under Prescribed Circumstances**

City Council, at its meeting held on May 30, 2022, considered the above-noted matter and passed Resolution No. R-220530-013 as follows:

**"WHEREAS across municipal councils in Ontario there have been appalling instances of misogyny and hatred; and**

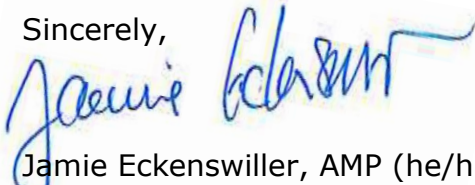
**WHEREAS the powers of the Office of the Integrity Commissioner do not include the ability to recommend expulsion of councillors;**

**NOW THEREFORE BE IT RESOLVED THAT City Council direct staff to send a letter to the Ministry of Municipal Affairs and Housing with copies being sent to the federal government, provincial government, Association of Municipalities of Ontario (AMO), and all Ontario municipalities, requesting that the Ministry:**

- 1. Study the merits of allowing the recall of municipal councillors under carefully prescribed circumstances, including displays of hatred, misogyny and all forms of discrimination; and**
- 2. Facilitate strengthened and ongoing orientation and training sessions for councils, local boards, and committees."**

If you have any questions or concerns, please do not hesitate to contact me.

Sincerely,



Jamie Eckenswiller, AMP (he/him)  
Deputy Clerk  
City of Owen Sound

cc. Government of Canada  
Government of Ontario  
Association of Municipalities of Ontario  
All Ontario Municipalities



Office of the Warden, C.A.O. & Clerk  
Hastings County

## Sub-item 2

235 Pinnacle St. Postal Bag 4400, Belleville ON  
K8N 3A9

Tel: (613) 966-1311  
Fax: (613) 966-2574  
[www.hastingscounty.com](http://www.hastingscounty.com)

July 4, 2022

The Honourable Doug Ford  
Premier of Ontario  
Minister of Intergovernmental Affairs  
Premier's Office  
Room 281  
Legislative Building, Queen's Park  
Toronto, ON M7A 1A1

VIA email: [doug.fordco@pc.ola.org](mailto:doug.fordco@pc.ola.org)

Dear Premier Ford:

**Re: Hastings County Council – June 30, 2022 – Expanding Amber Alert System**

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Please be advised that the Council of the County of Hastings, at its regular meeting held June 30, 2022, passed the following resolution:

Moved by: Councillor Tom Deline  
Seconded by: Councillor Loyde Blackburn

**WHEREAS** we have all become aware of the recent tragic death of Draven Graham, and 11 year old child on the autistic spectrum, after walking away from the family home;

**WHEREAS** the Amber Alert has been very effective in announcing to the public, children who have been abducted and;

**WHEREAS** a similar alert program for those who have special needs who leave family custody would seem to be warranted in the Province of Ontario;

**BE IT RESOLVED THAT** the County of Hastings request the Province of Ontario to develop and implement a community warning program similar to Amber Alert for those persons of special needs or circumstances who leave the caregivers or locations and potentially put themselves at risk;

Letter to the Honourable Doug Ford, Premier  
Expanding Amber Alert System

Page 2 of 2

**AND THAT** copies of this resolution be forwarded to Premier Ford, the leaders of the Opposition Parties in Ontario, the District School Boards, all Hastings County Municipalities, and the local Ontario Provincial Police Service to ask them to support the resolution.

**Carried**

I trust you will find this in order; however should you have any questions or concerns, please do not hesitate to contact me at 613-966-1311, ext. 3205 or via email at [bradleyc@hastingscounty.com](mailto:bradleyc@hastingscounty.com).

Yours Truly,

A handwritten signature in black ink, reading "Cathy Monzon-Bradley". The signature is written in a cursive, flowing style.

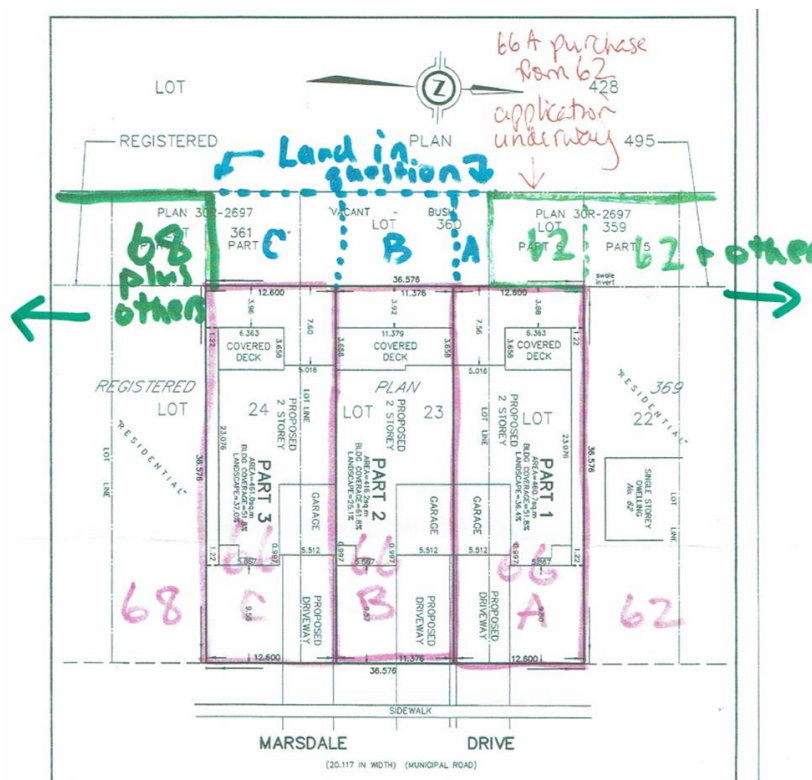
Cathy Monzon-Bradley  
County Clerk

Copy: The Honourable Stephen Lecce, Minister of Education to all Ontario School Boards  
Mr. Peter Tabuns, Interim Leader NDP - Leader of Official Opposition  
Mr. Steven Del Duca, Leader of the Liberal Party  
All Ontario Municipalities  
Ontario Provincial Police Local Detachments - Centre Hastings and Bancroft  
Hastings County Member Municipalities

## Sub-item 3

We are the owners of [66A, 66B and 66C Marsdale Drive](#). Together, our three lots comprise a 3-unit townhouse dwelling. We have submitted a request to acquire a rectangle of City lands to the west of (behind) our lots currently part of Town and Country Park. Each of our lots were created by consent as part of a residential infill project in 2018. The depth of each of our lots is approximately 36.5 metres. The rear lot lines to the north and south of our townhouse block extend well beyond our rear lot lines, by approximately 9.0 metres, creating an inconsistency in the lot line along the park boundary. The proposed land acquisition would provide a consistent alignment of the rear lot lines in this vicinity.

More specifically, the request for 66A Marsdale Drive is to acquire a portion of land measuring 3.46 m by 9.14 m, and to merge that with Lot 22 Part 1 as outlined on the colour coded diagram below (blue 'A'). The requests for 66B and 66C Marsdale Drive are to each acquire a portion of land measuring approximately 12.47m (the width each lot) by 9.14m and for 66B to merge that portion with Lot 23 (blue 'B' on the colour coded diagram) and for 66C to merge that portion with Lot 24 part 1 (blue 'C'). This land conveyance would address the existing encroachments and result in the alignment of the adjacent rear lot lines in this area.



As already mentioned, the lot configuration in this area indicates the lands in question form a very small indentation of parkland. Lands to the north and south of the subject lands are private. The impact of the sale of the land on the park is considered to be minimal since it is a naturalized area of the park and not used for active recreational use (playing fields, playgrounds etc). We are not seeking a rezoning out of the Greenbelt Zoning and intend to maintain the land as a naturalized area and woodlot.

Council should be aware that a number of hazardous dead trees to the rear of our lots were cut down by City staff in the past couple of years. We did not undertake on our own to remove any trees on City property.

For your information there are planning related applications for 66A Marsdale which are requested for deferral from consideration by the Committee of Adjustment, until such time as this request is decided by Council. The planning applications are intended to facilitate the conveyance of Lot 359 Part 6 on the colour coded diagram from Part 5 to Lot 22 Part 1 which would create a more regular lot for 66A Marsdale Drive.

City staff have recommended against proceeding with this sale. However, we are asking Council to recommend proceeding with the sale because this small piece of the park is not used for any active recreational use and it is virtually inaccessible to the public except through the townhouse units themselves. Our councillors Matt Harris and Joe Kushner gave notice of motion at the last Council meeting on June 26 to sell the land and to transfer the proceeds to the park fund for future parkland acquisition.

We understand that the Council has granted similar requests based on individual circumstances. We ask Council to consider our circumstances, as outlined above, and grant approval for the proposed land acquisition. Should any member of Council wish to visit our properties to review the context of this request, we are happy to arrange a visit at your convenience. We would like to invite you to visit our back yards personally at your convenience so that you can see for yourselves the minimal impact. Suggested dates are Friday July 8 or Friday July 15 anytime. If neither of those dates work, please let us know and we will sort out another time.

Thanks in advance for your support.

Tamara Morris and Lorne Smith, 66A Marsdale Drive

Brenda and Rick Audette, 66B Marsdale Drive

Diane and Wes Turner, 66C Marsdale Drive

## Sub-item 4



June 23, 2022

### In This Issue

- Call for nominations to AMO Board of Directors.
- Conservation Authorities Act Regulations Webinar – Recording Available Soon.
- Survey Reminder: Flood Hazard Identification Mapping Program.
- Last Chance to Request Your Delegation Meeting.
- AMO 2022 Conference Programming – Supporting Members Needs!
- Get the risk and claims system your municipality deserves.
- Final Countdown – One week to energy reporting deadline.
- Blog: Advantages of E-Permitting for Municipal Governments and Citizens.
- Careers.

### 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.

Conservation Ontario and AMO co-hosted a webinar on Wednesday, June 22nd to discuss the second phase of regulations under the Conservation Authorities Act. A recording will be available through next week's WatchFile.

### Federal Matters

A survey on the [Federal Flood Hazard Identification and Mapping Program](#) closes this week. Municipalities are encouraged to complete a [survey](#) expressing early interest in pursuing funding for eligible projects and can find a webinar with program details [here](#).

### Eye on Events

Your opportunity to request delegation meetings with Provincial Cabinet Ministers ends tomorrow – Friday June 24 at 5pm! Do not miss this opportunity to discuss local issues of concern at AMO 2022. To request a meeting [click here](#). To register for AMO 2022 [click here](#).

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 for the Town of Shelburne and a Regional Councillor for the County of Dufferin 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.

### **LAS**

We're in the home stretch – only one week left to submit your reports to the Ministry of Energy. O. Reg. 507/18 reports for energy used in 2020 is due by July 1, 2022. For questions, email [BPSsupport@ontario.ca](mailto:BPSsupport@ontario.ca).

Building permits are an essential layer in safe construction, but the work surrounding them can often slow down community development. Read how municipal governments can issue online building permits 80% faster than paper-based systems.

### **Careers**

Director, Divisional Delivery Branch/ Integration Branch - Ministry of Northern Development, Mines, Natural Resources and Forestry. The Director, Divisional Delivery Branch provides operational leadership to the division's direct delivery programs and functions to effectively implement province-wide programs and initiatives. The Director, Integration Branch provides strategic planning and coordination to support the delivery of natural resources programs and operational policies to enable effective delivery across the province. Apply online by June 23.

Construction Project Manager, Technical Services - Housing Services Corporation. Responsible for providing project management services for clients who operate social and affordable housing across Ontario. Apply to [humanresources@hscorp.ca](mailto:humanresources@hscorp.ca) by July 16.

Supervisor, Property Maintenance and Capital Projects - District of Parry Sound Social Services Administration Board. This position will implement, co-ordinate and monitor the completion of all capital projects. Apply to [jobs@psdssab.org](mailto:jobs@psdssab.org) July 6.

Program Analyst, Corporate Asset Management - City of Hamilton. Responsible for supporting the engagement of asset owners from across the organization on the evolution of managing all corporate assets cohesively. Apply online by June 29.

Sr. Manager, Watershed Plans & Source Water Protection - Credit Valley Conservation. Responsible for the strategic and daily management of the drinking

water source protection program for the CTC Source Protection Region. Apply to [hr@cvc.ca](mailto:hr@cvc.ca) by July 3.

### 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

[Conferences/Events](#)

[Policy and Funding Programs](#)

[LAS Local Authority Services](#)

[MEPCO Municipal Employer Pension Centre of Ontario](#)

[ONE Investment](#)

[Media Inquiries](#)

[Municipal Wire, Career/Employment and Council Resolution Distributions](#)

### 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.

### 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.

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](#).

### 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**

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 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](mailto:BPSsupport@ontario.ca).

**Careers**

Director, Divisional Delivery Branch/ Integration Branch - Ministry of Northern Development, Mines, Natural Resources and Forestry. The Director, Divisional Delivery Branch provides operational leadership to the division's direct delivery programs and functions to effectively implement province-wide programs and initiatives. The Director, Integration Branch provides strategic planning and coordination to support the delivery of natural resources programs and operational policies to enable effective delivery across the province. [Apply online](#) by June 23.

Construction Project Manager, Technical Services - Housing Services Corporation. Responsible for providing project management services for clients who operate social and affordable housing across Ontario. Apply to [humanresources@hscorp.ca](mailto:humanresources@hscorp.ca) by July 16.

Supervisor, Property Maintenance and Capital Projects - District of Parry Sound Social Services Administration Board. This position will implement, co-ordinate and monitor the completion of all capital projects. Apply to [jobs@psdssab.org](mailto:jobs@psdssab.org) July 6.

Program Analyst, Corporate Asset Management - City of Hamilton. Responsible for supporting the engagement of asset owners from across the organization on the evolution of managing all corporate assets cohesively. [Apply online](#) by June 29.

**About AMO**

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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!

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[Policy and Funding Programs](#)

[LAS Local Authority Services](#)

[MEPCO Municipal Employer Pension Centre of Ontario](#)

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## Sub-item 5



June 30, 2022

### In This Issue

- Conservation Authorities Act Regulations Webinar – Recording Available.
- AMO 2022 Delegation Requests Extended to Tomorrow!
- Resources on non-full-time employee enrolment in OMERS.
- Gender-responsive Public Budgeting Online Course.
- Careers.

### AMO Matters

Conservation Ontario and AMO co-hosted a webinar on Wednesday, June 22nd to discuss the second phase of regulations under the Conservation Authorities Act. A recording is available [here](#).

### Eye on Events

Your opportunity to request delegation meetings with Provincial Cabinet Ministers ends tomorrow – Friday June 30 at 5pm! Do not miss this opportunity to discuss local issues of concern at AMO 2022. To request a meeting [click here](#). To register for AMO 2022 [click here](#).

### MEPCO

Starting January 2023, non-full-time employees can join the OMERS Plan. OMERS has created an [FAQ on non-full-time enrolment](#) and is hosting training sessions for employers on [July 20](#) and [July 25](#).

### Municipal Wire\*

This [course](#) provides the basics on gender responsive budgeting, including identifying gaps and inequalities between men and women in the provision of services and considering measures to promote equality. The course is available in English and French. It is composed of nine modules and should take seven hours to complete.

### Careers

[Director, Community and Indigenous Supports Branch - Ministry of Children, Community and Social Services](#). Provide strategic leadership to programs and services that support victims of Indigenous communities across Ontario. [Apply online](#) by July 5.

[Treasurer - Municipality of Magnetawan](#). Reporting to the CAO and Council, serves as the Municipality's Chief Financial Officer and custodian of the revenues and securities, liaises with other department heads. Apply to [clerk@magnetawan.com](mailto:clerk@magnetawan.com) by July 13.

[Election Compliance Audit Committee Member - City of Hamilton](#). The Committee is responsible for making decisions on Applications for municipal election campaign

finance compliance audits by electors and on reports from the City Clerk. Apply to [elections@hamilton.ca](mailto:elections@hamilton.ca) by July 29.

[Supervisor, Immunization Services - Halton Region](#). Provide leadership, supervision and support to a team including Public Health Nurses, Registered Nurses, Registered Practical Nurses and Program Assistants. [Apply online](#) by July 12.

[Director of Finance / Chief Financial Officer - City of Greater Sudbury](#). Lead the Finance Division with a continuous improvement mindset and an emphasis on innovation to ensure collaboration and planned business outcomes. Apply to [hrjobs@greatersudbury.ca](mailto:hrjobs@greatersudbury.ca) by July 20.

[Project Manager, Traffic Engineering - Region of Peel](#). Responsible for leading a major innovative project to develop a formal business case, in consultation with the Peel Region Local Municipalities. [Apply online](#) by July 20.

[Communications, Advertising and Marketing Officer - City of Kawartha Lakes](#). Consult with City departments to determine needs and objectives for projects and then develop communications and marketing plans to achieve desired results. [Apply online](#) by July 10.

[Supervisor, Policy Planning - City of Kawartha Lakes](#). Provide supervision and effective leadership and direction in the planning, coordination and management of policy development. [Apply online](#) by August 1.

## About AMO

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## Sub-item 6



July 7, 2022

### In This Issue

- AMO is seeking a new Director of Policy and Government Relations.
- 2022-24 AMO Board of Directors Nominations Report.
- Housing in Ontario and Bill 109.
- AMO is proud to announce 2022 Conference keynote speaker, Dr. Samantha Nutt.
- AMO Board election - Caucus affiliation deadline.
- Blog: AMO Conference - Live and In-person.
- FCM funding for road assessments ends soon!
- Promote your RFP with OMSSA.
- Careers: Brockton, Brampton, Oakville, Fairhaven LTC and Georgina.

### AMO Matters

Are you an accomplished leader interested in having a transformational impact on public policy in Ontario? Then consider the opportunity to become AMO's next Director of Policy and Government Relations. Please take a moment to review the [position profile](#) and consider what you want your next accomplishments to be. Confidential inquiries from qualified candidates should be directed to [HR@amo.on.ca](mailto:HR@amo.on.ca) with complete applications due by August 22, 2022.

The Secretary-Treasurer has released the [Nominations Report](#) for the AMO Board of Directors with a list of confirmed candidates. Elections will be held at the Annual Conference & General Meeting August 15-17, 2022.

AMO members are encouraged to review AMO's [recent work](#) on housing and homelessness as they navigate the changes set out in [Bill 109: the \*More Homes for Everyone Act\*](#).

### Eye on Events

A medical doctor, a founder of renowned global organization, War-Child, Dr. Nutt will explore the idea of *Building Better Communities Through Principled Leadership in Challenging Times*. Dr Nutt is one of the many outstanding educational opportunities at AMO 2022. [Register](#) today.

The deadline to change your Caucus affiliation to vote in the AMO Board election is July 18. If you wish to change the Caucus in which you are currently registered, please email [events@amo.on.ca](mailto:events@amo.on.ca) with your name and desired Caucus affiliation **before**

**the July 18 deadline.** Still need to register? Make sure to choose your caucus when doing so.

### **LAS**

The last two years the Association of Municipalities of Ontario hosted the annual conference and general meeting virtually. This year we are finally able to gather again, live and in-person in Ottawa for August 2022. What can you expect? Read more here.

If you were thinking of using FCM's Municipal Asset Management Fund (MAMP) for your Road & Sidewalk Assessment this year, you'll want to act quick. FCM is closing the application window on July 15 at midnight. Don't delay, apply today!

### **Municipal Wire\***

Post your open RFPs to OMSSA's RFP Board and have it shared with human services professionals across Ontario. Email jobs@omssa.com to post your opportunity. Subscribe today to receive open opportunities.

### **Careers**

Director of Operations - Municipality of Brockton. Provides supervision, management, leadership, technical expertise and related communications. Apply to ifarrell@brockton.ca by July 29.

Supervisor, Inspections, Building - City of Brampton. Responsible for the field supervision of inspectors; monitors the inspection program to ensure proper and consistent application of technical standards. Apply online by July 14.

Supervisor, Database and Development - Town of Oakville. Responsible for supporting the Town's ITS leadership in their efforts at overseeing, managing and leveraging the IT Assets and Service. Apply online by July 20.

Executive Director - Fairhaven LTC Home. Responsible for strategic planning, administration, financial control and evaluation of all services, programs and activities. Apply online by August 5.

Manager, Capital Delivery - Town of Georgina. Responsible for business planning, financial management, public participation/ communication, Council reporting, technical expertise and construction contract administration. Apply online by July 22.

### **About AMO**

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**Memorandum****Sub-item 7**

**To:** Mayor and Council

**Cc:** David Oakes, CAO  
Erin O'Hoski, Deputy CAO  
Anthony Martuccio, Director EFES

**From:** Mark Green, Manager of Environmental Services, EFES

**Date:** July 8, 2022

**Subject:** Drinking Water - Blue-Green Algae

---

## **Purpose**

This memo has been prepared in response to the following information Request made at the Council meeting held on March 28, 2022:

Report back on the risk of Blue-Green Algae to the water supply. Councillor Williamson.

## **Background**

Blue-green algae, also called cyanobacteria, are a type of microscopic bacteria that occur naturally in freshwater especially from late summer to early fall. Under certain environmental conditions, these algae can grow rapidly and form large masses that are known as algae blooms. Some, but not all, blue-green algae blooms are considered harmful as they may produce toxins that can be harmful to human health.

Over the last several years there have been numerous reports of algae blooms in the Great Lakes, including Lake Erie. Lake Erie is the source of water for the DeCew Water Treatment Plant which provides water to St. Catharines and the surrounding municipalities. The Decew Water Treatment Plant is owned and operated by the Niagara Region.

Municipal drinking water sources are routinely monitored for the presence of algae and the harmful toxins they can produce during peak algae season. At the Decew Water Treatment System, the Region monitors for blue-green algae (microcystin) and visual observation in the source water. Under the Ontario Drinking Water Standards the maximum allowable concentration of microcystin in drinking water is 1.5 micrograms per Litre.

## **Sub-item 7**

The Niagara Region reports any detection of total microcystin or visual observation of potential blue-green algae to the Ministry of the Environment, Conservation and Parks, the Public Health Department and the relevant local municipalities. Once it is detected a number of actions are taken by the Region including process changes, enhanced monitoring and communication.

Conventional surface water treatment plants, such as the DeCew Plant using coagulation, clarification and filtration, are effective in removing cyanobacterial (blue-green algae).

Additional information can be found on the Niagara Region's website at:  
[Blue-green Algae - Niagara Region, Ontario](#)

## **Summary**

Blue-green algae is a naturally occurring bacteria found in freshwater, especially from late summer to early fall. The Niagara Region routinely monitors for the presence of algae during peak algae season.

There are existing processes in place to monitor, notify and respond whenever the presence of algae is detected in the source water.

The DeCew Water Treatment Plant is effective at removing blue-green algae.

Blue-green algae is a known potential risk to drinking water systems. There are robust processes in place to monitor it and respond when needed. Residents and businesses can be confident St. Catharines continues to provide safe, high quality drinking water.

# City Council Outstanding Reports List

# Sub-item 7

## Reports by Strategic Pillar

<b>Cultural</b>	1	<b>Economic</b>	4
<b>Environmental</b>	3	<b>Social</b>	22

Reports Related to Strategic Plan 30

Reports Unrelated to Strategic Plan 3

Updated: July 7, 2022

Relation to Strategic Plan	ORL #	Requested	Requested by	Request	Lead Dept.	Expected Return Date	Comments
<b>Cultural</b>	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	Q3 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
<b>Economic</b>	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	Q3 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.
<b>Economic</b>	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
<b>Economic</b>	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	
<b>Environmental</b>	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
<b>Environmental</b>	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
<b>Environmental</b>	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.
<b>Social</b>	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
<b>Social</b>	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	
<b>Social</b>	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
<b>Social</b>	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
<b>Social</b>	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	
<b>Social</b>	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

Relation to Strategic Plan	ORL #	Requested	Requested by	Request	Lead Dept.	Expected Return Date	Comments
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:** Economic Development and Tourism Services

**Report Date:** June 21, 2022

**Meeting Date:** July 18, 2022

**Report Number:** EDTS-108-2022

**File:** 35.60.20

**Subject:** 2022 Niagara Grape and Wine Festival Fee for Service Agreement

### Strategic Pillar:

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



## Recommendation

That Council authorize a fee-for-service agreement (the Agreement) with the Niagara Grape and Wine Festival (the Festival) for the period covering 2022, for the provision of services associated with the Festival which identifies an annual disbursement plus in-kind fees, as indicated in the Agreement to the maximum amount shown therein, with the understanding that the Festival is responsible for all City related costs over and above; and

That the Agreement include a cash disbursement of \$65,000 for 2022; and

That the City Solicitor be directed to prepare the necessary documents and by-laws.

## Relationship to Strategic Plan

This report supports the following Strategic Plan Goal's identified by Council:

- Social Sustainability: connects, people, places and neighbourhoods.
- Economic Sustainability: develop partnerships to enhance the economic vitality of the community.
- Cultural Sustainability: embrace diversity and celebrate the community's heritage and history.

## Background

Since 1998, City staff have negotiated and implemented a fee-for-service agreement (Agreement) between the Niagara Grape and Wine Festival (NGWF) and the Corporation of the City of St. Catharines.

On August 12, 2019, Council approved the following annual disbursements to the NGWF subject to satisfactory reports back:

- 2019 - \$50,000 cash + \$45,300 in-kind City Services\*
- 2020 - \$55,000 cash + \$45,300 in-kind City Services\*
- 2021 - \$60,000 cash + \$45,300 in-kind City Services\*
- 2022 - \$65,000 cash + \$45,300 in-kind City Services\*
- 2023 - \$70,000 cash + \$45,300 in-kind City Services\*

\* in-kind City Services include Montebello Park rental, preparation and rehabilitation and other City Services as needed to deliver Montebello Park and Grande Parade programming during the Fall Festival. These services were not accessed during the 2021 NGWF. Furthermore, the value of in-kind services further fluctuates based on the associated schedule of rates and fees in each corresponding year.

The NGWF is currently in the fourth year of a five-year Agreement. Throughout the COVID-19 pandemic, the NGWF focused on ensuring the viability of the festival by operating on minimal programming. The purpose of this report is to provide Council with an update on the 2022 action plan and return to an enhanced in-person program of events.

## Report

In existence for more than 70 years, the NGWF remains Canada's largest wine and culinary festival. The COVID-19 pandemic has had an unprecedented impact on its operations and ability to execute its program of events. The declaration of the state of emergency in Ontario coupled with the prohibition of large public gatherings over the past two years has resulted in the cancellation or alteration of:

- Spring Sparkles Festival in 2020 and 2021 – cancelled
- Homegrown Festival 2020 and 2021 (cancelled) 2022 - altered
- Icewine Festival 2021 – cancelled
- Fall Festival 2020 and 2021 – altered

## 2022 Programming

The NGWF is a significant economic and cultural driver for the City of St. Catharines. The Council-approved Economic Development and Tourism Pandemic Recovery Strategy identifies the continued support of the tourism sector through targeted marketing campaigns and product development. The 2022 NGWF program is well-aligned with the recovery plan by engaging in joint marketing efforts while exploring new partnerships with the downtown and businesses to enhance new event experiences.

A new experience planned for 2022 includes a Grape and Wine Month program of daily events and activities based on harvest to table themes throughout St. Catharines and Niagara. The 2022 program will also see the return of the Grande Parade, Pied Piper Parade, an enhanced Montebello Park Wine & Culinary Experience, as well as the popular Fall Discovery Pass program.

## **Grape and Wine Month**

As an anchor event for downtown St. Catharines, the NGWF will collaborate with hospitality and industry partners to create grape and wine themed events throughout the month of September. The NGWF will engage with businesses, musicians, artists, and community members to develop core programming.

### **Concepts include:**

- Wine and Culinary events at local restaurants paired with sampling menus.
- Nature bound, exploring Niagara's outdoor adventures, followed by wine tasting and vineyard tours.
- Immersive wine experiences that include blending seminars, themed flight tasting, tours and active harvest engagement.
- Tailored art themes art and retail events that include pairings with local VQA wines.

## **Montebello Park, Wine & Culinary Experience**

Montebello Park will be transformed into a wine and culinary festival during the last two weekends in September. Admission is free and will feature over 100 VQA wines and 15 local culinary vendors with food and beverage available for purchase.

### **2022 Program Highlights:**

- 50 hours of live local music.
- Harvest Lounge at the historic pavilion and VIP seating.
- Sommelier Bar, a premium wine bar set in the historic bandshell.
- Family Fun Zone that will provide free entertainment for kids on Saturdays and Sundays with the support of area businesses.
- #MyWineLife interactive exhibit that includes newly themed and immersive rooms that are photo-friendly and easily shared for social platforms (like Instagram)
- In Good Spirits Lounge situated in the rose garden, this space will feature cocktails made with grape-based spirits.

### **The hours of operation are as follows:**

- Friday(s) September 16 & 23 from 6pm to 11pm
- Saturday(s) September 17 & 24 from 12pm to 11pm
- Sunday(s) September 18 & 25 from 12pm to 5pm

## **Grande Parade and Pied Piper Parade**

Saturday September 24 will mark the 70<sup>th</sup> Anniversary of the Grande Parade, featuring over 70 live performances. The Grande Parade starts at 11 a.m. at Lake St. and Welland Avenue and will continue to James St. to Ontario St. and St. Paul St. The Pied



Piper Family Parade will also take place on September 17 at 11 a.m. at Montebello Park.

## **Discovery Pass Program**

This program will bring in more than one thousand visitors to the Niagara Region and include winery locations from multiple municipalities, pairing both wine and culinary. The discovery pass includes over 35 wineries and 20 culinary partners.

### **Discovery Pass Dates**

- September 10 and 11 (11am – 5pm)
- September 17 and 18 (11am – 5pm)
- September 24 and 25 (11am – 5pm)

## **Financial Implications**

The requested cash disbursement of \$65,000 can be accommodated in the approved 2022 operating budget.

## **Environmental Sustainability Implications**

There are no environmental implications associated with this report.

## **Conclusion**

As the oldest and largest wine and culinary festival in Canada, the NGWF continues to be a significant community and economic driver for the City of St. Catharines and Niagara Region. Festival staff work closely with City staff ensuring that strategic goals are recognized and incorporated within the development and execution of the NGWF's program of events and marketing initiatives. As a founding partner, a renewed Agreement helps solidify the community's reputation as the region's cultural and entertainment hub. The City of St. Catharines remains committed to building a strong diverse local economy and this festival continually helps to move that mandate forward.

## **Notifications**

It is in order to advise Tim Coons, Chair, Niagara Grape and Wine Festival, 8 Church Street, Suite 100, St. Catharines, Ontario, L2R 3B3

### **Prepared and submitted by**

Sabrina Maselli

Senior Economic Development Officer

### **Approved by**

Brian York

Director of Economic Development and Government Relations

## **Appendices**

- Appendix 1 – Niagara Grape and Wine Festival 2022 Fall Festival Program



## Fee for Service Agreement – Report to Staff

The Niagara Grape & Wine Festival is currently in the fourth year of a five-year Fee for Service Agreement with the City of St. Catharines. The Festival continues to be a community and economic driver in St. Catharines and the Niagara Region and is consistently recognized as one of the leading Festivals in Ontario (annually awarded the Top 100 Festivals and Events Ontario status). It is also the oldest and largest wine and culinary festival in Canada, a status that has become the basis of our marketing strategy.

2019 - \$50,000

2020 - \$55,000

2021 - \$60,000

2022 - \$65,000

2023 - \$70,000

This increase in fees corresponds with the decrease in the Line of Credit guarantee (\$5,000 decrease per year).

## The Impact of COVID-19

Throughout the COVID-19 pandemic, the Niagara Grape & Wine Festival focused on ensuring the viability of the Festival. As such, the Festival operated minimal programming (Discovery Pass only during 2021), laid off staff and shuttered the Festival office for the 2021 calendar year. These efforts have positioned the Festival in a positive light emerging from the pandemic – lines of credit were not accessed, and the Festival has cash in the bank as we begin planning for the Fall Festival. The Executive Director returned in February (full time in June), and staff is slowly returning in a fiscally responsible manner.

Throughout the COVID period, the Festival remained active through the support of the City of St. Catharines and the Province of Ontario (Reconnect Ontario grant funding). Programming included:

- **Discovery Pass Programming** (September 2020, 2021, January 2021, 2022, June 2021, 2022) – a new Reservation System was launched to ensure the safety of visitors and winery staff. This is now a legacy system that will be used ongoing to assist wineries in better anticipating the number of visitors (an effective cost-control method), to manage capacity (especially important as staffing remains a key issue) and controlling the flow of visitors (allowing more time for product sell-through). The Discovery Pass ticket sales achieved 65% of non-pandemic attendance and provided cash flow to the NGWF.
- **The Meridian Porch Parade** (September 2020)– Arguably the most successful program of the 2020 Festival, the Meridian Porch Parade kept the spirit of the Grande Parade alive in neighbourhoods across St. Catharines. Six neighbourhoods were selected from more than a dozen applicants and received a mini parade through their streets which was broadcast via live stream. Neighbourhoods showed incredible spirit, with 50-150 houses per area decorated in Grape & Wine colours, with neighbours in costume and many with bands or musical accompaniments. Mayor Walter Sendzik led the parade in each zone, followed by community partners (Canada 2022 games, Niagara Ice Dogs, Niagara River Lions, the Shriners and more). This program was sponsored by Meridian Credit Union.



**Media captures:** Toronto.com, St. Catharines Standard (print & digital), Niagara this Week (print & digital), iheartradio.ca, ontarioculinary.com, visitawinery.com.au (Australian winery tourism site), yahoo.com.

**Direct impact:** 2,000+ participating neighbours (residents), 17,000+ live-stream viewers, 50,000 reach (112,000 impressions) via social campaign

**The Wine Garden at 201 St. Paul** – In partnership with the City of St. Catharines and the Downtown Association, the NGWF team animated the formerly vacant lot at 201 St. Paul Street. Each Friday and Saturday evening guests were welcomed into a stylized “marche”, complete with live bands, large screens for “Centre Stage Saturdays” and a premium VQA wine bar. Visitors were encouraged via social media and on-site ambassadors to pick up dinner “curb-side” to drive traffic to local restaurants. Unseasonably cool weather and capacity restrictions limited the fiscal success of this initiative; however, it created an energy that bolstered the Downtown Road Closure program. This program was funded via the City of St. Catharines.

**Direct impact:** 1,100 visitors (approx.), 6 local bands performed, 22,000 reach via dedicated posts on social

**Centre Stage Saturdays** – This initiative brought the spirit of the Montebello Main Stage into the living rooms of Niagara residents. A contest was launched via social for Niagarans to vote for their favourite bands to perform on this digital main stage, resulting in over 250 nominations. In partnership with the First Ontario Performing Arts Centre, two Saturdays of live music and local hosts were live-stream broadcast on September 18 and 26<sup>th</sup>, with a combined 18,000+ viewers. This initiative supported local musical talent and assisted in the recovery of the gig economy. This program was sponsored by Brock University and the First Ontario Performing Arts Centre.

**Direct impact:** 18,000 viewers, 8 local bands performed, 72,000 reach on social

## 2022 Administrative Updates

**New Board of Directors** – in May 2022, a new Board of Directors was formed. 13 applications for four open seats were received, with candidates from outside of the grape and wine industries.

- Tim Coons (Chair) – Andrew Peller Ltd.
- Allan Schmidt (Vice-Chair) – Vineland Estates Winery (representing the Wine Marketing Association of Ontario)
- Bill Phillips (Executive Committee) – City of St. Catharines
- Joe Schenck (Executive Committee) – Grape Growers of Ontario
- Ian Kowalchuk (Incoming Chair) – Merit Construction
- Erik Peacock – Wellington Court Restaurant
- Tina Truszyk – Andrew Peller Ltd
- Anthony Annunziata – Tourism Partnership of Niagara
- Jodi Skeates
- Marianne Wilson – CAA Niagara
- Brandon Currie – CR Smith Financial

Ex-Officio members:

- Sabrina Maselli Del Priore – City of St. Catharines Economic Development
- Paul Di Ianni – Town of Lincoln / Niagara Benchlands
- Tina Myers - Festivals & Events Ontario



**Grant Funding in progress** - currently \$835,000 in grant funding is under review by various sources.

- Reconnect Ontario - \$250,000 – Fall Festival operational costs, décor and programming enhancements, touchless POS system
- Reconnect Ontario - \$160,000 - New Icewine Signature event at First Ontario Performing Arts Centre
- Ontario Trillium Foundation - \$250,000 over 36 months – Strategic Plan, volunteer training and recruitment program, staffing costs
- Tourism Relief Fund - \$100,000 – Montebello Park / Fall Festival
- Ontario Cultural Attractions fund - \$50,000 in marketing support for Fall & Icewine Festivals
- Ontario Lottery and Gaming - \$25,000 for AV expenses, Fall Festival

**Sponsorship in progress** – sponsor engagement has been very positive, with commitments from existing sponsors and interest from new sponsors. A new “Festival Supporter” program was launched in 2022 to allow community sponsors to contribute to the Festival at a lower financial level but be recognized for their contributions.

- **Confirmed sponsors** – City of St. Catharines, Grape Growers of Ontario, Wine Marketing Association of Ontario, Niagara College, Brand Blvd
- **Verbal agreements** – Brock University / Alumni, Tim Horton’s, Blundstone, RBC, CAA Niagara, TD Canada Trust, Bell Media
- **In progress** – McGarr Realty, Hendriks Realty

## 2022 Fall Festival Plan

The Niagara Grape & Wine Festival has developed a program for the 2021 Fall Festival that:

- Highlights the Niagara Grape & Wine Festival as an anchor event for Downtown St. Catharines
- Engages businesses, musicians, artists and community members in core programming
- Drives media attention and visitation to Downtown St. Catharines
- Demonstrates a low-risk financial strategy
- Shows the NGWF’s commitment to tourism recovery

### CONFIRMED PROGRAMMING:

**September 1-30 – NEW Grape & Wine Month!** Daily events and activities based around grape and wine themes, throughout Niagara (with focus on St. Catharines).

1. **NEW Grape & Wine Month** – activate the entire month of September as Grape & Wine Month. Work with hospitality and industry partners to create or market grape and wine themed events every day. All events would be hosted by Festival or venue staff. Concepts include:
  - Wine & Culinary events at local restaurants – oyster & sparkling tastings, small plates – small sips sampling menus, Feast of Kings dinner, winemaker’s dinners etc.
  - Nature abounds – exploring Niagara’s outdoor assets, followed by wine tastings at local winery / vineyard location. Includes Bruce Trail hikes, cycling on the wine route, mountain biking in the Short Hills, vineyard walks, farm-stand tours.



- Intensive wine experiences – blending seminars, themed flight tastings, exclusive cellar tours, active harvest engagement (sorting table, hand-harvesting etc). May include culinary component.
- Specially themed art or retail events, paired with local VQA wines.

### Existing Programming:

FRIDAY	SATURDAY	SUNDAY
9	10	11
	Discovery Pass – 11am – 5pm <i>Various winery locations across Niagara</i>	Discovery Pass – 11am – 5pm <i>Various winery locations across Niagara</i>
16	17	18
Montebello Wine & Culinary Festival 6pm – 11pm <i>Montebello Park, Downtown St. Catharines</i>	Discovery Pass – 11am – 5pm <i>Various winery locations across Niagara</i>  Pied Piper Parade – 11am <i>Montebello Park</i>  Montebello Wine & Culinary Festival 12pm – 11pm <i>Montebello Park, Downtown St. Catharines</i>  Grape Stomp (TBC) – 12pm <i>Montebello Park</i>	Discovery Pass – 11am – 5pm <i>Various winery locations across Niagara</i>  Montebello Wine & Culinary Festival 12pm – 5pm <i>Montebello Park, Downtown St. Catharines</i>
23	24	25
Montebello Wine & Culinary Festival 6pm – 11pm <i>Montebello Park, Downtown St. Catharines</i>	Discovery Pass – 11am – 5pm <i>Various winery locations across Niagara</i>  Grande Parade – 11am <i>Downtown St. Catharines</i>  Montebello Wine & Culinary Festival 12pm – 11pm <i>Montebello Park, Downtown St. Catharines</i>	Discovery Pass – 11am – 5pm <i>Various winery locations across Niagara</i>  Montebello Wine & Culinary Festival 12pm – 5pm <i>Montebello Park, Downtown St. Catharines</i>

## 2. Montebello Park Wine & Culinary Experience:

- Free admission; food and beverage available for purchase
- Over 100 VQA wines available, 15 local culinary vendors
- 50 hours of local, live music on the main stage
- Harvest Lounge – VIP seating area under historic pavilion. Ticketed space; includes VIP washrooms, food truck, lounge seating, private bar with premium wine offerings. Tickets sold Friday evening, Saturday day, Saturday evening. Sunday free admission (after Brunch).
- Sommelier Bar – Premium wine bar set in historic bandshell. New for 2022 – this is an open space, no tickets required to access bar. Pouring staff will be sommeliers or wine business management students to give customer elevated wine tasting experience.
- Family Fun Zone – local businesses provide free entertainment for kids Saturday and Sundays
- #MyWineLife interactive exhibit – new themed, immersive rooms for the Instagram / photo-friendly

### NIAGARA GRAPE & WINE FESTIVAL

8 Church Street, Unit 100 St. Catharines, ON L2R 3B3 (905) 688-0212 [niagarawinefestival.com](http://niagarawinefestival.com)



guest

- **NEW In Good Spirits Lounge** – set in the historic rose garden, highly stylized space will feature cocktails made with grape-based spirits, served by mixologists.

### 3. **Grande Parade and Pied Piper Parade:**

- Grande Parade featuring 70+ live performances, Saturday, September 24
  - Same route as 2019 parade (ends at Geneva & St. Paul)
  - Theme "It's Grape & Wine Time"
  - 70<sup>th</sup> Anniversary of the Grande Parade (and Grape & Wine Festival)
  - Reminder: Grape King Float from City of St. Catharines no longer operational
- Pied Piper Family Parade – Saturday, September 17 (same route as 2019)

### **Programming pending grant funding:**

- **Touchless payment system in Montebello Park** – replace token system with Square tap for all wine and culinary vendors. Includes Wi-Fi booster towers.
- **Sunday Brunch in the Park Program** – Montebello Park Harvest Lounge, Sundays from 11am –2pm. Brunch menu from local chefs; mimosas and Bloody Mary's made with grape-based spirits; seating in harvest lounge or on picnic blankets under the trees. Live jazz singer / duet. Ticketed event.
- **VIP Park Program** – VIP bell / safari tents set up in Montebello Park, complete with stylish furnishings, lighting, and a personal butler. Ticketed in 2-hour blocks. Up to 8 guests / tent.
- **Montebello Park enhanced seating, décor** – Central lawn area enhanced with colourful Muskoka chairs, umbrellas, lounge seating areas, picnic tables with umbrellas, wine barrels.

### **Programming in development:**

- **Feast of Kings Dinner** – celebrating 75 years of the Grape Growers of Ontario. Catered dinner event in the Harvest Lounge, Thursday, September 22. Live entertainment, podium and AV set up for speeches / presentations.
- **Sip & Sail** – Hornblower Cruise at Niagara Falls with VQA wine stations on offer throughout experience. Welcome sparkling for guests at the hospitality centre pre-board and / or reception after cruise.
- **Farewell Mayor Sendzik Grape Stomp**
- **Temporary Foreign Workers Recognition Program** – in partnership with Southridge Church.

### **Partner Meetings / Discussions:**

- First Ontario Performing Arts Centre – venue partner for 2023 Icewine Gala (see below) – a newly formatted signature event focusing on art, culture and fine wine / culinary at the PAC. Also working on means to engage with Fall Festival
- Meridian Centre – discussed Festival Opening Night concert. J. Dixon advised deferring to 2023.
- St. Catharines Downtown Association – multiple meetings to discuss Parade, Grape & Wine Month programme
- St. Catharines Economic Development, Tourism and Culture staff – multiple meetings to discuss Parade, Grape & Wine Month and other new programming initiatives



- City Staff – meeting held with key departments to brief on 2022 plans
- Southridge Church – Discussion re: recognition of Temporary Foreign Workers. Looking to form partnership to activate in 2022.
- Niagara Artist's Centre – discussion re: engagement of Fall Festival, Icewine Festival
- Brock University – engaging with Alumni during Fall Festival – in park activities
- In the Soil Fest – provide ITSF with volunteer rewards, marketing and promotional support
- Lincoln Humane Society – discussions re: pet-based programming





## Corporate Report City Council

**Report from:** Financial Management Services, Director

**Report Date:** June 13, 2022

**Meeting Date:** July 18, 2022

**Report Number:** FMS-114-2022

**File:** 10.4.99

**Subject:** PeopleSoft Partnership with the Niagara Region

### Strategic Pillar:

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



## Recommendation

That staff be authorized to enter into negotiations with the Niagara Region regarding a financial Enterprise Resource Planning (ERP) system implementation work plan, project agreement and shared services agreement; and

That the City's Chief Administrative Officer and Chief Financial Officer be delegated the authority to authorize and enter into the agreements in a form satisfactory to the City Solicitor; and

That \$4,220,000 for the ERP / PeopleSoft Implementation project in the 2023 Capital Budget and 2024-27 forecast be pre-approved as follows; and

2023 Capital Budget	\$3,270,000
2024 Capital Budget	\$700,000
2025 Capital Budget	\$250,000
Total Additional Funding	<u>\$4,220,000</u>

That \$800,000 be included in the 2024 operating budget forecast to cover licensing, maintenance, staff support from the Niagara Region and staffing costs for the City; and

Further, that the addition of one Full-Time Equivalent (FTE) be approved to be included in the 2023 operating budget to support the implementation and sustainment of the new Enterprise Resource Planning (ERP) system (funded through capital project in 2023 and from the tax levy in 2024 and beyond).



## Summary

The City has operated on financial software that is over 20 years old. The software is limiting in many ways, as it lacks important functionality such as purchase orders and budget control, does not have workflow approvals, has limited controls and audit functions which requires significant and time-consuming reporting and analysis to meet the bare minimum of City needs and is a significant drain on Information Technology (IT) resources to keep it operational.

The audit and accountability work completed through Provincial grants at both the City and Niagara Region identified opportunities through shared services, particularly for information systems, which could result in efficiencies, improved effectiveness and also cost savings. A follow-up feasibility analysis was conducted regarding the City replacing its functionally limited financial systems with more robust solution, with the Region and their ERP – PeopleSoft being the focus of the analysis.

Staff at the City and Niagara Region have met and discussed the concept of a shared services agreement over the past two years, with more focused discussions, including a high-level framework for involvement in implementation and the sustainment operating model occurring since the Ernst & Young LLP (EY) report was received by City Council on October 4, 2021.

City staff are recommending moving forward with the replacement of the City's financial systems. Staff believe the prudent and fiscally responsible way to move forward is through a shared services arrangement with the Niagara Region.

## Relationship to Strategic Plan

This report and recommendation directly support the new Organizational Excellence strategic plan pillar as new systems will create significant operational and organizational enhancements. Significant improvements from budget control, workflow approvals, and more accurate and timely information will also assist with improving decision making both internally across all departments, and for Council, which will indirectly impact all strategic plan pillars.

## Background

The City has operated its current financial system for over 20 years. The financial system is also used by the St. Catharines Public Library (Library) and St. Catharines Transit Commission (Transit).

City staff have connected with the Library to update them on the City's intentions for its financial systems, and Library staff are looking at options for replacing the Library's financial systems with a simpler and more cost effective solution for the size of the Library's operation. With the creation of the Niagara Transit Commission, Transit will no longer require a financial system supported by the City in 2023.

The City engaged EY to undertake both an overall review of the City, and then a follow up engagement to develop a business case for the City to partner with the Niagara Region on a shared services agreement for the City to implement the Niagara Region's ERP. EY's business case (Appendix 2) compared the City implementation of PeopleSoft on its own as compared to a shared services agreement with the Region, and found a significant savings in the net present value in the shared services scenario. The Region felt some sustainment costs were understated, but even with the Region's proposed revised costing, the savings in net present value was still \$3.2 million.

Niagara Region staff prepared a report (Appendix 1) for their Corporate Services Committee seeking authorization to formally negotiate and enter into agreements with the City, and to hire the necessary staff, that would be funded by the City, in order to provide both implementation and on-going support to the City. The report was approved at Committee on June 15, 2022, and then at the June 23, 2022 Regional Council meeting the staff recommendation was amended to also negotiate a shared services agreement with the City of Niagara Falls following implementation with the City of St. Catharines.

## Report

The potential to partner with the Region on a shared services agreement represents a transformational opportunity for City, and also has the potential to be viewed as a model that can be duplicated within the Region for both the ERP and other services.

## Benefits

The proposed shared services agreement with the Region offers a significant number and variety of benefits. The transformational aspect comes through modernization of the City's systems and processes, including some automation, the improved awareness and transparency of financial information among directors, managers and supervisors across the organization, system enforced budget control. It will result in more and better information and data and on a timelier basis, improving decision making for staff, Council and Budget Standing Committee. This will not just impact staff within financial management services, it will impact Staff across the corporation.

Modernized systems provide the ability to implement improved financial controls, reducing risk exposure and addressing audit findings. These systems also allow for various manual tasks to be eliminated, improving efficiency and allowing time for value added activities that the City hasn't consistently had time to complete. Modern systems will also enable the City to move forward with policies such as multi-year budgeting, managing and tracking the impacts of program changes, and identifying opportunities for improvements, efficiencies and improving the accuracy of information.

The proposed shared services arrangement allows the City to benefit from the Region's experience in implementation and supporting the system and the resulting cost savings as indicated in EY's business case and refined by Regional staff. Additionally, as the system would be supported by the Region's ERP support team, which means fewer full-time equivalents are required than if the City were to take on a similar project itself, as

the Regions ERP support team is larger, providing deeper bench strength for more sustainable long-term support.

Another benefit to the proposed arrangement is it removes the requirement from City IT staff to support the current financial system, which is time consuming and has negatively impacted the retention and recruitment of staff, as former and potential staff have identified that working in modern systems is highly important to the staff. There are a number of other systems that require updating and replacing at the City, so relying on the Region for PeopleSoft support helps to keep City IT staff available for other important City projects. New systems will assist with recruitment and retention, and also position the City to build an organization with the right resources with the right skills in the right locations.

## **Project Schedule**

The original project schedule identified by EY during their business case identified roughly nine months of pre-implementation work, including the Request for Proposal (RFP) for the engagement of an implementation consultant and approximately 12 months for the implementation phase of the project, with an ideal go-live date of January 1, 2024. As we are now about 18 months from that ideal go-live date, there is an urgency to have this project proceed. The Region has identified that, in their opinion, the January 1, 2024 date is in jeopardy, but if necessary, cutting over to Peoplesoft early in 2024 is also an option, and actually aligns to the Region's experience during their implementation in 2016.

## **Project – Pre-Implementation**

There are a number of activities that were identified by EY that should occur before the actual implementation of Peoplesoft occurs. This work starts with developing a request for proposal and selection of an integration partner to assist and guide the City and Region through the implementation process. The City's procurement team would lead the RFP process for the development and issuance of an integration partner with input and consultation from the Niagara Region staff. The selection and evaluation team for this RFP would include both Region and City team members.

From there, review and realignment of the organizational structure and development of a chart of accounts and departmental hierarchy to reflect that organizational structure, rationalization of reports, assessing sub-system interface requirements, data clean-up, process analysis and policy development will all need to occur. This work is estimated to take six to 12 months to complete and will require dedicated resources from both the City and Region, as well as the integration partner.

## **Project – Implementation**

The implementation phase of the project will be further scoped and planned following the selection of an integration partner, but will include planning, design, build, configuration and unit testing, system integration testing and user acceptance testing, training and go-live support. This portion of the project will be the most resource intensive, with an expected peak number of dedicated staff exceeding 20 between the

City, Region and integration partner. While the cutover for the project is expected to occur early in 2024, it is unlikely that all subsystems will be completely integrated at that time and some modules may go live slightly later. In order to ensure those modules are implemented and integrations built and developed, City staff have planned for a small group to continue for up to two years in order to fully implement and maximize the value that can be provided from Peoplesoft.

## **Resourcing**

The success of any project is largely reliant on ensuring it is resourced appropriately. City staff have used the work of EY, feedback from the Region and its own experience to identify the expected resources required for each phase of the project (pre-implementation through to sustainment). The intention will be to staff the project with existing staff and backfill with contract staff where practical. The costs of City and Region resources and integration partner are all included in the project cost estimate.

## **Sustainment**

Following the cutover to Peoplesoft, there will be costs that will continue annually, including licensing, maintenance and support costs from the Region. The proposed service model would include the Region providing support to the City by adding staff to their ERP support team that would be dedicated to the City. It is also assumed that there will be additional finance staff support required for the City to ensure the success of the project. The EY report identified the need for “Business Analysts”, or essentially subject matter experts to cover a number of functions, including several which do not exist as system modules in the current financial system, such as: commitment control, purchasing and project costing. Given some of these new modules, it is expected an additional staff member will be required in Financial Management Services in order to provide expertise in each of these areas. The new FTE will be funded through the recommended 2023 capital budget funding in 2023. Starting in 2024, the expected annual sustainment cost is approximately \$800,000 including licensing, regional staffing, and city staffing.

## **Change Management**

Modern ERP systems will result in significant changes to policies and processes. Many members of Senior Leadership Team (SLT), managers and supervisors are used to approving an invoice by either physically signing, or since the COVID-19 pandemic, providing an electronic approval that is sent to finance in an email. In modern ERPs, those staff will be required to log-in regularly (potentially daily) to both submit and prepare requests. In addition, they'll see dashboards that put information at their fingertips that typically hasn't been available in the past.

The sheer increase in the number of users that will regularly need to access the ERP as compared to those that have access the City's financial systems will mean it will be crucial that all departments are engaged throughout the process, and that training and education is provided in advance of the system going-live and regularly thereafter. Fortunately, the Region has strong experience in these areas and the City will be able to leverage their existing training programs and implementation experience.

## Limitations

While the proposed shared services arrangement will replace most of the functions of the City's existing outdated software and provide new functions that are much needed, it does not replace everything. Water / Utility and property tax billing are two modules that are not typical options in modern ERPs. The City is already working on the implementation of a new property tax system which is targeted to go live in the fourth quarter of 2022 and expect to implement a new water billing system in the next year or so. Having modern systems will allow for these systems to have integrations built so that one system can post information directly to the other even though they are not part of the same software package. However, because these integrations are custom built, they do require maintenance and on-going development to ensure they continue to work accurately.

The other limitation that this shared service agreement will have is that it will tie the City to the Region moving forward for as long as they continue to use PeopleSoft as their financial system. While this does, in theory, create some risk, if PeopleSoft is continuing to meet the needs of the Region, City staff are confident it will also meet the needs of the City. Oracle has committed to continuing support of the Peoplesoft software until at least 2033 and review that support period annually. Oracle has committed to providing 10-years notice of when support for the product will end.

## Future Opportunities

The Region also uses PeopleSoft as its Payroll and Human Resources Information System (HRIS), which provides an overall improved user experience, and increased functionality for items such as employee travel and expense submissions. A future project to move the City from its current Payroll and HRIS system should be considered following the implementation of Peoplesoft Financials.

## Alternatives

Alternatives to a shared service agreement certainly exist, however the status quo is no longer an option. The City could procure PeopleSoft, or another similar capability ERP, on its own without a shared service arrangement. EY identified a higher cost for that approach, both in terms of implementation and sustainment. It would also result in losing some of the benefits that would be gained from a shared service arrangement, such as expertise, training, and bench strength. Despite the cost, the recommendation is the lower cost option and is the most responsible decision from a staff perspective, and its an investment that needs to be made, as the status quo is no longer an option.

## Financial Implications

The capital budget pre-approval request exceeds the forecasted future budget requests by \$1 million. The total capital budget request for the project also exceeds that of the EY business case by approximately \$1 million; however, the EY business case did not allocate costs to the City or Region for pre-implementation activities. This increase will ensure that sufficient resources can be allocated to the project, and that the project can be fully implemented. Table 1 below details the Projects costs for ERP pre-implementation and implementation and the capital funding requirements in 2023 to 2025.

**Table 1**

<b>Description</b>	<b>\$ Amount</b>
EY ERP Business Case Estimate	\$6,000,000
Additional ERP Pre-Implementation and Implementation Project Costs	<u>\$1,000,000</u>
Total ERP Pre-Implementation and Implementation Project Costs	<u>\$7,000,000</u>
Project Funding:	
2022 and Previously Approved Budgets for ERP Replacement	<u>\$2,780,000</u>
Additional Funding Requirements in 2023 and future years	<u>\$4,220,000</u>
Proposed Annual Capital Funding	
2023 Capital Budget	\$3,270,000
2024 Capital Budget	\$700,000
2025 Capital Budget	<u>\$250,000</u>
Total Additional Funding	<u>\$4,220,000</u>

The annual tax levy budget impact beginning in 2024 is expected to be approximately \$800,000 to cover licensing, maintenance, staff support from the Niagara Region and staffing costs for the City. Improved information, automated budget controls and the use of a purchase order module are expected to result in the identification of some future cost savings that over time may offset some of the tax levy impact.

## **Environmental Sustainability Implications**

Modern ERP systems can have tangible positive environmental impacts. Modern ERP systems allow for documents to be attached digitally to transactions, create digital workflow approvals, and have the potential to significantly reduce the amount of paper the City uses. Additionally, with an almost entirely digital system that does not rely on paper, a modern ERP system improves the ability and effectiveness of remote work. There are functions and positions that cannot be done remotely with our current information systems that could have greater flexibility to be done remotely in a modern system.

## **Conclusion**

The City's financial systems are in need of replacement, which has been identified in the City's auditors audit findings report. The opportunity to enter into a shared services arrangement with the Niagara Region provides the ability to benefit from their implementation and user experience and ability to use on their existing systems, infrastructure and staff structure. The EY business case supports the City implementing a new ERP through a shared services agreement, as it provides both operational benefits and cost savings relative to implementing and supporting a similar system on its own.

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**Appendices**

1. Niagara Region Report CSD 17-2022 - Financial Enterprise Resource Planning System Shared Services Agreement
2. Ernst & Young - ERP Business Case and Implementation Roadmap

**Subject:** Financial Enterprise Resource Planning System Shared Services Agreement

**Report to:** Corporate Services Committee

**Report date:** Wednesday, June 15, 2022

## Recommendations

1. That staff **BE AUTHORIZED** to enter into negotiations with the City of St. Catharines regarding a financial enterprise resource planning (ERP) system implementation work plan, project agreement, and shared services agreement;
2. That Regional Council **DELEGATE AUTHORITY** to the Commissioner of Corporate Services and Director of Legal Services to enter into the agreements; and
3. That upon execution of the agreement, staff **BE AUTHORIZED** to hire up to four (4) new permanent FTE, to be fully funded by the City of St. Catharines under the terms of the agreements, to provide the implementation and ongoing system support.

## Key Facts

- The purpose of this report is to seek Council's approval to enter into discussions with the City of St. Catharines to establish an implementation work plan, project agreement, and a shared services agreement for Niagara Region to become their financial enterprise resource planning (ERP) system and support provider.
- The Region has proposed a model that will require up to four (4) net new permanent FTEs to support the City, to be fully funded by the terms of the project and annual support agreement.
- This initiative aligns with one of the recommendations from the KPMG sustainability review, to explore opportunities for integration of service delivery with the Region's local area municipal partners.

## Financial Considerations

In 2021, the City of St. Catharines engaged EY to estimate the costs associated with implementing a new financial enterprise resource planning (ERP) system on their own, compared with the costs to partner with the Region to leverage our system. EY estimated a net present value (NPV) of \$12.3 million to go it alone, compared with an



NPV of \$7.1 million to partner with the Region. EY presented to City Council that they would see an NPV estimated savings of \$5.2 million by using the Region's system.

Region staff challenged some of the assumptions used in EY's report to further refine those estimates, based on our own implementation experience in 2016 coupled with existing in-house skills and knowledge. The Region estimates that a partnership would have an NPV of \$9.6 million, compared to a stand alone NPV of \$12.8 million, which is still an estimated NPV savings of \$3.2 million to the City versus going it alone. The reduction relates primarily to fact that the Region is proposing to be involved in the pre-implementation project phase as well as an understatement of sustainment resources.

By staff's estimation, in a partnership, the City will cover all incremental costs to the Region for shared services support, which are identified as internal backfill costs during the project, up to four (4) new permanent FTEs, incremental software licensing costs, and hardware, infrastructure, and overhead costs. These costs are subject to further negotiation with the City to finalize the overall structure of the project, implementation work plan, timelines, and sustainment support model.

## Analysis

In February 2016, Niagara Region went live with a new financial enterprise resource planning (ERP) system (specifically, PeopleSoft Financials, and Hyperion for budgeting and forecasting) to transform and modernize our financial management processes. At the time, the Region ensured the licensing agreement for the software could be extended to the local area municipalities, should any of them choose to review their own systems in the future.

The City of St. Catharines (the City) has been reviewing opportunities to modernize City processes and improve service delivery in recent years. In 2019, under the province's Audit and Accountability Fund, the City engaged Ernst & Young LLP (EY) who identified an opportunity to replace and improve outdated technical systems. (See City of St. Catharines Audit and Accountability Fund – Public Report (CAO-249-2019) (<https://stcatharines.civicweb.net/document/72767>).)

Under the second intake of that fund in 2021, EY was further engaged to complete a feasibility analysis and recommendation for the City to upgrade outdated financial systems and software with a more robust solution. (See City of St. Catharines Audit and Accountability Fund Intake 2 – Public Report (CAO-154-2021) (<https://stcatharines.civicweb.net/document/90560>).)

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Through these engagements, the City began making inquiries regarding the potential to leverage the Region's ERP. In September 2020, Region staff provided a demonstration of PeopleSoft Financials for City staff. During the 2021 EY engagement, Region staff were interviewed regarding our implementation process, as well as the current structure, processes, and policies supporting our use of the ERP. The Region also had the opportunity to provide feedback on a draft of the 2021 EY report before it was presented to City council, although much of staff's comments were unfortunately not reflected in the final version.

Both the Region and City agree, this partnership is a shared services opportunity between municipalities. This type of cooperation between municipalities has been a focus of the provincial government in past years. The Region's sustainability review, completed by KPMG in 2020, identified integration of service delivery with LAMs as a potential opportunity for cost reduction. In this instance, the City gets the benefit of the Region's large scale ERP, as well as our years of experience supporting the system, without the same scale of initial expense outlay. In addition, the PeopleSoft Financials skills set becomes transferrable as staff take new roles between municipalities, meaning less time is required to onboard from a systems perspective. The Region gets the benefit of additional staff resources for the ERP Support team who can be cross-trained for deeper bench strength and more sustainable long-term support.

Systems will be set up in a way that Region users would not have access to City financial data, and vice versa, which will simplify support of the system when issues arise, and basic processes will be the same for both organizations (how an invoice is entered by an Accounts Payable Clerk will be the same for both Region and City staff, for example). In addition, the City gets the benefit of the existing ERP Support team resources, meaning fewer new FTE are required than originally proposed by EY, since backup, vacation coverage, and cross-training can be provided by Region staff.

The end result is that on October 4, 2021, City Council approved a recommendation to support EY's findings that the City should pursue moving to PeopleSoft Financials as the City's ERP, and that staff work with the Region to develop an operating model and shared services agreement for the City to leverage the Region's instance of the software.

A small working group of Region Finance and IT staff developed a proposed operating model and high level costing estimates that suggest a pre-implementation, implementation, and sustainment support structure to become the City's ERP Support provider. This model is slightly different than the one proposed by EY, but reflects what

Region staff believe aligns best with both the Region and the City's needs, resources, and time available. The ERP Support team, put in place with the corporate restructure that occurred as part of the 2016 system implementation, is very lean. Deloitte, the Region's implementation partner, had recommended a team of up to 15 resources, and the Region moved forward with only eight. As such, the Region does not have internal capacity to take on this support work, so additional FTE resources will be required for dedicated City support. The draft model was shared with the Region's Corporate Leadership Team (CLT) in November 2021, and with CLT's approval, staff shared it with the City early in 2022. The City agreed that it aligned at a high level with their expectations and budget. A summary of the project phases are described below.

### **Phase 1 – Pre-implementation**

The Region will assign existing internal resources to support the project, including a project lead, a Senior ERP Business Analyst (functional support), Senior ERP Systems Analyst (technical support), with various subject matter experts from teams across the Region called upon as needed to provide input on processes and policy. The project lead will work with City project staff to develop the City's RFP for an integration partner. Over the first 6-12 months, the project team and integrator will work together on:

- Organizational structure realignment
- Report rationalization
- Chart of accounts development
- Sub-system interface requirements assessment
- Data cleansing
- Business process analysis
- Policy development (budget control, procurement by-law amendments, etc.)

Recruitment will take place for the backfilled resources so onboarding is completed prior to the implementation phase. The intent is that the backfills will become the permanent City support in the sustainment phase; they will have the benefit of more than a year of cross-training under the Region's structure before moving to the City portfolio.

### **Phase 2 – Implementation**

The Region's project resources will be assigned full-time for the implementation phase. This phase is estimated to take 12 months and includes:

- Mobilization and planning, with baseline configuration

- 
- Design, build, configuration, and unit testing
  - System integration testing (SIT) and user-acceptance testing (UAT)
  - Training
  - Cutover/go-live

### **Phase 3 – Sustainment**

Ideally, the City would like to go-live with using PeopleSoft Financials on January 1, 2024. Given the time taken to have upfront discussions on the model, that date may no longer be feasible. However a cut-over as early as possible in 2024 is still the goal, at this time.

Post go-live, the Region is proposing that permanent FTE are added to the ERP Support team, fully funded by the City shared services agreement, and dedicated to City support.

As conversations with the City have progressed, they identified that they would like to bring Hyperion for budgeting and forecasting into scope of the arrangement. Region staff are still identifying the impact to the proposed support model and costing; however, both parties have agreed that in order to accomplish this, some PeopleSoft Financials modules may need to be brought online post-go live (such as project costing and asset management). This aligns with the approach the Region took during our own implementation in 2016, so staff believe this is reasonable.

### **Next Steps**

With Regional Council approval of this report, the next steps will be as follows:

- July 2022: The City will report to St. Catharines Council for approval to proceed with partnership
- Q3 2022: Negotiate project plan and agreement, proceed with RFP for implementation partner
- Q4 2022: Negotiate shared service agreement, proceed with hiring the backfill resources, pre-implementation phase begins
- 2023: Implementation phase
- 2024: Go-live and sustainment phase

It is worth noting that since discussions began with St. Catharines, the City of Niagara Falls has reached out as they are keen to explore a similar partnership to replace their

own legacy financial systems. Niagara Falls has recently retained EY to undertake a similar review as St. Catharines, and Region staff provided a demonstration to the Niagara Falls team in March of this year. The Region expects that upon successful completion of the St. Catharines project, a similar project with Niagara Falls is likely to begin.

### **Risks**

While there are significant advantages to this partnership, as noted above, there are identified risks as well:

- Should recruitment of critical ERP support roles prove to be a challenge, the Region and City would have to rely on existing team resources in the interim and then collectively assess the impact to timelines of a multi-year implementation strategy, alternative recruitment strategies, etc. This would also impact Region-side system enhancements through the transition.
- The Region has never implemented an ERP for anyone else, therefore there is a risk around cost estimates used in the model. The intent is this will be mitigated with a time and materials project agreement.
- The incremental cost increase by adding the City to the Region's software license is permanent. Therefore, should the City for any reason wish to exit the agreement, they would still be liable for the incremental City-related license cost, until such time as the Region is no longer using PeopleSoft Financials.
- Any Region decisions regarding future ERP strategy will impact the City. The City is requesting a minimum 10-year commitment, which binds the Region to the current financial ERP for this duration. However, the City has indicated that they desire to continue this relationship for the foreseeable future.
- Coordination of system downtime for security patches, fixes, upgrades, etc. could impact business processes for all Region staff. A strategy for coordination will be discussed in the service agreement.

### **Alternatives Reviewed**

This type of agreement is new to the Region. As such, there are inherent operational and financial risks that staff may have underestimated the resources and time needed to complete this project and support the City going forward. Council could choose not to approve the recommendations in the report, which would mean the City would have to proceed with looking for an alternate software and support solution, likely either at a much greater cost than proposed by the Region, or much less available functionality.

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This is not recommended, due to the alignment with the recommendation of the KPMG sustainability review to pursue shared services opportunities with our local area municipality partners.

### **Relationship to Council Strategic Priorities**

This report ties to the Council Strategic Priority of Sustainable and Engaging Government, in particular the objectives to promote high quality, efficient, and coordinated core services, and be fiscally sustainable.

### **Other Pertinent Reports**

[CSD 55-2020](https://pub-niagararegion.escibemeetings.com/Meeting.aspx?Id=b4176fca-9b55-4570-8d9b-82ce6e61da09&Agenda=Merged&lang=English&Item=11&Tab=attachments) Sustainability Review Final Report  
(<https://pub-niagararegion.escibemeetings.com/Meeting.aspx?Id=b4176fca-9b55-4570-8d9b-82ce6e61da09&Agenda=Merged&lang=English&Item=11&Tab=attachments>)

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### **Appendices**

None



# City of St. Catharines ERP Business Case and Implementation Roadmap

Council report

October 2021

# Disclaimer

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Ernst & Young LLP (EY) prepared the attached report only for the City of St. Catharines ("the City," "St. Catharines," "Client") pursuant to an agreement solely between EY and the Client. We have completed our engagement to provide a business cases for the implementation of a new ERP system. Our services to date were performed in accordance with our engagement agreement, and our procedures were limited to those described in that agreement.

Between May 2021 and September 2021, EY performed a high-level review of the City's procure-to-pay, service-to-cash, and record-to-report processes through inquiry with required stakeholders to determine if the identified ERP system by the City would meet their requirements. EY worked closely with the City to capture their high-level requirements. The benefits, risks, costs, and efforts were also identified as part of this review. An implementation roadmap was developed with recommended activities, in which associated resources, costs, effort, and timelines have also been estimated. All related estimates are subject to further discussion and therefore may materially change based on various factors.

Our work has been limited in scope and time and we stress that more detailed procedures may reveal issues that this engagement has not. The procedures summarized in this report do not constitute an audit, a review or other form of assurance in accordance with any generally accepted auditing, review or other assurance standards, and accordingly we do not express any form of assurance.

Consistent with our engagement agreement, the business case report is intended solely for the information and use of the management and Council of the City of St. Catharines and is not intended to be and should not be used by anyone other than these specified parties. EY did not express any form of assurance on accounting matters, financial statements, any financial or other information or internal controls. EY expressly disclaims any duties or obligations to any other person or entity based on its use of the attached report. Any other person or entity must perform its own due diligence, inquiries, and procedures for all purposes, including, but not limited to, satisfying itself as to the financial condition and control environment of the City and any of its funded operations, as well as the appropriateness of the accounting for any particular situation addressed by the report. EY did not conclude on the appropriate accounting treatment based on specific facts or recommend which accounting policy/treatment the City or any funded operations should select or adopt.

The observations and business cases relating to all matters that EY provided to the City were designed to assist the City in reaching its own conclusions and do not constitute EY's concurrence with or support of Client's accounting or reporting or any other matters.



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# Executive summary

## *Purpose, scope and background*



### Report purpose

To understand the costs and effort required to leverage the current ERP system that is currently being used by the Niagara Region compared to implementing a new ERP without the Region.



### Scope

The scope of this review project is to evaluate whether the current Niagara Region ERP system can support the requirements of the City's business processes with regards to:

- i. Service-to-cash (S2C)
- ii. Procure-to-pay (P2P)
- iii. Record-to-report (R2R)

By understanding the requirements of the City, it can be determined which modules and functionality of the Niagara Region's ERP system could be leveraged by the City. This will inform the cost, effort, and timelines required for the City to transition to a new ERP system. All other processes were out of scope, and the requirements of those processes were not reviewed.



### Background

Fiscal responsibility requires effective financial management, which is made challenging given the City's many outdated and disconnected systems.

Findings from the Audit and Accountability Fund - Intake 1 Project emphasize the City's need to embark on IT system modernization, greater controls and audit functions, as well as the ability to support the journey towards a modernized budget.

This business case was completed by having workshops with the City to understand their business process as it relates to S2C, P2P, and R2R, in addition to consultations with IT and the Niagara Region.



# Executive summary

## Business case findings and key benefits



### Business case findings

As evidenced through this analysis, the Region's ERP system satisfies the City's core requirements and will cost comparatively less to implement if the City leverages the investment already made by Niagara Region than if the City were to implement a new ERP on its own

**Ultimately, it is feasible for the City to proceed with the implementation of Niagara Region's ERP system, working closely with the Niagara Region to utilize their existing software instance as the starting point for set up and configuration**

#### Recommended modules to implement

- Account Payable (AP module)
- Purchasing (PO module)
- Accounts Receivable (AR)
- Billing (BI)
- General Ledger (GL)
- Project Costing (PC)
- Asset Management (AM)
- Commitment Control (KK)



### Key benefits

1. Improve decision-making - Financial information will be captured in the ERP system with the new chart of accounts, that will allow for accurate, timely, and efficient reporting that could lead to more informed decision making.
2. Reduce risk exposure - The Region's ERP instance allows for more financial controls to be implemented and executed in addition to storing backup that might otherwise be misplaced or accidentally deleted on the server. [Address audit finding]
3. Increase efficiency - Niagara Region's ERP system would allow for various manual tasks to be eliminated, thereby saving employee's time that allow them to focus on more value added activities that the City currently does not have the time to complete.

\$2.8m

Less in one time implementation costs if leveraging the Region's system

\$400-450K

Less in annual recurring implementation costs if leveraging the Region's system

\$5.2m

Savings from leveraging Region's ERP system (NPV over a 7 year period)

\$950k

Pre-implementation costs to set the City up for success

# Executive summary

*Multiple events and findings have provided evidence that after more than 20 years with the current ERP system, if a new system is not adopted than the City may be exposing itself to unnecessary challenges.*

## 01 Fraud and misstatements

- ▶ As identified in recent audit findings, current system limitations would continue to require staff to occasionally make manual data changes which bypasses system-enforced internal controls and can create opportunities for fraudulent activities
- ▶ Furthermore, system functionality limitations would continue to lead to an ever growing Chart of Accounts and inability to proactively track project costs, which can increase the potential for material misstatements

## 02 Burden of system upkeep

- ▶ When vendor provided support for the current system is no longer available, in-house IT resources will need to assume responsibility for all system maintenance
- ▶ As the current systems software ages, it will also become increasingly difficult and costly to maintain hardware that is compatible/adaptable to run it

## 03 Cyber security risk

- ▶ An end-of-life system typically requires active patching and manual updates to code by in-house IT teams because these services are no longer provided by the software vendor for the product
- ▶ This increases the likelihood and potential severity of cyber attacks that could impact not only the current ERP, but also other systems connected to it as part of the City's IT "ecosystem"

## 04 Lack of organizational agility

- ▶ Continued use of manual, paper-based processes associated with using the current system increases the time required to make informed decisions and diminishes the City's ability to "plan ahead"
- ▶ Additionally, the effort to maintain integrations will continue to increase due to functionality limitations, which will divert IT resources from other higher value activities and projects

## 05 Difficulty attracting/retaining talent

- ▶ Given the high degree of manual and transactional work demanded by the current system and competitive job market, it will continue to be challenging to recruit and maintain a highly skilled workforce
- ▶ It will also become increasingly difficult to effectively maintain the current system, as in-house IT who is relied on for their legacy knowledge of the system could leave the organization
- ▶ Likelihood of replacing talent with the skill set required to maintain the current system would be difficult and expensive

**These impacts are more likely to be felt if the City continues to operate with the current system which could diminish the City's reputation, erode public trust, and diminish St. Catharines' future financial sustainability.**

# Executive summary

## Assessed fit of ERP solution with finance business processes

After reviewing the S2C, P2P, and R2R processes, evidence suggests the City can leverage the Region's existing ERP to significantly improve several of its core financial processes.

In addition to the processes that were in-scope, there were two other modules that the Region has that the City could leverage to address audit findings (Project Costing, this was reviewed from an L2 perspective).

**P2P** | Soliciting bids would still be completed through the current process leveraging Bids and Tender. The remaining procurement and payment processes would leverage the Region's ERP system. Vailtech AP would be retired as part of this transition.

**S2C** | The majority of Service-to-cash processes will remain the same (e.g. water and tax billing and departments that have a current POS system). Departments that do not have a POS system would leverage the new ERP system's Billing and AR functions to bill and collect for services rendered (e.g. rent, cost recovery on damaged property, cost recovery from the Region). Vailtech AR would be retired as part of this transition.

**R2R** | The new ERP system would be leveraged to complete financial and internal reporting requirements. Therefore Vailtech GL would be retired.

**Other financial processes** | Project costing would no longer be tracked manually. Project costing within the new ERP system would be leveraged to track project costs and forecasts.

Procure-to-pay (P2P)	Service-to-cash (S2C)	Record-to-report (R2R)
Procurement ○ ○ ○ ○ ○ ○ ○ ○	Customer setup ○ ○	Data collection ○ ○ ○ ○
Purchase goods and services ● ● ● ● ●	Order creation ○ ○ ○ ○ ○	Entity close and submission ○ ○ ○
Receipt of goods and services ● ● ●	Order processing	Consolidation ○ ○
Invoice processing ●	Perform services	Internal/external reporting ● ● ● ● ●
Payment processing ○ ○ ○ ○ ○	Billing/ invoicing ○ ○ ○ ○	Maintenance
Maintain vendor master data ●	AR/ Collections ○	

The circles represent L3 processes that fall under the L2 process. The visual above represents whether there is a fit, a gap, a partial fit, or is not applicable (n/a) as it relates to the City's business requirement at an L3 level. For the detailed fit-gap analysis, refer to the appendix.

Legend



Fit



Gap



Partial fit



n/a



Process Improvement

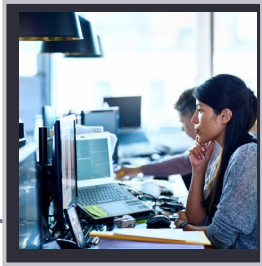


# Case for change

*Recent audit findings, end-of-life software, and an opportunity to partner with the Region demand the City take action*



According to the Audit Findings Report, the City faces two significant financial reporting risks that must be addressed: fraud risk from revenue recognition and from management override of controls due to Vailtech limitations.



Vailtech accounting software lacks the functionality required for efficient financial management and reporting where internal controls are system enforced.



The system has been in place for over 20 years, is at end-of-life and no longer supported.



Niagara Region recently implemented a new ERP system successfully, with few customizations, and are willing to onboard the City to use their system.



If the City is successful in becoming a 'tenant' in Niagara Region's ERP system instance, other lower-tier municipalities will be able to follow suit, thus increasing the savings delivered to the Region and Province.

**An end-of-life system with insufficient functionality and system controls is driving the need to implement a new ERP system that will modernize finance processes and empower City staff to manage the City's finances more effectively to the benefit of residents, and to improve the information that Council receives so that they can make more informed decisions.**



# Case for change | Vision

*New financial software has a critical role in driving the City towards more efficient operations and improved financial decisions*



*The City cited better customer service, efficiency, risk reduction, and improved decision-making as reasons for implementation*

- ▶ A strategic visioning workshop was held in June with over 14 members of the Financial Management Services and IT department from leadership to staff
- ▶ The purpose of this session was to explore desired outcomes of implementing new financial software at the City against the backdrop of major challenges and opportunities facing the finance function today and in the future

The City's vision for a new financial software can be summarized into five key aspirations:



Accelerate the modernization of finance service delivery at the City by improving customer service to departments, leadership, Council, and the public



Minimize the City's capital expense of upgrading from Vailtech by leveraging the investment made by Niagara Region in replacing their financial software with a new ERP system



Increase efficiency through finance process automation, freeing up internal capacity for more value add work






Improve the accuracy and timeliness of forecasting, budgeting and reporting, providing for more informed decision-making



Reduce the City's risk exposure largely by enhancing internal controls and strengthening cybersecurity

# Case for change | Desired outcomes















*New software will support all levels of the organization in improving customer and employee experience while reducing risk*

Outcome	 <p><b>Senior Leadership and Council</b> are equipped with quality, timely financial information and insights, thereby increasing confidence in Administration and the use of public funds</p>	 <p><b>Departmental teams</b> benefit from an even higher level of customer service from Finance that was formerly unattainable due to system limitations</p>	 <p><b>Staff</b> are empowered with the knowledge, skills, abilities and ongoing support required to be successful in delivering on their daily responsibilities in a way that maximizes their personal impact</p>
Metrics	<ul style="list-style-type: none"> <li>▶ Reduction in the number and value of financial misstatements</li> <li>▶ Increased accuracy of operating and capital project costing (to increase accuracy of revenue recognition)</li> <li>▶ Degree of accuracy and ease in developing a Financial Plan to inform all financial decisions and investments (measured in weeks to completion)</li> <li>▶ Degree in which City needs, priorities and growth are addressed by the development of a 10-year Capital Infrastructure Plan (availability of capital project and asset information required to track against the plan)</li> </ul>	<ul style="list-style-type: none"> <li>▶ Reduction in the time and number of follow ups required to complete monthly bank reconciliations</li> <li>▶ Reduction in the number of GL accounts compared to pre-implementation</li> <li>▶ Reduction in the number of days required for quarter and year end financial statement close</li> <li>▶ Reduction in the time required to prepare departmental budgets as there is readily available actuals from the new ERP system</li> </ul>	<ul style="list-style-type: none"> <li>▶ Degree of participation in training sessions</li> <li>▶ Reduction in the number of employee support 'tickets' or inquiries launched</li> <li>▶ Increased Employee satisfaction with process, policy, and technology changes</li> <li>▶ Reduction in number of system workarounds in practice post-implementation</li> </ul>



# Benefits and risks | Benefits across people, process and technology

Benefits of the new system will impact stakeholders across the organization improving the efficiency and reliability of operations.

















Benefit Category	Benefit Description	Stakeholder Group Impacted
Process: Deliver effective and efficient processes in the right location	<ul style="list-style-type: none"><li>Reduction in cycle time can reduce the amount of time employees currently spend on budget development by up to 50% allowing for an increased focus on service delivery.</li></ul>	 
	<ul style="list-style-type: none"><li>Improving timelines and quality of information by implementing leading practices like rolling forecasts can reduce the time for administrative review of the budget by up to 70%.</li></ul>	 
	<ul style="list-style-type: none"><li>Ongoing transparency and insight into the City's finances for SMT and Council can reduce the time to budget approval as they can rely on the financial information provided in the budget.</li></ul>	 
	<ul style="list-style-type: none"><li>Improved access to information promotes strategic conversations to strengthen evidence based decision making and allows prioritization in line with the strategic plan .</li></ul>	  
	<ul style="list-style-type: none"><li>Reducing repetition and leveraging technology can reduce manual data entry and management, lowering the error rate and the amount of time correcting the errors in the system. This will increase availability for staff to focus on more value added activities.</li></ul>	
	<ul style="list-style-type: none"><li>Reconsidering legacy financial policies can help the City fund and finance priorities more effectively as some of these policy conditions can now be captured in the Region's ERP system as a control and monitored automatically through approval workflows.</li></ul>	
	<ul style="list-style-type: none"><li>Strengthened internal controls can be achieved through an improved workflow approval process. Niagara Region's ERP system provides controls at the point of data entry ensuring that all required fields for Data Management are completed. All transactions are posted to valid chartfield combinations, open budgets, and open periods. Security roles allow for precision with respect to pages and processes, available to the user based on roles and permission lists. As such, only users who are given access to enter specific data are able to, providing further control.</li></ul>	
	<ul style="list-style-type: none"><li>Improved process efficiency through the utilization of the new ERP system's Tree Manager functionality, providing multiple rollups and groupings of accounts for reporting, combination editing, and ChartField security purposes.</li></ul>	 

## Legend





# Benefits and risks | Benefits across people, process and technology


Benefits of the new system will impact stakeholders across the organization improving the efficiency and reliability of operations.


Benefit Category	Benefit Description	Stakeholder Group Impacted
People: Build an organization with the right resources with the right skills in the right locations	<ul style="list-style-type: none"><li>It is anticipated that additional capacity will be created as the system will help reduce the number of manual tasks that need to be completed. This will likely lead to staff availability that allows them to complete more value added activities that the City did not previously have the capacity to complete.</li><li>With these new value added activities being completed, it will provide an opportunity for staff to gain new experiences and skills. In addition, to fully leverage the capabilities of a new ERP system, staff would need to be trained accordingly so that they have the right skill set to succeed.</li></ul>	 
	<ul style="list-style-type: none"><li>There is a potential benefit of improved employee morale due to increase ease of day-to-day tasks, resulting in increased talent attraction and retention.</li></ul>	 
Technology: Define system architecture and tools to enable value adding activities	<ul style="list-style-type: none"><li>Improved accuracy and reliability of financial reports and budgets resulting in increased public confidence in the City's financial decision making and resource allocation</li></ul>	
	<ul style="list-style-type: none"><li>Established single source of data to support improved data governance, driving informed decision making and reducing manual extraction of data from various platforms. This increases the timeliness and reliability of the required information to make timely and more informed decisions.</li></ul>	  
	<ul style="list-style-type: none"><li>Improved functionality of systems including the ability to adjust project accounts within funds and eliminating the need to generate numerous new general ledger accounts. This will help track various projects and costs therefore removing activities to try and gather this information from multiple sources.</li></ul>	 
	<ul style="list-style-type: none"><li>Compatibility of systems increases the opportunity for system integration and reduced staff maintenance of data transfers and information management.</li></ul>	 
	<ul style="list-style-type: none"><li>Reduction in the number of accounts used in system through the use of ChartFields enabling specific values to be analyzed (e.g. Department), activated and inactivated separate from other component parts of the string. Accounts can also be inactivated. This will increase the control environment and assist with amounts being booked to the correct accounts.</li></ul>	  
	<ul style="list-style-type: none"><li>Current Niagara Region ERP system has the capability to scale to accommodate the City.</li></ul>	


Legend


 Public


 Council

 SLT

 IT Dept

 Finance Dept

 Business Areas



# Benefits and risks | Value of pre-implementation activities

*Several of the aforementioned challenges could be reduced by the completion of pre-implementation activities*

Pre-implementation activities will play an important role in mitigating several of the challenges previously outlined, including:

Implementation challenge	Supporting Rationale
Staff Capacity	▶ Report rationalization, data cleansing, Chart of Accounts clean-up, and business process analysis pre-implementation activities will be the most significant contributors to a reduction in workload and back-fill required during implementation
Water/Tax Update	▶ If a new system for Tax and Water accounts receivable (sub-ledger) and billing processing can be implemented in advance of beginning the ERP system implementation, significant re-work in developing interfaces can be avoided. The future state S2C architecture would also be simplified because Vailtech Integrated Cash (POS system) could be eliminated and direct interfaces with Niagara Region's ERP system can be built between external systems that would otherwise need to stay connected to Vailtech Integrated Cash
Policy Alignment	▶ An activity to update major policies and standards the year in advance mitigates the risk of implementing workflows or configurations that are in conflict as well as project delays caused by last-minute policy reviews and lengthy approval steps with SLT and/or Council
Unclear Roles	▶ An important element of the policy and standards refresh pre-implementation work is a review of the current Delegation of Authority matrix. If this can be done in advance, system configuration and security role set-up will be much more efficient and in a manner that accurately enforces the policy
System Integration	▶ Early documentation of shadow systems is an important pre-implementation activity that will reduce the likelihood of "surprises" in terms of late discovery of interfaces, connected third-party systems, and areas of testing that will require attention during implementation
Data Issues	▶ Risk and cost of implementation will be significantly reduced by completing data profiling, cleansing and mapping as pre-implementation activities; part of this work also includes constructing a local database
Clarity of Integrations	▶ Advance business process analysis will validate specific hand-offs/transfers, uploads, and extractions of data from the current ERP system and inform a preliminary mapping of data during pre-implementation

# Summary of savings comparison of Scenario 1 & 2

## Financial analysis

### Scenario 1: Leverage Niagara Region's ERP

	Year 0 2023	Year 1 2024	Year 2 2025	Year 3 2026	Year 4 2027	Year 5 2028	Year 6 2029	Year 7 2030
Total (One time + recurring - cost Avoidance)	\$ (5,092,000)	\$ (375,000)	\$ (385,000)	\$ (394,000)	\$ (403,000)	\$ (412,000)	\$ (422,000)	\$ (432,000)
Net Present Value (NPV) over a seven year horizon	\$ (7,294,701)							

### Scenario 2: Implement ERP without the Region

Total (One time + recurring - cost avoidance)	\$ (7,902,000)	\$ (769,000)	\$ (786,000)	\$ (804,000)	\$ (822,000)	\$ (840,000)	\$ (859,000)	\$ (878,000)
Net Present Value (NPV) over a seven year horizon	\$ (12,479,591)							
Difference in NPV between Scenario 1 & 2	-\$ 5,184,000*							

#### Assumptions

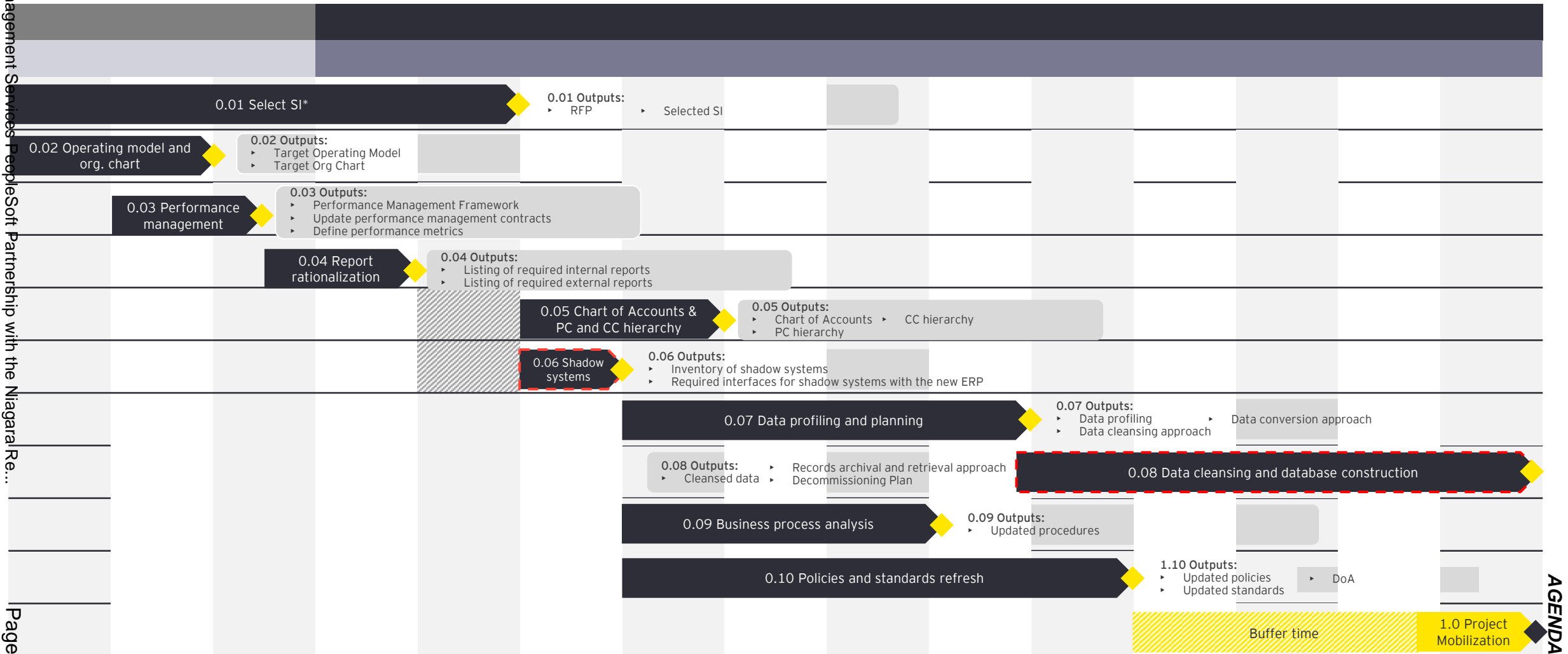
- A discount rate of 3.5% and an inflation factor of 2% was used to calculate NPV under both scenarios.

Using a NPV calculation, the estimated total cost of Scenario 1 whereby the City leverages the Region's ERP is approximately \$5.2M less than what it would cost under Scenario 2 for the City to implement a new ERP without the Region. Under Scenario 1 is estimated to cost \$400,000 to \$450,000 less annually than under Scenario 2 over the system's first seven years of operation.

\*Financial estimates may range +/- 20%.

# High-level pre-implementation roadmap

12-16 months worth of pre-implementation activities is recommended for completion by the end of 2022 to prepare for a new ERP



Note: It is targeted selection of SI will take place over a 6 month time frame beginning in September 2021, with Contract finalization to follow.

## Legend



Built in time to account for year end processes to take place in February



Pre-implementation activities



Implementation activities



Activity duration is yet to be determined

# Pre-implementation resourcing requirements

## Overview

The following resources are recommended to provide knowledge and capacity for the City to effectively prepare for the subsequent system implementation and would carry out the necessary pre-implementation activities with engagement and consultation from the City, as required. It is anticipated that minimal involvement from the Region would be needed during this period.

Resource Type	Resource Role
Contracted	Executive Advisor <sup>+</sup>
	Project Manager <sup>+</sup>
	Sr. Business Analyst
	Business Analyst
	Technical System and Data SMR
	Technical Analyst

Activity									
0.01 Select Systems Integrator (SI)	0.02 Operating model and organizational chart	0.03 Performance management	0.04 Report rationalization	0.05 Chart of accounts & PC and CC hierarchy	0.06 Shadow Systems	0.07 Data profiling and planning	0.08 Data cleansing and database construction	0.09 Business process analysis	0.10 Policies and standards refresh
X	X	X	X	X	X	X	X	X	X
X	X	X	X	X	X	X	X	X	X
			X	X	X	X		X	X
			X	X	X	X		X	X
			X	X	X	X	X	X	
						X			

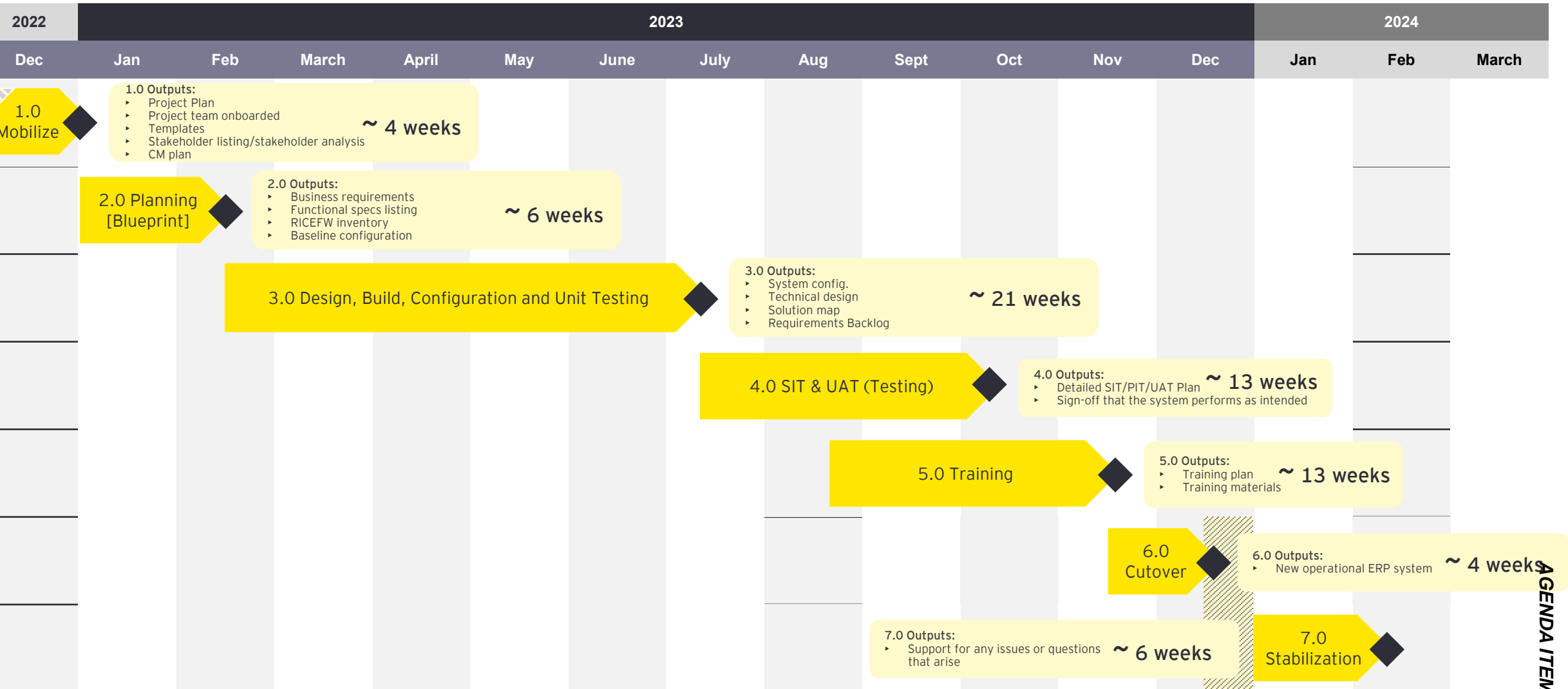
The total pre-implementation costs taking into account resources and timelines to complete these activities to set the implementation up for success is approximately \$950k\*.

\*Financial estimates may range +/- 20%.

\*Provide oversight to all pre-implementation activities

# High-level implementation roadmap

Implementation activities will take place over 2023 with a targeted transition to the new system by December 2023 before fiscal year end



# Implementation resourcing requirements

## Overview

Across the 7 phases of system implementation technical and non-technical staff will be required including internal support from City staff, external subject matter experience related to change management and system knowledge and regional resources with prior exposure to system implementation at the Region.

Resource Type	Resource Role
City	Executive / Project Sponsors
	Business Lead (Management)
	Change Management Lead
	Finance Business Analyst (R2R, P2P, S2C)
	Project Management BA
	Solution Architect
	Data Conversion SMR
Contracted	Executive Advisor
	Project Manager
	Change Management Advisor
	Functional Lead (incl. Test Lead)
	Functional Analyst (R2R, P2P, S2C & PC/AM)
	Technical Lead
	Data Conversion Lead
	Developers (x3)
Region	New ERP System Administrator
	Database Architect (DBA)
	Developer
	Developer

Phase						
1.0 Project Mobilization	2.0 Planning [Blueprint]	3.0 Design, Build and Configure, Unit Test	4.0 SIT & UAT Testing	5.0 Training	6.0 Cutover and go-live activities	7.0 Stabilization
X	X	X	X	X	X	
X	X	X	X	X	X	
X	X	X	X	X	X	
	X	X	X	X	X	
	X	X	X	X	X	
	X	X	X	X	X	
X	X	X	X	X	X	X
X	X	X	X	X	X	X
	X	X	X	X	X	X
	X	X	X	X	X	
X	X	X	X	X	X	
	X	X	X	X	X	
		X	X	X		
	X	X	X	X	X	
		X	X			
		X	X			



# Sustainment team

The proposed sustainment team would support the City to maintain the new ERP solution in collaboration with the Region.

Ref.	Resource	Description	Loaded Cost*	Staffed at
1.0	Business Analysts (BA)*	<p><b>General responsibilities</b></p> <ul style="list-style-type: none"> <li>▶ Translate business requirements from the City to technical requirements for implementation by the Region</li> <li>▶ Gather and communicate security requirements to the New ERP System Administrator at the Region</li> <li>▶ Regularly work with Finance staff, Developers and other Business Analysts to resolve issue</li> </ul> <p><b>General Ledger/Commitment Control (GL/KK) Specific</b></p> <ul style="list-style-type: none"> <li>▶ Work directly with Financial Accounting and Budgeting to confirm that all data, financial reporting, audit needs are being met by the new ERP system</li> <li>▶ Write and design new reports, create and migrate queries for accounting and budgeting staff, maintain the Chart of Accounts, Trees, Combination Edits</li> <li>▶ An accounting designation would be an asset, if not a requirement</li> </ul> <p><b>Accounts Payable / Purchasing (AP/PO) Specific</b></p> <ul style="list-style-type: none"> <li>▶ Support both procurement and payables modules</li> <li>▶ Purchasing and AP will have a high number of integrations, a high number of processes to support (Requisitioning, Purchasing, Vouchers, Payment, Vendor Maintenance)</li> </ul> <p><b>Accounts Receivable/Billing (AR/BI) Specific</b></p> <ul style="list-style-type: none"> <li>▶ Provide support to both receivables and billing processes</li> <li>▶ Note this role is anticipated to require a lesser degree of effort given that Water &amp; Tax billing module are to be maintained</li> </ul> <p><b>Project Costing / Asset Management Specific (PC/AM) Specific</b></p> <ul style="list-style-type: none"> <li>▶ Support both asset management, and project costing processes and reporting</li> <li>▶ Work directly with project managers and teams to confirm timely entry of project data and delivery of project reports</li> <li>▶ Support capital asset listing within the ERP system's Asset management function on a monthly basis</li> </ul>	<p>▶ \$100k - \$110k per resource</p>	<p>▶ City (3 FTE)</p> <p>*Note that one BA could likely support both AP/PO and PC/AM given the Region has one FTE dedicated to PC/AM. Ideally, BAs are cross-trained to provide effective coverage.</p>

# Sustainment team

The proposed sustainment team would support the City to maintain the new ERP solution in collaboration with the Region.

Ref.	Resource	Description	Loaded Cost*	Staffed at
2.0	New ERP System Developer	<ul style="list-style-type: none"> <li>▶ Create, modify, and maintain application engine programs, components, and interfaces within the new ERP system's software suite</li> <li>▶ Work directly with Business Analysts to resolve issues which require a technical approach</li> <li>▶ Note that Developers may be delegated work based on their particular skill set (e.g. Integration broker) or in some cases specialize in supporting a specific module</li> <li>▶ It is assumed that the cost of this additional FTE would be added to a pool of Developers at the Region to provide for additional capacity required to support the City's instance across various modules</li> </ul>	▶ \$100k - \$110k	▶ Region (1 FTE)
3.0	New ERP System Administrator and Infrastructure Maintenance Support	<ul style="list-style-type: none"> <li>▶ Provide technical knowledge and support required to maintain and configure web servers, application servers, and process scheduler servers</li> <li>▶ Perform software installations including routine updates/fixes, major product upgrades, patches, enhancements, customizations and new version releases</li> <li>▶ Assist with security changes</li> <li>▶ Work closely with Business Analysts at the City, Developers at the Region and broader members of the Niagara Region infrastructure maintenance and support team</li> </ul>	▶ \$100k - \$110k	▶ Region (1 FTE)

The total annual costs of sustaining the new system is estimated to be approximately \$525k\*.

# Timing considerations

*Several internal and external dependencies exist that will influence a timely implementation of the new ERP system, these dependencies have been built into the high-level roadmap.*

Dependency	Description
New Tax and Water system	The City of St. Catharines is currently exploring its Vailtech Water and Tax systems with a new system. The implementation of the new ERP system should start after the implementation of the new Water and Tax system to avoid additional work to integrate these systems with the new ERP.
Region resource availability	The Niagara Region is currently going through an upgrade. Therefore the Region will not have the available resources to support the ERP implementation until January 2023. Pre-implementation activities should be completed before January 2023 so that the ERP implementation can start on time and key milestones achieved.
Go-live considerations	The go-live of the new ERP system should be in early January 2024 so that all the financial reporting for the year can be reported out of one system. The following modules are proposed to go-live with or shortly after the GL go-live: Accounts Payable, Consolidations, Expenses Allocations/Projections, Reporting, Close Management & Reconciliations, FP&A.
Municipal and provincial election cycles	Consideration should be given to the alignment of pre-implementation and system implementation activities with the upcoming municipal election (October 2022) and provincial election (June 2022). Wrap up of pre-implementation activities should be underway by the end of August 2022 with buffer time assigned starting in September 2022 until Project Mobilization commences in December 2022 following the election. Following any changes in the City's Council, Finance and SLT members will need to be prepared to re-communicate project priority, timelines, benefits, and costs, where required to facilitate a smooth project mobilization process in January 2023.

# Conclusion

## Key takeaways

- ▶ The City's end-of-life system, with insufficient functionality and system controls, is driving the need to implement a new ERP system to modernize finance processes and empower City staff to manage the City's finances more effectively to the benefit of residents
- ▶ The purpose of this business case is to understand the feasibility for the City to consider adopting the Region's ERP system versus implementing a new ERP independently
- ▶ Several benefits of implementing a new ERP system have been identified with specific consideration to process improvements, enabling the workforce, and creating more opportunities for value-add activities as a result of technology
- ▶ While there are risks associated with transitioning to a new ERP system, a series of pre-implementation activities have been recommended to optimize project timelines and a successful implementation
- ▶ Based on a financial analysis, if the City leverages the Region's ERP instead of proceeding to implement a new system independently, a savings of approximately \$5.48 million is estimated over the system's first seven years of operation

**The analysis indicates it is feasible for the City to leverage the Niagara Region's ERP system, working closely with the Region to utilize their existing software instance as the starting point for set up and configuration.**



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## Corporate Report City Council

**Report from:** Financial Management Services, Accounting and Payroll

**Report Date:** July 8, 2022

**Meeting Date:** July 18, 2022

**Report Number:** FMS-117-2022

**File:** 60.2.13 & 10.57.99

**Subject:** Community Benefits Charges By-law

### Strategic Pillar:

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



## Staff Recommendation

That Council approve the proposed City of St. Catharines Community Benefits Charges By-law with an effective date of September 1, 2022, attached as Appendix 1.

## 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:

**Economic Prosperity:** Promotes development, investments, and employment to attract, retain and grow the economy of the City.

**Social Well Being:** Build and support the development of strong, inclusive neighbourhoods that provide high quality of life for residents of all ages.

**Cultural Renaissance:** Support and develop the City's rich history, diversity, arts and cultural assets that engages all citizens to be involved in their community.

## Background

Community Benefits Charges (CBCs) are intended to work in conjunction with Development Charges (DCs) and Parkland Dedication fees to ensure that municipalities have the tools and resources they need to build complete communities and support capital costs necessary to accommodate growth. The shift from a density bonusing

regime to a City-wide CBC regime is intended to provide a more predictable setting for property developers to pay for, and municipalities to fund, growth-related infrastructure and services. 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 persons and public bodies the municipality considers to be appropriate be conducted prior to passing the By-law. This report provides a summary of the required steps taken to prepare the Community Benefits Charges By-law and outline the implementation of the By-law according to the regulations.

## **Report**

### **Community Benefits Charges Strategy**

The City engaged consultants Watson and Associates Ltd. to undertake a Community Benefits Charges Strategy, [Report FMS-091-2022](#) which was released June 10, 2022. A list of potential capital projects that are eligible to be funded by CBCs, was developed in consultation with the City's various departments identifying the cost and time frame for the projects. The main service categories included growth studies, the CBC strategy update and revisions, cultural services and public realm, housing plan and corporate and building infrastructure.

### **Stakeholder and Public Consultation**

Prior to the public meeting on June 27, 2022, the City met with the Development Studies Task Force and launched an engagement site to ensure a transparent and open public process.

### **Development Studies Task Force**

The City created a Development Studies Task Force in November 2020 which includes representatives from the development and business community, an affordable housing representative, a resident at-large and staff. The Task Force met on May 19, 2022 and June 15, 2022 to discuss the changes to the legislation under the Planning Act and the implementation of CBCs with staff and Mr. Gary Scandlan from Watson and Associates Ltd. The Task Force passed a unanimous motion at their meeting on June 15, 2022 endorsing the staff recommendation on Community Benefits Charges and recommending that Council approve the Community Benefits Charges By-law and ensure any grants be funded in order to replenish the CBC Reserve.

### **Online Engagement**

A public engagement campaign was launched on June 10, 2022, which included a press release, social media posts, a webpage on EngageSTC with content on the CBC strategy and a survey. The survey results were provided at the Public Meeting on June 27, 2022, highlighting positive feedback for implementing Community Benefits Charges for the City.

### **Public Meeting**

A public meeting was held on June 27, 2022 which included a presentation by Mr. Gary Scandlan from Watson and Associates Ltd. followed by the motion raised at the

Development Studies Task Force and the public survey results. Council members were given the opportunity to ask questions at the meeting in addition to the public access to request a delegation to speak before council or submit an item of correspondence. No delegation requests or items of correspondence were received.

## **Implementation of the By-law**

If approved, the Community Benefits Charges By-law comes into force and effect on September 1, 2022 applying to building permits issued on or after the day it is passed with no phase-in period according to the By-law.

## **Notice of Passage**

In accordance with subsection 37(13) of the Planning Act, upon passing the By-law, notice of the passing and the last day for any appeals must be provided in written form no later than 20 days after the day the By-law is passed. The notice will be given by publication in the newspaper providing sufficient circulation to the public.

## **Appeal Period**

In accordance with subsections 37(13) to 37(31) of the Planning Act any person or organization may appeal the Community Benefits Charges By-law to the Ontario Land Tribunal by filing a notice of appeal with the City Clerk stating the objection to the By-law and the reasons supporting the objecting. The last day to appeal the By-law is August 27, 2022, which is 40 days after the By-law is passed.

## **Land Appraisal**

Upon the effective date of the Community Benefits Charges By-law, a development or redevelopment that meets the eligible criteria for CBC charges will be calculated on the value of the land prior to the issuance of a building permit. 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, for use in calculating the CBCs on each development or redevelopment. The landowner 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.

If the City agrees with the appraised value, then the owner pays their CBCs to the City and the funds will be deposited into the CBC reserve 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. 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 City's appraisal is within 5% of the landowner's appraisal, the landowner's appraisal is deemed accurate, and the difference would be refunded. 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 City. This must be undertaken within 60 days, with the final appraisal deemed accurate for the purposes of calculating the applicable Community Benefits Charges.



## **Financial Implications**

The financial implications are noted in [Report FMS-091-2022](#), 2022 Community Benefits Charge Strategy. Implementing a Community Benefits Charges By-law allows for increased funding for growth-related services that are necessary as the City grows and develops.

## **Conclusion**

The changes to the Planning Act, alter Section 37 formerly the bonus zoning provisions and replaces it with a new Community Benefits Charges, to be implemented by a City By-law. This Community Benefits Charges By-law is important to ensure growth-related revenues are maximized to ensure that the service levels enjoyed by new and existing residents and businesses are maintained without burdening the property tax base.

### **Prepared and Submitted by**

Jenna Northcott  
Development Finance Specialist

### **Approved by**

Kristine Douglas  
Director, Financial Management Services / City Treasurer

## **Appendices**

1. Proposed Community Benefits Charges By-law

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

## Memorandum

**To:** Mayor and Council

**Cc:** David Oakes, Chief Administrative Officer  
Kristine Douglas, Director, Financial Management Services/City Treasurer  
Tami Kitay, Director, Planning and Building Services

**From:** Stephanie Tripp, Manager, Realty and Insurance Services  
Margaret Josipovic, Manager, Planning Services

**Date:** July 18, 2022

**Subject:** Agenda Item 10.1 - Request to Purchase City owned Land  
Adjacent 66A, 66B and 66C Marsdale Drive

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Staff are in receipt of an unsolicited request to purchase City owned lands (the “lands”) behind the residential properties municipally known as 66A, 66B and 66C Marsdale Drive. The Lands are shown shaded in blue in Appendix 1 attached to this memorandum.

### Background

The City owned lands behind these residential properties were acquired by the City in 1993 to be incorporated into Town and Country Park. At the time of acquisition, the Lands were zoned Residential; however, when Council passed the City of St. Catharines Comprehensive Zoning By-law 2013-284 on December 13, 2013, the lands were zoned as G1- Conservation/Natural Area. The Lands are also located within a significant woodland as established by the Niagara Region's Woodland Conservation By-law No. 2020-79.

In 2018, consents to sever were obtained for 66 Marsdale Drive for approval for the construction of three new townhouse dwellings.

One of the conditions of approval was that the owner be required to install a 1.8 metre high black vinyl chain link fence along the rear property line, providing a physical barrier to the City's property (i.e. on Town and Country Park lands). The fence was installed, the conditions cleared and the construction of the three townhouse dwellings was completed (66A, 66B and 66C Marsdale).

### Report

On May 16, 2022, staff received a request from the owners of 66A, 66B and 66C Marsdale Drive to purchase a portion of the Lands behind their properties. The request

is to acquire an additional 9.14m of lot depth to be consolidated with their existing lands. Staff would note that the lot configuration in this area is irregular and that similar parcels to the south of 66 Marsdale Drive are in private ownership while similar parcels to the north of 66 Marsdale Drive (excluding 62 Marsdale Drive) are owned by the City and form part of Town and Country Park. The privately owned lands are outlined in brown and the City owned lands outlined in green on Appendix A. The approximate dimensions of the individual acquisition requests are as follows:

66A Marsdale Drive (Owners Tamara Morris and Lorne Smith)  
3.64 metres wide by 9.14 metres depth (33 square metres)

66B Marsdale Drive (Owners Richard and Brenda Audette)  
11.4 metres wide by 9.14 metres depth (104 square metres)

66C Marsdale Drive (Owners Wesley and Diane Turner)  
12.6 metres wide by 9.14 metres depth (115.2 square metres)

There is a current related planning application for 66A Marsdale Drive for a severance of a portion of 62 Marsdale Drive which would facilitate the conveyance of part of 62 Marsdale Drive to be consolidated with 66A Marsdale Drive to create a more regular lot line. This application has been deferred pending the outcome of these requests.

Acquisition of the lands only provides additional amenity area to the adjacent owners and the value would be minimal due to its limited use or development potential.

The request to purchase the City lands was circulated to the City's Property Coordinating Committee made up of staff from the Planning, Community, Recreation and Culture, Legal, Engineering and Municipal Works Departments. Staff are not supportive of this request as the City's Official Plan encourages the **acquisition** of parkland - therefore the sale of existing public parkland to a private landowner would be contrary to this policy statement. Additionally, there is a stand of trees on the City parcel that form part of a larger woodlot in the park and the Official Plan also provides that Natural Heritage Features are best held in public ownership to ensure their continued stewardship and protection.

Staff do not support the sale of any City land behind 66A, 66B and 66C Marsdale (or behind any of the other homes that back onto the park).

It was also noted that the black chain link fence behind the properties that was installed as a condition of the 2018 consent has since been removed and that there are encroachments into the park for private use, including privacy screens and decks. The Official Plan also states that private property encroachments on municipal parkland, open space and natural areas should not be permitted and should progressively be eliminated in order to maximize the use and enjoyment of these areas for public purposes.



## **Conclusion**

Staff do not recommend the sale of the lands as they form part of Town and Country Park and are also located within a significant woodland. The unsolicited request to purchase City parkland for private amenity space is directly contrary to Regional and City policy and as such, staff do not support the request.

If Council chooses to sell the City owned Lands, the following would be required in accordance with the City's Sale and Disposition of Land by-law:

- The Lands would need to be declared surplus by by-law or resolution passed at a meeting open to the public;
- Sale would be at market value and all costs to convey the lands including appraisal, legal and reference plan costs will be the responsibility of the purchasers;
- Sale may be subject to additional conditions as determined by staff.

The following resolution would need to be approved to declare the lands as surplus if Council chooses to sell the land:

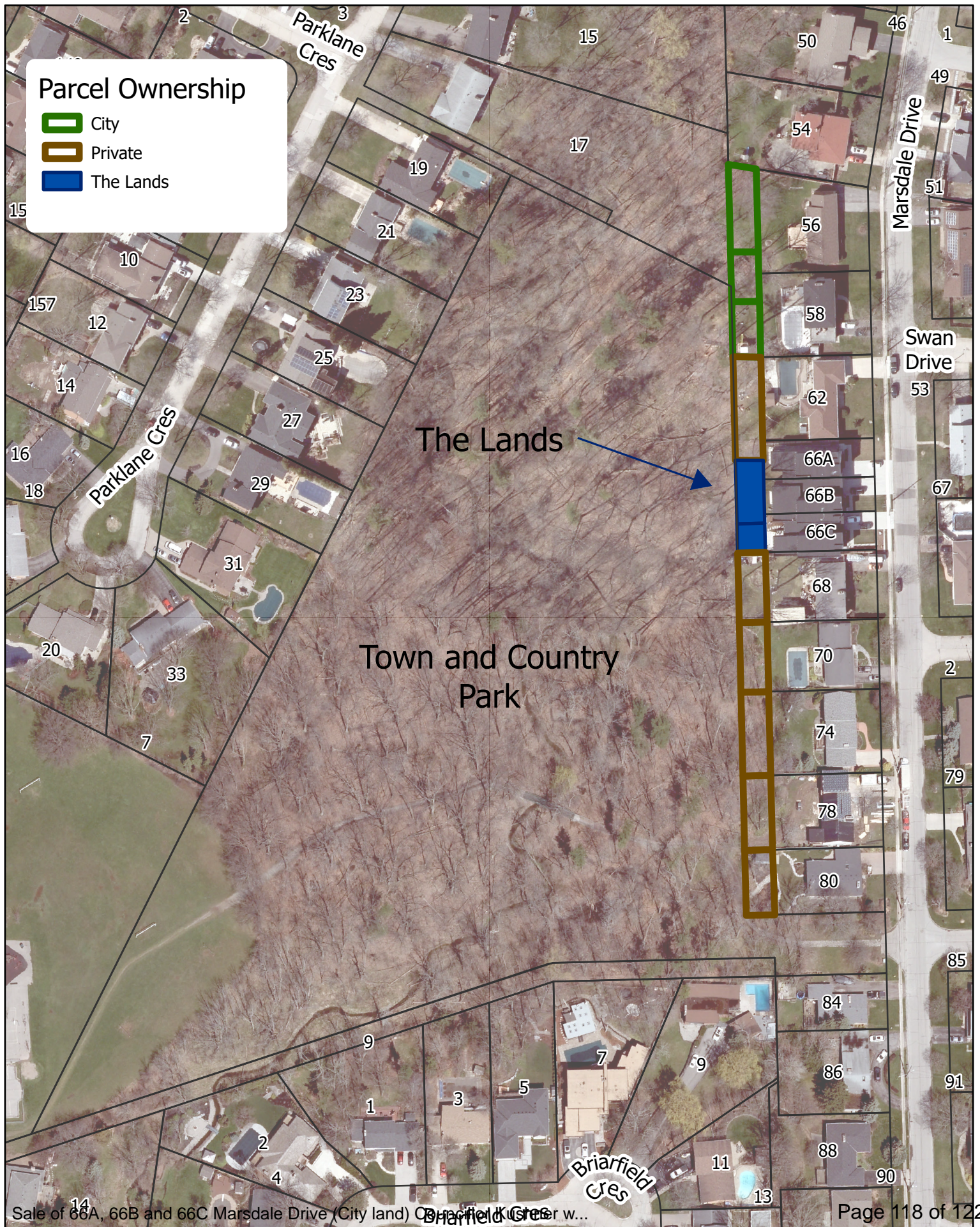
That Council declare City owned land adjacent 66A, 66B and 66C Marsdale Drive surplus and dispose of it to the adjacent property owners.

Should Council not support the sale of the subject lands, the owners should then be required to re-install the 1.8 m high black chain link fence that had been removed on the property line and remove any existing encroachments at their expense within 90 days of Council's decision.

## **Appendices**

1. Map of the The Lands









250 St. Paul Street  
St. Catharines, ON  
L2R 3M2  
905-688-0722 (Box Office)  
[FirstOntarioPAC.ca](http://FirstOntarioPAC.ca)

## MEMO

**TO:** Kristen Sullivan, Deputy City Clerk

**FROM:** Colleen A. Smith, CEO on behalf of the FirstOntario Performing Arts Centre Board of Directors

**SUBJECT:** Request to Council for Amendment to FirstOntario PAC By-Laws

**DATE:** July 5, 2022

**CC:** David Oakes, CAO

## REQUEST

This is a request to make two amendments to the original establishing By-law 2018-177 and the following By-law 2019-262.

1. We request that By-law No. 2019-262 subsection 5.1.iii be amended to reflect the following:

5.1 Composition of the Board. The Board shall be comprised of not less than seven (7) and no more than thirteen (13) Members, as follows:

- i. 2 members of Council appointed by Council;
11. 2 members appointed by Brock University; and
111. **3 to 9 citizen members appointed by Council.**

This represents a request to change from our current By-law stating 3-7 citizen members to 3-9 citizen members, or **an increase of two (2)**.

2. By-law 2018-177 Section 5.4.iii (member qualifications) states that in order to be eligible for appointment and maintain eligibility as a member, a person must meet the following qualifications: be eligible to be elected as a member of Council.

By-law 2018-177 states that in order to be appointed to the Board, a person must be eligible to be elected as a member of City Council (i.e. must be an owner or tenant of land in St. Catharines). **We are asking that the by-law be amended to allow for up to two (2) Board members to be from outside of St. Catharines, provided all other qualifications are met.**

## RATIONALE FOR THESE REQUESTS

Since January 2020 the FirstOntario Performing Arts Centre (PAC) has been operating wholly under the purview and management of the Board of Directors in accordance with the Municipal Act.

Since that time, while navigating the challenges of the global pandemic, the Board has overseen the establishment of a strategic recovery plan, the formation of Board committees and work plans, increased efforts towards fund development activities, and advanced the pursuit of charitable status. Key to the future of the PAC is the Board's ability to maximize contributed revenue for services and programs that have charitable intent, including, but not limited to, support for youth programs, accessible ticket pricing, support for local artists and arts organizations, free concerts and events and affordable spaces for non-profit community groups.

From a governance perspective, this work requires ample resources within committee structures and a stronger representation on the Board of active community leaders with philanthropic leadership experience with the region and beyond. With only seven (7) citizen members currently, and six of them holding officer positions, the requirements of the PAC are such that more members are necessary to extend our reach and impact within the community.

In addition, the limitation of candidates exclusively from the municipality of St. Catharines prevents representation on the Board from constituencies that the PAC serves (Since 2019, 40% of PAC audiences have been, on average, from outside of St. Catharines). As with many arts organizations within the region, having Board members represent areas of residence that are geographically diverse increases connection to those communities as well as fund development potential. It is for this reason that we are requesting permission for up to two (2) members of the Board from Outside of St. Catharines to be considered for Board membership.

## TIMING

We ask that Council consider this request at the July 18th Council meeting.

We would be pleased to discuss should more information be required or requested.



## By-laws to be considered Monday, July 18, 2022

- (a) A By-law to amend By-law No. 2002-81 entitled "A By-law to appoint certain employees of the Canadian Corps of Commissionaires (Hamilton) as municipal law enforcement officers." (One reading – with respect to change in personnel. Delegation of Powers and Duties By-law No. 2020-156.)
- (b) A By-law to amend By-law No. 2014-169 entitled "A By-law to appoint a Chief Building Official and Inspectors under the Ontario Building Code Act, 1992." (One reading – with respect to change in personnel. Delegation of Powers and Duties By-law No. 2020-156.)
- (c) A By-law to amend By-law No. 89-2000 entitled "A By-law regulating traffic and parking on City Roads." (One reading – with respect to parking prohibitions – Bessborough Drive. Delegation of Powers and Duties By-law No. 2020-156.)
- (d) A By-law to authorize the acceptance of a conveyance of certain lands from MONTAGUE, MICHAEL GORDON and MONTAGUE, LINDA MARGARET for road widening along Wychwood Road. (One reading – with respect to severance application for 51 Glenridge Avenue. Delegation of Powers and Duties By-law No. 2020-156.)
- (e) A By-law to authorize the acceptance of a conveyance of certain lands from MONTAGUE, MATT and KREZEK, CARA for road widening along Wychwood Road. (One reading – with respect to severance application for 51 Glenridge Avenue. Delegation of Powers and Duties By-law No. 2020-156.)
- (f) A By-law to appoint Kristen Sullivan as Clerk of The Corporation of the City of St. Catharines, and to repeal By-law No. 2022-106 and By-law No. 2011-212, including all amendments. (One reading – with respect to appointment pursuant to Section 228(1) of Municipal Act, 2001.)
- (g) 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 2023 Schedule of Rates and Fees. Council, June 27, 2022, Item No.7.2)
- (h) A By-law to amend By-law No. 2020-156 entitled "Delegation of Powers and Duties By-law." (One reading – with respect to Tax Levy Capital Reserve transfers. To be considered by Council, July 18, 2022.)
- (i) A By-law to authorize an Agreement with 1000188251 ONTARIO INC. (One reading – with respect to BTIF incentive under 2020-CIP for 7 St. Paul Street West & 7 McGuire Street. To be considered by Council, July 18, 2022.)
- (j) A By-law to amend By-law No. 2021-68 entitled "A by-law to establish a system for non-parking related administrative penalties. (One reading – with respect to creation



of administrative penalties for violations of the City's Vacant Building Registry By-law. To be considered by Council, July 18, 2022.)

- (k) A By-law to authorize an amendment to the Agreement with Niagara Grape and Wine Festival (the "Festival") with respect to 2022 Festival Programming. (One reading – with respect to changes to 2022 Niagara Grape and Wine Festival Program. To be considered by Council, July 18, 2022.)
- (l) A By-law for the imposition of Community Benefits Charges. (One reading – with respect to Community Benefits Charges. To be considered by Council, July 18, 2022.)
- (m) A By-law to amend By-law No. 2018-177 entitled "A By-law to establish a Municipal Service Board that will promote, develop and encourage the performing arts in the City of St. Catharines, operate the FirstOntario Performing Arts Centre and associated business, and provide related services for the benefit of the City of St. Catharines." (One reading – with respect to motion by Councillor Garcia in relation to FOPAC Board request. To be considered by Council, July 18, 2022.)
- (n) A By-law to confirm the proceedings of council at its meeting held on the 18th day of July 2022. (One reading - with respect to confirming the proceedings of the meeting held on July 18, 2022.)