

**FULL AUTHORITY MEETING
ON-LINE VIDEO CONFERENCE
Friday, September 17, 2021
9:30 A.M.**

A G E N D A

CALL TO ORDER – ROLL CALL / STAFF INTRODUCTIONS

The Niagara Peninsula Watershed is located on the traditional territory of Indigenous peoples dating back countless generations. We want to show our respect for their contributions and recognize the role of treaty-making in what is now Ontario.

The Niagara Peninsula Conservation Authority (NPCA) grieves with Indigenous people and communities across the country on the tragic loss of so many children to the Residential School System. We acknowledge that with this difficult history comes the responsibility to honour those who were lost, and to strive to better understand how we can support affected communities. The NPCA stands committed to improving our relationships with Indigenous peoples, and working with them to ensure an equitable and meaningful future for all.

1. APPROVAL OF AGENDA

2. DECLARATIONS OF CONFLICT OF INTEREST

3. APPROVAL OF MINUTES

- a) Minutes of the Full Authority Meeting dated July 16, 2021 (For Approval)

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4. CORRESPONDENCE

- a) Correspondence dated September 1, 2021 to the Niagara Peninsula Conservation Authority from Ann-Marie Norio, Regional Clerk, Regional Municipality of Niagara RE: Memorandum CAO 17-2021 COVID-19 Vaccination Policy Update (For Receipt - in conjunction with Agenda Item 8. c) Report No. FA-56-21 RE: COVID-19 Vaccination Policy)

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5. PRESENTATIONS

6. DELEGATIONS

7. CONSENT ITEMS

8. DISCUSSION ITEMS

- a) Report No. FA-53-21 RE: 2021 Ducks Unlimited Canada Wetland Restoration Partnership

Page # 14

- b) Report No. FA-54-21 RE: 2023 NPCA Wedding Facilities Rates (For Approval)

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c) Report No. FA-55-21 RE: the Niagara Peninsula Aspiring Global Geopark MOU (For Approval) Page # 24

d) Report No. FA-56-21 RE: COVID-19 Vaccination Policy (For Approval) Page # 27

9. COMMITTEE REPORTS

9.1 STRATEGIC PLANNING COMMITTEE

9.1.1 Minutes of the Strategic Planning Committee Meeting dated July 16, 2021 (For Receipt) Page # 30

9.2 FINANCE COMMITTEE

9.2.1 Minutes of the Finance Committee Meeting dated July 28, 2021 (For Receipt) Page # 33

9.2.2 Report No. FA-48-21 RE: Financial Report – Q2 - 2021 (For Receipt) Page # 37

9.2.3 Report No. FA-49-21 RE: 2022 Operating and Capital Budget Assumptions (For Approval) Page # 41

9.2.4 Report No. FA-50-21 RE: Banking Policy (For Approval) Page # 45

9.2.5 Report No. FA-51-21 RE: Investment Policy (For Approval) Page # 50

9.2.6 Report No. FA-52-21 RE: Contract Award Update - Montague Construction Ltd. Binbrook Septic (For Receipt) Page # 67

10. NOTICES OF MOTION

11. MOTIONS

12. NEW BUSINESS

a) C.A.O. Updates - Verbal

b) Niagara Peninsula Conservation Foundation Update – Verbal

13. CLOSED SESSION

a) Litigation or Potential Litigation - Verbal Update on Enforcement and Compliance

14. ADJOURNMENT

**FULL AUTHORITY
ONLINE VIDEO CONFERENCE
MEETING MINUTES
Friday, July 16, 2021
9:30 A.M.**

NOTE: The archived recorded meeting is available on the NPCA website. The recorded video of the Full Authority meeting is not considered the official record of that meeting. The official record of the Full Authority meeting shall consist solely of the Minutes approved by the Full Authority Board. *NPCA Administrative By-law*

MEMBERS PRESENT: B. Johnson (Chair)

S. Beattie
R. Brady
B. Clark
D. Coon-Petersen
D. Cridland
L. Feor
R. Foster
J. Hellinga
J. Ingrao
K. Kawall
B. Mackenzie
J. Metcalfe
W. Rapley
E. Smith
B. Steele
M. Woodhouse
B. Wright

MEMBERS ABSENT: D. Huson
R. Shirton

OTHERS: J. Court, Executive Director, Green Infrastructure Ontario

STAFF PRESENT: C. Sharma, CAO / Secretary – Treasurer
G. Bivol, Clerk
A. Christie, Director, Operations
J. Culp, Manager, Compliance and Enforcement
D. Deluce, Senior Manager, Planning and Regulations
M. Ferrusi, Manager, Human Resources
L. Gagnon, Director, Corporate Services
L. Lee-Yates, Director, Watershed Management
S. Miller, Senior Manager, Water Resources
A. Powell, Manager, Conservation Area Services
G. Shaule, Administrative Assistant
G. Verkade, Senior Manager, Integrated Watershed Planning / Information Management

The Chair called the meeting to order at 9:31 a.m.. The Board was introduced to Leilani Lee-Yates the new Director of Watershed Management and to additional Watershed department staff.

1. APPROVAL OF AGENDA

Resolution No. FA-134-2021
Moved by Member Beattie
Seconded by Member Brady

THAT agenda for the Full Authority Meeting dated June 18, 2021 **BE APPROVED** as so amended.

CARRIED

2. DECLARATIONS OF CONFLICT OF INTEREST

None declared.

3. APPROVAL OF MINUTES

- a) Minutes of the Niagara Peninsula Conservation Authority's 62nd Annual General Meeting held dated June 18, 2021
- b) Minutes of the Full Authority Meeting dated June 18, 2021

Resolution No. FA-135-2021
Moved by Member Clark
Seconded by Member Coon-Peterson

THAT the minutes of the following meetings **BE APPROVED**:

- Minutes of the Niagara Peninsula Conservation Authority's 62nd Annual General Meeting held dated June 18, 2021; and
- Minutes of the Full Authority Meeting dated June 18, 2021.

CARRIED

4. CORRESPONDENCE

- a) Correspondence dated June 25, 2021 from Ed Scharringa, President Christian Farmers Federation of Ontario Liz Mikel, Ministry of the Environment, Conservation and Parks RE: ERO 019-2986 Regulatory Proposals (Phase 1) under the Conservation Authorities Act
- b) Correspondence from Don Ciparis President, National Farmers Union – Ontario RE: Response to Regulatory proposals (Phase 1) under the Conservation Authorities Act (ERO 019-2986)
- c) Correspondence dated June 25, 2021 from Ann-Marie Norio Regional Clerk, Regional Municipality of Niagara RE: 2020 End of Year Growth Report and 5 Year Growth Trend
- d) Correspondence dated June 25, 2021 from Ann-Marie Norio Regional Clerk, Regional Municipality of Niagara RE: Development Applications Monitoring Report – 2020 Year End

Resolution No. FA-136-2021

Moved by Member Cridland

Seconded by Member Feor

THAT the following correspondence **BE RECEIVED**:

- Correspondence dated June 25, 2021 from Ed Scharringa, President Christian Farmers Federation of Ontario Liz Mikel, Ministry of the Environment, Conservation and Parks RE: ERO 019-2986 Regulatory Proposals (Phase 1) under the Conservation Authorities Act;
- Correspondence from Don Ciparis President, National Farmers Union – Ontario RE: Response to Regulatory proposals (Phase 1) under the Conservation Authorities Act (ERO 019-2986);
- Correspondence dated June 25, 2021 from Ann-Marie Norio Regional Clerk, Regional Municipality of Niagara RE: 2020 End of Year Growth Report and 5 Year Growth Trend; and
- Correspondence dated June 25, 2021 from Ann-Marie Norio Regional Clerk, Regional Municipality of Niagara RE: Development Applications Monitoring Report – 2020 Year End.

CARRIED

5. PRESENTATIONS

- a) Presentation by Jennifer Court, Executive Director Green Infrastructure Ontario RE: “An Economic Impact Assessment of Green Infrastructure Sector in Ontario” – C.A.O. Sharma introduced Ms. Court who conducted her presentation via PowerPoint. Members posed questions.

Resolution No. FA-137-2021

Moved by Member Foster

Seconded by Member Hellinga

THAT the PowerPoint presentation by Jennifer Court, Executive Director Green Infrastructure Ontario entitled “An Economic Impact Assessment of Green Infrastructure Sector in Ontario” **BE RECEIVED**.

CARRIED

- b) Presentation by Adam Christie, Director of Operations RE: NPCA Conservation Areas Update - Both Adam Christie, Director of Operations and Alicia Powell, Manager, Conservation Area Services presented. Members posed questions. Discussion ensued.

Resolution No. FA-138-2021

Moved by Member Ingrao

Seconded by Member Kawall

THAT the PowerPoint presentation by Adam Christie, Director of Operations RE: NPCA Conservation Areas Update **BE RECEIVED**.

CARRIED

6. DELEGATIONS

None

7. CONSENT ITEMS

- a) Report No. FA-43-21 RE: Semi-Annual Planning and Regulations Statistics Report

Resolution No. FA-139-2021
Moved by Member Mackenzie
Seconded by Member Metcalfe

THAT Report No. FA-43-21 RE: Planning and Regulations Semi-Annual Report **BE RECEIVED.**

CARRIED

- b) Report No. FA-44-21 RE: Human Resources - 2021 Q1 and Q2 Update

Resolution No. FA-140-2021
Moved by Member Rapley
Seconded by Member Steele

THAT Report No. FA-44-21 RE: Human Resources - 2021 Q1 and Q2 Update **BE RECEIVED.**

CARRIED

8. DISCUSSION ITEMS

- a) Report No. FA-45-21 RE: Compliance and Enforcement 2021 Q2 Statistics – David Deluce, Senior Manager, Planning and Regulations presented and discussion ensued.

Resolution No. FA-141-2021
Moved by Member Smith
Seconded by Member Woodhouse

1. **THAT** Report No. FA-45-21 RE: Compliance and Enforcement 2021 Q2 Statistics **BE RECEIVED.**
2. **THAT** a meeting with jurisdiction municipalities be **CONVENED** to address environmental compliance and enforcement challenges identified in the staff report.
3. **AND FURTHER THAT** a copy of this report be **CIRCULATED** to the Niagara Peninsula Conservation Authority (NPCA) municipalities.

CARRIED

- b) Report No. FA-46-21 RE: NPCA Section 28 Permit Signatory Delegation – Ms. Sharma presented.

Resolution No. FA-142-2021
Moved by Member Wright
Seconded by Member Beattie

1. **THAT** Report No. FA-46-21 RE: NPCA Section 28 Permit Signatory Delegation **BE RECEIVED.**
2. **THAT** the Board **APPROVES** the Director, Watershed Management to be an additional signatory on Section 28 work permits.

CARRIED

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- c) Report No. FA-47-21 RE: Term of Chair Position resulting from Conservation Authorities Act Update – Ms. Sharma outlined the report.

Resolution No. FA-143 -2021

Moved by Member Brady

Seconded by Member Clark

WHEREAS the February, 2022 Annual General Meeting of the NPCA will be impacted by the recently proclaimed governance provisions of the *Conservation Authorities Act* (CAA) in regards to the term of Chair and Vice Chair;

WHEREAS the composition of the NPCA Board will undergo a review by partner municipalities prior to the 2023 term of the Board of Directors to conform with the updated CAA;

WHEREAS the decision on the term of Chair be best addressed once the Board composition and municipal representation is determined prior to the next term beginning in 2023;

AND WHEREAS per the current Administrative By-Law, the NPCA wishes to continue in 2022 with the established democratic election process offering a fair opportunity for members who wish to serve in leadership positions irrespective of the municipality they represent;

NOW THEREFORE, BE IT RESOLVED:

1. **THAT** Report No. FA-47-21 RE: Term of Chair Position resulting from Conservation Authorities Act Update **BE RECEIVED**.
2. **AND FURTHER THAT** under section 17(1.3) of the Conservation Authorities Act, the Board of Directors **SEEK** approval for an exception from the Minister of Environment, Conservation and Parks for 2022 Term of Chair provisions.

CARRIED

9. COMMITTEE ITEMS

9.1 PUBLIC ADVISORY COMMITTEE

9.1.1 Minutes of the Public Advisory Committee Meeting dated June 17, 2021

Resolution No. FA-144 -2021

Moved by Member Coon-Petersen

Seconded by Member Cridland

THAT the minutes of the Public Advisory Committee Meeting dated June 17, 2021 **BE RECEIVED**.

CARRIED

9.2 GOVERNANCE COMMITTEE

9.2.1 Minutes of the Governance Committee Meeting dated June 24, 2021

Resolution No. FA-145-2021

Moved by Member Foster

Seconded by Member Feor

THAT the minutes of the Governance Committee Meeting dated June 24, 2021 **BE RECEIVED**.

CARRIED

9.2.2 Report No. GC-05-21 RE: Freedom of Information Statistical Report 2020 - Grant Bivol, Clerk presented the report.

Resolution No. FA-146-2021
Moved by Member Feor
Seconded by Member Foster

THAT Report No. GC-05-21 RE: Freedom of Information Statistical Report 2020 **BE RECEIVED**.

CARRIED

10. NOTICES OF MOTION

None

11. MOTIONS

- a) Motion Regarding Provision of Native Pollinator Species – Discussion ensued with respect to wording amendments and circulation to area municipalities.

Resolution No. FA-147-2021
Moved by: Member Woodhouse
Seconded by: Member Brady

WHEREAS globally, pollinator species, including bees and monarch butterflies are declining at a concerning rate due to anthropogenic activity such as habitat loss and degradation as well as pollution and climate change;

WHEREAS the dramatic global decline in the pollinator species population could seriously affect the pollination of human food crops around the world;

WHEREAS Health Canada's Pest Management Regulatory Agency (PMRA) has developed Best Management Practices (BMP's), resources, and guidelines to ensure agricultural practices across the country protect pollinators, and, is collaborating with the Provincial Ministry of Agriculture and Rural Affairs to advance these resources and BMP's;

AND WHEREAS the Niagara Peninsula Conservation Authority (NPCA) is committed to maintaining and enhancing pollinator habitat through its enhanced restoration and stewardship programs, community partnerships, as well as advising land development proponents through planning and development processes;

NOW THEREFORE, BE IT RESOLVED:

1. **THAT** the NPCA **REQUESTS** the support and collaboration of conservation authorities and (through the CAs) their partner municipalities across the Province of Ontario to include the provision of native pollinator habitat with specialized native plant species through future development and redevelopment projects.

2. **THAT** by copy of this motion, NPCA partner municipalities **BE REQUESTED** to advance the use of native pollinator plant species to promote pollinator habitat through projects on their own lands as well through planning and development processes.
3. **THAT** a copy of this resolution **BE CIRCULATED** to the Association of Municipalities of Ontario and the Federation of Canadian Municipalities for their consideration.
4. **AND FURTHER THAT** both the governments of Ontario and Canada **BE REQUESTED** to adopt a plan of action for properties within their control to protect pollinators and plant native pollinator species, and entrench this priority with the appropriate legislation with circulation of NPCA jurisdiction federal and provincial political representatives.

CARRIED

12. NEW BUSINESS

- a) C.A.O. Updates – Verbal - Ms. Sharma spoke on future meetings requested with municipalities in respect of Bill 229. Additional direction along with discussion was heard from Members in respect of pollinator species, tree plantings at LaFortune Park, Green Infrastructure and campground reservation policies.
- b) Niagara Peninsula Conservation Foundation Update – Verbal - Board Members discussed Comfort Maple pens, fundraising efforts and the upcoming NPCF presentation to the Board.

13. CLOSED SESSION

None

14. ADJOURNMENT

By consensus, the meeting adjourned at 11:44 a.m..

Brenda Johnson, Chair
Niagara Peninsula Conservation Authority

Chandra Sharma, MCIP, RPP
Chief Administrative Officer / Secretary-
Treasurer,
Niagara Peninsula Conservation Authority

September 1, 2021

CL 15-2021, August 26, 2021

**LOCAL AREA MUNICIPALITIES
NIAGARA PENINSULA CONSERVATION AUTHORITY
NIAGARA REGIONAL POLICE SERVICE**

SENT ELECTRONICALLY

Re: Memorandum CAO 17-2021 COVID-19 Vaccination Policy Update

Regional Council, at its meeting held on August 26, 2021, passed the following motion:

1. That CAO 17-2021, being a memorandum from R. Tripp, Chief Administrative Officer, dated August 26, 2021, respecting COVID-19 Vaccination Policy Update, **BE RECEIVED**;
2. That staff **BE DIRECTED** to develop and implement a policy, and any required procedures, to require all Regional employees to be fully vaccinated against COVID-19, at the earliest opportunity, subject to and in compliance with any applicable legal directives and requirements, including but not limited to applicable human rights obligations, accommodation of employees legally entitled to accommodation, MFIPPA and PHIPA;
3. That Regional Council **APPROVE** that the applicable provisions of the above-mentioned vaccination policy include members of Regional Council who wish to attend in-person meetings (including Committee and Council), conduct business on Regional property or facilities, or attend official events in their capacity as a Regional Councillor; and
4. That a copy of this resolution **BE PROVIDED** to the Local Area Municipalities, and the Region's agencies boards and commissions, namely NRPS and NPCA.

A copy of Memorandum CAO 17-2021 is attached for your reference.

Yours truly,

A handwritten signature in black ink, appearing to read "Ann Marie", with a long, sweeping horizontal flourish extending to the right.

Ann-Marie Norio
Regional Clerk

CLK-C 2021-145

MEMORANDUM

CAO 17-2021

Subject: COVID-19 Vaccination Policy Update

Date: August 26, 2021

To: Regional Council

From: Ron Tripp, P.Eng., Acting Chief Administrative Officer

This memo is to provide an update on the Region's efforts concerning the Ontario Provincial Government (the "Province") making COVID-19 vaccination policies mandatory for high-risk settings.

Background

As members of Council are aware, on August 17, 2021, the Province announced its intention to require businesses operating in certain high-risk settings to implement COVID-19 vaccination policies. In addition, and citing concerns about the transmissibility of the Delta variant, the Province also announced, among other things, that it was pausing the it's exit from the Roadmap to Reopen.

The Province cites this direction is intended to protect vulnerable patients and staff in settings where the risk of contracting and transmitting COVID-19 and the Delta variant is higher, as a result the Chief Medical Officer of Health has issued a directive mandating hospitals and home and community care service providers to have a COVID-19 vaccination policy for employees, staff, contractors, students and volunteers, and for ambulance services to have a COVID-19 vaccination policy for paramedics.

The vaccination policy must be effective no later than September 7, 2021, and at a minimum will require these individuals to provide proof of one of three things:

- Full vaccination against COVID-19;
- A medical reason for not being vaccinated against COVID-19; or
- Completion of a COVID-19 vaccination educational session.

Individuals who do not provide proof of full vaccination against COVID-19 will be required to undertake regular antigen testing. Businesses will be required to track and report on the implementation of their policies to the Province. This is similar to the vaccination policy requirements currently in place for long-term care homes, which have already been in effect since July 1, 2021.

Vaccination policies will also be required to be implemented in other higher-risk settings such as:

- Public funded schools and private schools;
- Licensed child care settings;
- Post-secondary institutions;
- Licensed retirement homes;
- Women's shelters; and
- Congregate group homes and day programs for adults with developmental disabilities, children's treatment centres and other services for children with special needs, and licensed children's residential settings.

Lastly, the directive also requires businesses to collect, maintain, and disclose statistical (non-identifiable) information as requested by the Province.

Region Next Steps

In order to achieve compliance to the Province's directive, a working group has been established with staff representation from each of our identified high risk settings; with the support of staff from Human Resources, Legal Services, and Public Health. The focus of this group is to establish, implement, and ensure compliance with a COVID-19 vaccination policy and procedures. I have been in discussions with the Local CAO group, kept them apprised of our direction, including have committed to keep the lines of communication on this issue open with them.

The vaccination policy and procedures will require staff, contractors, volunteers, and students to provide one of the following:

1. Proof of full vaccination against COVID-19 (i.e. proof of having received the full series of a vaccine or combination of vaccines approved by the World Health Organization, and having received the final dose of the vaccine at least 14 days ago);
2. Written proof of a medical reason, provided by a physician or registered nurse in the extended class that sets out: (i) a documented medical reason for not being fully vaccinated against COVID-19, and (ii) the effective time-period for the medical reason; or
3. Proof of completing an educational session about the benefits of COVID-19 vaccination prior to declining vaccination for any reason other than a medical reason. Such education session may be one prepared by the Region or another

one that must be approved by the Region and, at minimum, address the following topics:

- a. How COVID-19 vaccines work;
- b. Vaccine safety related to the development of the COVID-19 vaccines;
- c. The benefits of vaccination against COVID-19;
- d. Risks of not being vaccinated against COVID-19; and
- e. Possible side effects of COVID-19 vaccination.

Further, under the directive, Region's policy must also require that where staff, contractors, volunteers, or students do not provide proof of being fully vaccinated, they must submit to regular antigen point of care testing for COVID-19 and demonstrate a negative result at least once every seven days, or more frequently as may be determined by the Region. Outside of long term care, the Region will not be providing this test. As a result, the onus will fall on staff, contractors, volunteers, or students to provide the Region with verification of the negative test in a prescribed manner that enables the Region to confirm the result.

It should be noted that the directive provides for accommodation of unvaccinated individuals who provide a medical basis for their unvaccinated status, the more general duty to accommodate under the Human Rights Code (the "Code") can be triggered for reasons other than disability. For instance, creed is also a protected ground under the Code. Where, for example, an individual provides a religious basis for being unvaccinated, the duty to accommodate under the Code may be triggered. These considerations will be captured in our policy, and are still being reviewed at this time.

Finally, the policy will ensure that the required statistical data will be recorded and maintained.

We are still awaiting further details to be released from the Province, including more information and clarity from the various ministries. We are aware that the City of Toronto, the Province, and perhaps additional municipalities will soon also announce they are implementing vaccination policies that apply to all employees. At the moment our focus remains on following the Province's directive that businesses operating in identified high-risk settings will require policies to be implemented by September 7, 2021. That said, our focus on the development of a vaccination policy and procedures will also remain nimble in the event it is determined appropriate to pivot and act quickly to implement such a policy in other areas, including as far as including all Region staff, contractors, volunteers, or students. Council will continued to be provided any updates as appropriate.

Respectfully submitted and signed by

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

Report To: Board of Directors

Subject: 2021 Ducks Unlimited Canada Wetland Restoration Partnership

Report No: FA-53-21

Date: September 17, 2020

Recommendation:

1. **THAT** Report No. FA-53-21 RE: 2021 Ducks Unlimited Canada Wetland Restoration Partnership **BE RECEIVED.**
2. **AND FURTHER THAT** Staff **BE AUTHORIZED** to enter into a 2021 Memorandum of Agreement with Ducks Unlimited Canada.

Purpose:

The purpose of this report is to seek the Board of Directors' approval of the 2021 Ducks Unlimited Canada (DUC) Wetland Restoration Memorandum of Agreement (MOA) detailing the continued partnership between the NPCA and DUC to implement wetland restoration projects.

Background:

Ducks Unlimited Canada (DUC) is recognized as a reputable agency in wetland design and conservation. Since 2002, DUC and the Niagara Peninsula Conservation Authority (NPCA) have been working together with Niagara landowners to implement wetland restoration projects across the NPCA watershed. The two organizations share a mutual interest in wetland conservation to the benefit of waterfowl, water quality, and the overall health of the watershed.

The Board approved DUC Wetland Restoration Memorandum of Agreements in both 2019 and 2020. Over the past two years, twelve (12) partnership projects were completed, contributing 5.2 hectares of improved wetland cover across the watershed. NPCA and DUC continued to work jointly to develop new projects for 2021.

Discussion:

In keeping with the Guiding Principles of the Restoration Program, staff continue to engage with several significant traditional partner organizations. Partnerships with organizations such as DUC allows the NPCA to leverage funds and organizational capacity for financial efficiencies, collective impact and enhanced outcomes.

The 2021 DUC Wetland Restoration Memorandum of Agreement will include seven (7) proposed wetland restoration projects for 2021. These projects will see approximately 2.3 ha of wetlands restored. All seven projects are also in partnership with private landowners throughout the NPCA watershed. A list of projects is provided below:

Wetland Restoration Project #1 (Construction deadline: October 31, 2021)

Municipality: West Lincoln

Estimated area of wetland to be restored: 1.0 acres

Wetland Restoration Project #2

Municipality: Fort Erie

Estimated area of wetland to be restored: 0.89 acres

Wetland Restoration Project #3 (Construction deadline: October 31, 2021)

Municipality: West Lincoln

Estimated area of wetland to be restored: 1.0 acres

Wetland Restoration Project #4 (Construction deadline: October 31, 2021)

Municipality: West Lincoln

Estimated area of wetland to be restored: 0.6 acres

Wetland Restoration Project #5 (Construction deadline: October 31, 2021)

Municipality: Pelham

Estimated area of wetland to be restored: 0.3 acres

Wetland Restoration Project #6

Municipality: Lincoln

Estimated area of wetland to be restored: 1.0 acres

Wetland Restoration Project #7

Municipality: Port Colborne

Estimated area of wetland to be restored: 1.30 acres

Financial Implications:

DUC will contribute up to \$43,300 to the seven (7) proposed 2021 projects.

NPCA funding to support these projects was approved as part of the 2020 Budget and is estimated at \$60,000.

Related Reports and Appendices:

None

Authored by:

Original Signed by:

Steve Gillis
Restoration Specialist

Reviewed by:

Original Signed by:

Geoff Verkade
Senior Manager, Integrated Watershed
Planning / Information Management

Reviewed by:

Original Signed by:

Lise Gagnon, CPA, CGA
Director, Corporate Services

Submitted by:

Original Signed by:

Chandra Sharma, MCIP RPP
CAO/Secretary-Treasurer

Report To: Board of Directors

Subject: 2023 NPCA Wedding Facilities Rates

Report No: FA-54-21

Date: September 17, 2021

Recommendation:

1. **THAT** Report No. FA-54-21 RE: 2023 NPCA Wedding Facilities Rates **BE RECEIVED.**
2. **AND THAT** the Proposed 2023 Wedding Fee Schedule attached as Appendix 1 **BE APPROVED.**

Purpose:

The purpose of this report is for the NPCA Board to consider the Proposed 2023 Wedding Fee structure and schedule for Ball's Falls Conservation Area, as well as facilities at Binbrook, Chippawa Creek and Long Beach Conservation Areas.

Background:

The NPCA offers ideal locations and venues for wedding ceremonies and receptions across its four flagship properties, including natural outdoor ceremony areas, gazebos, and pavilions. Ball's Falls, Binbrook, Chippawa Creek and Long Beach Conservation Areas provide beautiful natural backdrops and settings for celebratory occasions and events.

Of the four areas, Ball's Falls Conservation Area is the most popular for wedding events and has consistently been deemed among the most popular locations within Niagara for weddings. Further, Ball's Falls has received numerous accolades and awards for exceptional customer service over the past decade, including the St. Catharines Standard Gold level Readers' Choice Award for Best Wedding Venue.

Ball's Falls Conservation Area offers an idyllic natural and historical setting for wedding ceremonies and receptions, and offers several venues to select from, including the historic 1870's chapel, a natural outdoor ceremony space, the Glen Elgin Room within the modern Centre for Conservation and the rustic Big Barn circa 1885. Ball's Falls offers such venues as facility rentals only, where the client is responsible for all other aspects of their event outside of the amenities included in the venue booking (tables, chairs, ceremony seating, signing table, guest access, washroom and service kitchen). Ball's Falls Conservation Area is a public, day-use facility and therefore site exclusivity

cannot be offered to wedding bookings. However, additional value comes from access to stunning natural vistas and backdrops for wedding photography, the historical village setting, and the option to add-on access to a glamorous vintage bridal suite for the wedding party to prepare for the event.

Interest has been increasing among local visitors in outdoor wedding ceremonies and pavilion receptions, as well as wedding and engagement photos at Binbrook, Chippawa Creek and Long Beach Conservation Areas, which offer venue-only rentals, like Ball's Falls. These settings have been selected in the past for wedding events due to their personal significance to the wedding couple, and their beautiful natural setting.

Venue Selection

Within the Niagara Region, there are two primary types of venue options available, including hall and facility rental venues, and all-inclusive wedding venues. All-inclusive wedding venues represent the majority of Niagara wedding market. All-inclusive venues often include catering and alcohol service, as well as décor and wedding planning services. Within Niagara, most of these venues are often estate wineries, breweries and restaurants, or vintage hotels, all of which operate with full kitchens, licensed bars and restaurants, and service staff. Facility rental-only venues typically provide reception tables and seating, preparation area for caterers, and security and maintenance services. These venue types allow couples to personalize and custom-build their wedding or event by incorporating their choice of décor, catering, entertainment, and schedule.

There are many determining factors as to why couples select one venue option over another, including aesthetic, services provided, ability to customize, and cost. The rental of a facility-only venue provides couples with greater control of wedding expenses and allows couples to decide on how much and where their money is best spent on their occasion. Facility-only wedding venue rentals are not suitable for all couples, due to drawbacks including the time commitment, responsibility and organization that is required throughout the planning process. However, in terms of costs, on average, couples spend less per person when they host a customized event at a facility-only venue, after all wedding expenses are realized.

Wedding Budgets

National wedding market research indicates that the average Canadian couple spends approximately \$29,857 on their wedding (Wedding Wire, 2019). Of this, Canadian couples tend to spend 40% of their budget on catering and alcohol service, and 10% on their ceremony and reception venue rentals (Prendergrast, 2020). The 2020 Newlywed Report published by Wedding Wire (2020) indicates that in 2019, the most important wedding vendor for newly engaged couples to secure is their venue provider. The report further indicated that while banquet halls remain the most popular location for wedding receptions (21% of 2019 newlyweds booked), the rustic barn or farm setting was the second most popular wedding venue (18%), and historical buildings rounded out the top three wedding venues (12%) (Wedding Wire, 2020). Ball's Falls Conservation Area features both the Centre for Conservation, with the Glen Elgin room serving as a more traditional-style banquet hall venue, and the historic Big Barn situated amongst many heritage buildings in the village. These wedding reception venues align with the top three most common and preferred wedding venue locations of 2019 newlyweds, indicating their value and popularity.

Staff undertake a review of a similar wedding venues in Niagara, and within other conservation areas across Ontario annually to determine competitiveness. Based on a recent review of local, Niagara-area wedding venues, the inclusions and amenities offered and their 2020, 2021, and 2022 rates,

as well as similar venues available for weddings at other conservation areas within different Conservation Authorities in Ontario, staff are able to make a recommendation on 2023 rates.

The limited amenities available for wedding rentals at Binbrook, Chippawa Creek and Long Beach Conservation Areas are in line with other Conservation Authorities and the services and corresponding rental rates for such facilities. Ball's Falls Conservation Area reception facility rates can be considered higher on average when compared to similar conservation area settings, however the quality of the extra amenities available is superior to comparable conservation area sites across Ontario. Amenities such as both rustic and modern tables and chairs, accessible facilities, convenient washrooms, private event parking, beautiful ceremony space, and acres of privacy are important factors which differentiate Ball's Falls from other facilities. These features at Ball's Falls also make the area competitive with all-inclusive venues such as local estate wineries and event facilities. While all-inclusive facilities integrate catering fees, bar and decor with venue rental, the pricing breakdown provided by Canadian market indicators allow for the estimate that at such facilities, venue rates are up to two times greater than those at Ball's Falls (Prendergrast, 2020).

Discussion:

Through spring and early summer 2021, provincial gathering restrictions due to the COVID-19 pandemic again prohibited large group gatherings, including those associated with wedding events. In response the NPCA offered opportunities to cancel or postpone bookings to couples originally scheduled to wed at Ball's Fall in 2020 or booked prior to the pandemic, and the opportunity to postpone to couples who had scheduled their 2021 wedding in 2020. Prior to the extension of COVID-19 restrictions, the Big Barn at Ball's Falls was nearly fully booked Fridays, Saturdays and Sundays for the 2021 wedding season, many of these dates being postponed bookings from 2020.

Following the opening of Step 3 of the Ontario government's Reopening Plan where larger gatherings and events are permitted with restrictions, many late summer and early fall weddings are able to take place in 2021. However, due to increasing postponed events, the 2022 wedding season calendar is quickly filling and additional dates in 2023 are recommended to be made available. Presently, there are 24 couples on the 2023 Ball's Falls wedding rental waitlist.

The NPCA's wedding venue pricing strategy for Ball's Falls venues has a proven sales history, demonstrating successful rentals rates over the past several years. With between 60% and 90% of all available dates (Friday-Sunday) booked through wedding season (April – October) from 2017-2022 prior to COVID-19 restrictions.

Due to the uncertainty caused by COVID-19, few facilities and venues are providing 2023 rates for comparison, however recent media reports have stated that wedding service providers across Ontario have generally maintained their pricing through 2023 (Alini, 2021; Lee-Lincoln, 2021). Within Niagara, comparable venues to Ball's Falls have refrained from increasing their rates for the 2023 wedding season. Therefore, considering the 2022 and 2023 rates for comparable local venues, the current and proposed rental fees at Ball's Falls and NPCA conservation areas are considered reasonable and affordable within the current marketplace.

Table 1 provides a brief overview of the nearest comparable venues to Ball's Falls, and the annual increase to venue rental rates between 2019 and 2021. Considering these modest increases of 5% on average, bi-annually, NPCA staff recommend a minimal bi-annual rate increase between 5-8%.

In previous years, Ball's Falls rates have increased moderately based on supply and demand, market comparison, and expense for services delivered, including staffing, maintenance and security.

TABLE 1: Local Wedding Venue Rate Comparison

Venue	2020 Rates	2021 Rates	2022 Rates	% Increase
Kehoe and Kin, Wainfleet, ON	\$6,000	\$6,000	\$6,500	8%
Vintage Wedding Venue, Lincoln, ON	N/A	\$7,000	\$7,000	0%
Ball's Falls Conservation Area, Lincoln, ON	\$3,000	\$3,000	\$3,250	8%

Market research through the 2020 wedding season demonstrates the significant impact that the COVID-19 pandemic has had on wedding rentals and trends, showing the demand for outdoor, natural and barn venue settings, which permit larger, safer gatherings (Wedding Wire, 2021). 2020 saw an 11% increase in outdoor wedding ceremonies over 2019, while barn wedding reception venues were the most popular among 2020 couples (Wedding Wire, 2021). These trends are expected to continue into 2022 wedding season, and beyond as the impacts of the pandemic continue to be felt.

NPCA staff seek annual Board approval for proposed wedding rates and to open dates for reservation two years in advance. While approving future rates and taking reservations two years in advance may seem early, Canadian wedding market research demonstrates that couples begin planning their wedding and booking their venues 14 months in advance on average (Wedding Wire, 2019). Considering that the Big Barn is fully booked for all 2022 Friday and Saturday dates, it is important to provide alternative dates in the following season. Additional booking dates and options will be especially helpful to those who seek the aesthetic, historic or nostalgic value that Ball's Falls has to offer.

Appendix 1 provides an overview of the proposed 2023 wedding rates for venues at Ball's Falls, Binbrook, Chippawa Creek and Long Beach Conservation Areas, which offer a variety of wedding and event venue options including the historic barn and chapel at Ball's Falls, as well as natural, outdoor and pavilion ceremony venues at all four conservation areas. Notably, the only increase in rates is towards the rental of the Bridal Suite at Ball's Falls, advance set-up, and outdoor venues at Binbrook, Chippawa Creek and Long Beach, which are recommended to increase between 7% and 10% for 2023 bookings. As demonstrated in Appendix 1, Ball's Falls reception venue rental rates have typically been revisited every two years.

Considering the factors listed above, NPCA staff recommend the approval of the proposed rates to allow for 2023 wedding fees to be posted in September 2021 and allowing staff to begin booking wedding rentals at Ball's Falls Conservation Area for 2023.

Financial Implications:

Since the beginning of COVID Pandemic NPCA has lost \$232,000.00 in wedding revenues. No impacts are anticipated in 2022 as the season is pre-booked at this time. There is a waiting list for 2023.

Links to Policy/Strategic Plan:

The provision of wedding and event rental venues at NPCA conservation areas is a longstanding service offered by the NPCA and contributes significantly to self-generated revenues for the Authority. Many popular conservation areas across the province, including Ball's Falls, have become premier wedding event destinations and venues of choice. The ongoing delivery of this service at rates comparable within the local market aligns with the NPCA's direction to self-generate funding within its conservation areas and serve the diverse needs of residents across the Niagara Peninsula watershed.

Related Reports and Appendices:

Appendix 1 - Proposed 2023 Wedding Fee Schedule for Ball's Falls Conservation Area

References

- Alini, E. (2021, June 30). 'Flowers are astronomical': What the pandemic wedding backlog means for couples' budgets. *Global News*. Retrieved August 25, 2021, from <https://globalnews.ca/news/7986171/wedding-pandemic-prices-2021/>
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- Prendergrast, A. (2020, April 18). *Complete Wedding Budget Breakdown*. Wedding Wire Canada. Retrieved June 28, 2020, from <https://www.weddingwire.ca/wedding-ideas/how-to-divvy-up-your-wedding-budget--c493>
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- Wedding Wire (2021). *2021 Newlywed Report COVID-19 Edition*. Wedding Wire. Retrieved August 25, 2021, from <https://www.wedinsights.com/report/weddingwire-newlywed-report-covid>

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Reviewed by:

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Submitted by:

Original Signed by:

Chandra Sharma, MCIP RPP
Chief Administrative Officer/Secretary-Treasurer

Proposed 2023 Fee Schedule (Fees do NOT include Taxes)

Ball's Falls Conservation Area	2019	2020	2021	2022	2023	Increase (%)
Barn Rental						
Barn Reception*	\$ 2,700.00	\$ 3,000.00	\$ 3,000.00	\$ 3,250.00	\$ 3,250.00	0%
Venue Set-up Rental**	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 300.00	9%

*Alcohol is not permitted outside of the Barn

**These rates apply only if Barn remains available within 2 weeks of wedding date

Center For Conservation: Glen Elgin Room						
Glen Elgin Room Reception	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,250.00	\$ 3,250.00	0%
Set-up Rental*	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 300.00	9%

* These rate apply only if Glen Elgin Room remains available within 2 weeks of wedding date

Church Rental						
Two-Hour Ceremony*	\$ 850.00	\$ 850.00	\$ 850.00	\$ 850.00	\$ 850.00	0%

* Rental Times: 9:30 am to 11:30 am; 12:00 pm to 2: 00 pm; 2:30 pm to 4:30 pm; 5:00 pm to 7:00 pm

Natural Setting Rental						
Outdoor Ceremony	\$ 750.00	\$ 800.00	\$ 850.00	\$ 850.00	\$ 850.00	0%

Bridal Suite Rental						
Daily Rate	\$ 350.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 400.00	7%

Binbrook Conservation Area	2019	2020	2021	2022	2023	Increase (%)
Pavilion Rental						
Pavilion Reception	-	-	\$ 1,000.00	\$ 1,000.00	\$ 1,100.00	10%
Natural Setting Rental						
Outdoor Ceremony	-	-	\$ 350.00	\$ 350.00	\$ 375.00	7%
Gazebo Ceremony	-	-	\$ 350.00	\$ 350.00	\$ 375.00	7%

Chippawa Creek Conservation Area	2019	2020	2021	2022	2023	Increase (%)
Pavilion Rental						
Pavilion Reception	-	-	\$ 1,000.00	\$ 1,000.00	\$ 1,100.00	10%
Natural Setting Rental						
Outdoor Ceremony	-	-	\$ 350.00	\$ 350.00	\$ 375.00	7%

Long Beach Conservation Area	2019	2020	2021	2022	2023	Increase (%)
Pavilion Rental						
Pavilion Reception	-	-	\$ 1,000.00	\$ 1,000.00	\$ 1,100.00	10%
Natural Setting Rental						
Outdoor Ceremony	-	-	\$ 350.00	\$ 350.00	\$ 375.00	7%

Report To: Board of Directors

Subject: Niagara Peninsula Aspiring Global Geopark MOU

Report No: FA-55-21

Date: September 17, 2021

Recommendation:

1. **THAT** Report No. FA-55-21 RE: Niagara Peninsula Aspiring Global Geopark (NPAGG) MOU **BE RECEIVED.**
2. **AND THAT** the Memorandum of Understanding between Niagara Peninsula Aspiring Global Geopark and NPCA **BE APPROVED.**

Purpose:

The purpose of this report is to provide the NPCA Board of Directors with an update on the NPAGG and seek approval of a new multi-year MOU between NPAGG and NPCA.

Background:

As per the resolution of Report No: FA-24-19 on June 24, 2019, NPCA staff were directed to provide a multi-year agreement between the NPAGG and NPCA for approval to the NPCA Board. The resolution authorized NPCA staff to continue participation in the NPAGG steering committee and to work towards the development of a multi-year agreement between the NPCA and the NPAGG. In this time, the steering committee has transitioned to a formally structured non-profit organization governed by a board of directors and has continued to obtain support from municipalities, tourism organizations, operators and business owners, as well as the Canadian Geopark Network.

To date, 11 of the 12 municipalities representing Niagara, as well as the Niagara Region, have endorsed the NPAGG. Further, significant regional sponsors including Niagara College, Arterra Wines, and Great Wolf Lodge, have supported geopark initiatives and activities. In August 2021, the NPAGG launched their official website and have moved into the next phase to achieving UNESCO designation. The NPAGG is currently working with other land and heritage site owners and operators on MOUs, including the Fort Erie Native Friendship Centre, the Welland Canal and the province. The first geosite MOU was completed between the NPAGG and Willowbank School of Restoration Arts earlier in 2021. The NPAGG has consistently maintained the importance and value of partnership with the NPCA, as a watershed-based, environmental organization, as well as the steward of geologically, ecologically, and culturally significant properties across the peninsula.

Discussion:

Geotourism is a form of nature-based tourism that showcases an areas' geographical character. It is a niche market that has grown over the past 20 years, containing three pillars focusing on education, conservation and sustainability. The growing phenomenon of geotourism helped with the emergence of the concept of a geopark.

There are currently 140 UNESCO-certified Global Geoparks in 36 countries, but only three of these are in Canada (Stonehammer, New Brunswick, Tumbler Ridge, British Columbia and Perce, Quebec). There are currently two other aspiring geoparks within Ontario, however the NPAGG is first in the queue for review and approval by UNESCO, and has to date achieved foundational milestones towards the requirements of a UNESCO-designated global geopark. The likelihood of success in the NPAGG's final application to UNESCO is strong, and completion of the application process is scheduled for April 2023 as per UNESCO geopark designation timelines.

Beginning in January 2021, NPCA staff have participated as a volunteer member on the NPAGG Board of Directors and have assisted in geopark activities as they relate to the NPCA, including producing and delivering educational programming, virtual class presentations and videos. Additionally, staff have supported the drafting of an MOU between NPAGG and the NPCA.

Terms of Draft Memorandum of Understanding

The MOU is structured as a three-year term, renewable for additional three-year terms if neither party requests termination in writing within six months of the renewal date. The MOU also grants the NPCA a seat on its board for the duration of the MOU term. As the NPCA operates several premier geosite locations, including Ball's Falls, Woodend, and Wainfleet Bog and Wetlands Conservation Areas, this board seat will encourage active participation and inclusion in geopark planning and operations.

The Guiding Principles include provisions for cross-promotion of each organization in an appropriate and agreed upon manner and mediums, the delivery of mutually beneficial events and educational programming through agreements appended to the MOU, and inter-organizational communication.

The MOU clearly states that UNESCO geopark designation does not imply any restrictions to economic activity, development, planning or legislation. The Understandings state that the NPAGG and NPCA mutually subscribe to UNESCO's Sustainable Development Goals (SDGs) where possible, and that the NPCA will designate which of its conservation areas may be deemed geosites within the geopark and how they may be accessed and utilized by visitors.

The MOU is considered in draft until approved by the NPAGG and NPCA boards. In NPCA's staff Opinion, the MOU is sound and representative of the mutual interests and objectives of both organizations. Further, this endorsed partnership and the designation of NPCA conservation areas as primary geosites will support sustainable tourism and visitation across the Niagara Peninsula.

Following UNESCO approval of the NPAGG, the NPCA will be able to proudly post UNESCO Global Geopark branding and utilize this designation in marketing for geosite conservation areas. The economic, social and cultural benefits of this designation for the NPCA are substantial. The approval of this MOU and partnership is both timely and appropriate, as the NPCA initiates operations under a new strategic plan with a Goal to forge strategic partnerships.

Financial Implications:

As per the MOU, the NPCA may contribute up to \$20,000 in in-kind support for NPAGG initiatives related to NPCA conservation areas designated as geosites, programming, events, and UNESCO-branded marketing and signage all to be mutually agreed upon. The NPCA may additionally support mutually beneficial projects and events on a cost-sharing and revenue-sharing basis at its discretion.

As sustainable tourism begins the recovery process in the wake of the COVID-19 pandemic, affiliation and designation as a UNESCO global geopark will support not only the NPCA, but operators, organizations and businesses across the Niagara peninsula.

Links to Policy/Strategic Plan:

The MOU between NPAGG and NPCA will support furthered sustainable, geological and ecological tourism activities across the Niagara Peninsula and within select NPCA conservation areas. Further, this partnership will contribute to the development and provision of educational programming and service delivery to visitors and local watershed residents. These objectives align with preliminary NPCA strategic plan directions.

Related Reports and Appendices:

Report No. FA-24-19 RE: Ohnia:kara Global Aspiring Geopark

Authored by:

Original Signed by:

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Reviewed by:

Original Signed by:

Adam Christie
Director, Land Operations

Submitted by:

Original Signed by:

Chandra Sharma, MCIP RPP
Chief Administrative Officer/Secretary-Treasurer

Report To: Board of Directors

Subject: COVID-19 Vaccination Policy

Report No: FA-56-21

Date: September 17, 2021

Recommendation:

1. **THAT** Report No. FA-56-21 RE: COVID-19 Vaccination Policy **BE RECEIVED**.
2. **THAT** staff **BE DIRECTED** to develop a COVID-19 Vaccination Policy applicable to NPCA Staff, Volunteers, Students, and members of NPCA Board and Committees who may attend in-person meeting and events on NPCA facilities.
3. **THAT** the Policy **BE REVIEWED** and **APPROVED** by the Governance Committee at their Meeting on September 23, 2021 and **IMPLEMENTED** immediately thereafter.
4. **AND FURTHER THAT** Policies and Procedures for NPCA meeting and event facilities for all indoor events and non-essential activities be developed and implemented prior to September 22, 2021 as per the Provincial deadline.

Purpose:

The Niagara Peninsula Conservation Authority (NPCA) is committed to ensuring a safe environment for staff and the public. This report commits further efforts to aid in protecting the health and safety of staff and stakeholders from COVID-19.

Background:

The COVID-19 pandemic was declared by the World Health Organization (WHO) in March 2020. Effects of the pandemic directly on the NPCA have included relocation of staff (where possible) to remote work locations, modification and/or cancellation of programs and services offered to the watershed residents, and enhanced safety procedures at all conservation areas.

Public Health Ontario has indicated that immunization is widely recognized as one of the most effective interventions for reducing the impact of infectious diseases and the WHO states that the rollout of vaccines will play a crucial part in protecting workers and populations overall. There is a growing concern of the Delta variant, which has increased transmissibility and severity than previous COVID-19 strains and COVID-19 public health data indicates that hospitalization of those with COVID-19 is far greater in individuals that have not received the COVID-19 vaccine.

Recent updates made under the "[Reopening Ontario \(A flexible response to COVID-19\) Act, 2020](#)", has provided that organizations should comply with any advice, recommendations and instructions issued by the Office of the Chief Medical Officer of Health.

Currently, upon recommendation of the Chief Medical Officer of Health, direction has been made for:

- Mandatory COVID-19 vaccination policies in various identified high-risk settings as of September 7, 2021.
- Mandatory COVID-19 vaccine requirements for patrons of some non-essential businesses, including indoor meeting and event spaces effective September 22, 2021.
- The Chief Medical Officer of Health for the City of Hamilton has strongly recommended that local employers address the need for a COVID-19 workplace vaccination policy.
- The Chief Medical Officer of Health for the Regional Municipality of Niagara has not provided guidance on workplace vaccination policies at this time.

Locally, the Regional Municipality of Niagara [as per Agenda Correspondence Item 4. a) - NPCA Board Agenda of September 17, 2021] and the City of Hamilton, (which encompass the majority of the NPCA watershed), both passed resolutions requiring a mandatory COVID-19 vaccination policy for staff.

Discussion:

Under the *Occupational Health and Safety Act* (OHSA), employers are required to take all reasonable precautions to protect the Health and Safety of their workers. The NPCA has implemented various protocols and procedures to protect staff and visitors from COVID-19 as mandated by the province, in line with public health recommendations and as recommended by the Joint Occupational Health and Safety Committee through risk identification and assessment exercises.

To further enhance our commitment to protecting the health and safety of our staff and various stakeholders, NPCA staff recommends the inclusion of a COVID-19 vaccination policy. The vaccination policy should be developed in compliance with all legal requirements, including but not limited to, the *Ontario Human Rights Code* and *The Municipal Freedom of Information and Protection of Privacy Act*.

Policy direction will require NPCA staff (along with other identified groups including conference bookings) to provide verification of COVID-19 vaccination through proof of full vaccination against COVID-19. Those unable or unwilling to provide proof of vaccination will be subject to additional infection and prevention control measures, as recommended by public health, to aid in protecting the Health and Safety of workers and other stakeholders.

Upon development of a COVID-19 vaccination policy, consultation will be had with relevant stakeholders including the NPCA Joint Occupational Health and Safety Committee and the local Union Leadership. The policy will apply to all staff, regardless of work location and/or role, and all staff will be educated on the policy and procedure.

Financial Implications:

There are no financial implications associated with this report, however staff will continue to determine any financial implications of an approved policy.

Links to Policy/Strategic Plan:

Maintaining the Health and Safety of staff and contributing to a safe environment for our Watershed residents demonstrates the NPCA's commitment to health and well-being of our staff and stakeholders, alongside our commitment to the health and well-being of our watershed.

Related Reports and Appendices:

1. Correspondence dated September 1, 2021 to the Niagara Peninsula Conservation Authority from Ann-Marie Norio, Regional Clerk, Regional Municipality of Niagara RE: Memorandum CAO 17-2021 COVID-19 Vaccination Policy Update - Agenda Item 4. a) - NPCA Board Agenda of September 17, 2021
2. Link to [City of Hamilton](#) COVID vaccination policy
3. Link to media release regarding [Ontario to require proof of vaccination in select settings](#)

Authored by:

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Manager, Human Resources

Submitted by:

Original Signed by:

Chandra Sharma, MCIP RPP
Chief Administrative Officer/Secretary-Treasurer

**STRATEGIC PLANNING COMMITTEE MEETING
ON-LINE VIDEO CONFERENCE
MEETING MINUTES
Friday July 16, 2021
12:30 p.m.**

- MEMBERS PRESENT:** K. Kawall (Chair)
S. Beattie
R. Brady
J. Hellinga
B. Johnson
W. Rapley
M. Woodhouse
B. Wright
- MEMBERS ABSENT:** D. Huson
E. Smith
- STAFF PRESENT:** C. Sharma, C.A.O. / Secretary – Treasurer
G. Bivol, Clerk
A. Christie, Director, Operations
M. Ferrusi, Manager, Human Resources
L. Gagnon, Director, Corporate Services
N. Green, Project Manager
L. Lee-Yates, Director, Watershed Management
- OTHERS PRESENT:** K. Baker, StrategyCorp. Inc.
D. Cridland, NPCA Board Member
L. Feor, NPCA Board Member
J. Ingrao, NPCA Board Member
J. Matheson, StrategyCorp Inc.

Chair Kawall called the meeting to order at 12:35 p.m..

1. APPROVAL OF AGENDA

Recommendation No. SPC-12-2021

Moved by Member Hellinga
Seconded by Member Brady

THAT the Strategic Planning Committee Meeting revised agenda dated Friday, July 16 2021 **BE APPROVED** as amended.

CARRIED

2. DECLARATIONS OF CONFLICT OF INTEREST

None declared.

3. APPOINTMENT OF CHAIR / VICE CHAIR

Chair Kawall vacated his position with C.A.O. Sharma calling for and presiding over the vote on the following motion.

Recommendation No. SPC-13-2021

Moved by Member Hellinga

Seconded by Member Wright

THAT Member Kawall **BE APPOINTED** Chair of the Strategic Planning Committee and Member Huson **BE APPOINTED** Vice Chair for 2021.

CARRIED

Chair Kawall presided over the remainder of the meeting.

4. APPROVAL OF MINUTES

- a) Minutes of the NPCA Strategic Planning Committee meeting dated May 21, 2021

Recommendation No. SPC-13-2021

Moved by Member Brady

Seconded by Member Rapley

THAT the minutes of the NPCA Strategic Planning Committee meeting dated May 21, 2021 **BE APPROVED**.

CARRIED

5. CORRESPONDENCE

None

6. DELEGATIONS

None

7. PRESENTATIONS

None

8. CONSENT ITEMS

None

9. DISCUSSION ITEMS

- a) Verbal update on Strategic Planning Progress - Natalie Green, Project Manager, provided her update to the Committee. Members posed questions and discussion ensued.
- b) Input on virtual public meeting to gather feedback on draft Strategic Plan - Members provided comment with discussion ensuing on various aspects of public engagement.
- c) Gathering input on NPCA Strategic Plan Key Performance Indicators – Presentation by StrategyCorp Inc. - J. Matheson, StrategyCorp. led the presentation and a facilitated discussion on key components of the draft Strategic Plan including key performance indicators. Members posed questions and offered input. C.A.O. Sharma provided closing comments.

10. NEW BUSINESS

None

11. ADJOURNMENT

By consensus of the membership, the Strategic Planning Committee meeting of July 16, 2021 adjourned at 2:37 p.m..

CARRIED

K. Kwall
Committee Chair

C. Sharma, MCIP, RPP
Chief Administrative Officer / Secretary
- Treasurer

**FINANCE COMMITTEE
ON-LINE VIDEO CONFERENCE
MEETING MINUTES
Wednesday July 28, 2021
9:30 a.m.**

MEMBERS PRESENT: J. Metcalfe, Chair
S. Beattie
R. Brady
B. Johnson
B. Mackenzie
M. Woodhouse

MEMBERS ABSENT: R. Foster
B. Steele

STAFF PRESENT: C. Sharma, Chief Administrative Officer/Secretary–Treasurer
A. Christie, Director, Operations
C. Coverdale, Business and Financial Analyst
L. Gagnon, Director, Corporate Services
E. Gervais, Procurement Officer
G. Shaule, Administrative Assistant

CAO Chandra Sharma called the meeting to order at 9:32 a.m. and presided over the motions for appointment of Chair and Vice Chair.

3. APPOINTMENT OF CHAIR / VICE CHAIR

- a) Motion to Appoint Member Metcalfe as Chair of Finance Committee for the remainder of 2021

Recommendation No. FC-15-2021

Moved by Member Brady

Seconded by Member Woodhouse

THAT Board Member John Metcalfe **BE APPOINTED** Chair of Finance Committee for the remainder of 2021.

CARRIED

- b) Motion to Appoint Member Brady as Vice Chair of Finance Committee for the remainder of 2021

Recommendation No. FC-16-2021

Moved by Member Beattie

Seconded by Member Woodhouse

THAT Board Member Rick Brady **BE APPOINTED** Chair of Finance Committee for the remainder of year 2021.

CARRIED

4. APPROVAL OF THE MINUTES

- a) Minutes of the Finance Committee meeting dated May 5, 2021 – Chair Metcalfe presided over the remainder of the meeting calling for the following vote.

Recommendation No. FC-17-2021

Moved by Member Beattie

Seconded by Member Woodhouse

THAT the minutes of the NPCA Finance Committee meeting dated May 5, 2021, **BE APPROVED**.

CARRIED

5. CORRESPONDENCE

None

6. DELEGATIONS / PRESENTATIONS

None

7. CONSENT ITEMS

- a) Report No. FC-09-21 RE: Financial Report – Q2 - 2021 – Director of Corporate Services, Lise Gagnon spoke to this report. Adam Christie, Director of Operations also responded to questions by Members.

Recommendation No. FC-18-2021

Moved by Member Beattie

Seconded by Member Brady

THAT Report No. FC-09-21 RE: Financial Report – Q2 – 2021 **BE RECEIVED**.

CARRIED

8. DISCUSSION ITEMS

- a) Report No. FC-10-21 RE: 2022 Operating and Capital Budget Assumptions – Ms. Gagnon presented and Members posed questions.

Recommendation No. FC-19-2021

Moved by Member Beattie

Seconded by Member Woodhouse

1. **THAT** Report No. FC-10-21 regarding the recommended budget assumptions for the 2022 Operating and Capital Budgets **BE APPROVED** for use in the development of the 2022 budget, subject to approval by the Board of Directors.
2. **THAT** a list of current known unfunded priorities be prepared for the Board's consideration in conjunction with 2022 budgets.

3. **AND FURTHER THAT** Staff be directed to submit the Preliminary 2022 Budget to the funding municipalities in accordance with their guidelines and schedules.

CARRIED

- b) Report No. FC-11-21 RE: Banking Policy - Lise Gagnon spoke to the report. Members posed questions and discussion ensued. Member Brady suggested NPCA review Fort Erie's Investment Policy.

Recommendation No. FC-20-2021

Moved by Member Brady

Seconded by Member Beattie

1. **THAT** Report No. FC-11-21 RE: Banking Policy **BE RECEIVED** for Finance Committee input and approval.
2. **THAT** the Banking and Cash Management Policy **BE RECOMMENDED** to the Board of Directors for approval.

CARRIED

- c) Report No. FC-12-21 RE: Investments Policy – Ms. Gagnon presented. Members posed questions and discussion ensued.

Recommendation No. FC-21-2021

Moved by Member Brady

Seconded by Member Beattie

1. **THAT** Report No. FC-12-21 RE: Investments Policy **BE RECEIVED** for Finance Committee input and approval.
2. **THAT** the Investment Policy **BE RECOMMENDED** to the Board of Directors for approval.

CARRIED

- d) Report No. FC-15-21 RE: Contract Award – Montague Construction Limited - Binbrook Septic – Adam Christie, Director, Operations, spoke to this report. Discussion ensued. Eric Gervais, Procurement Officer explained the procurement process and reasons why some contractors were excluded from being awarded septic contract.

Recommendation No. FC-22-2021

Moved by Member Beattie

Seconded by Member Woodhouse

WHEREAS Staff have completed the procurement process for the Board approved Binbrook Septic System Capital project according to NPCA approved policies;

AND WHEREAS the construction timeline of this project is time sensitive requiring staff to immediately award the project contract to the successful contractor;

THEREFORE, BE IT RESOLVED:

1. **THAT** Report No. FC-15-21 RE: Contract Award – Montague Construction Ltd. – Binbrook Septic **BE RECEIVED** and capital contract award to Montague Construction Ltd. in the amount of \$910,000 (plus non-recoverable HST) **BE APPROVED**.
2. **THAT** a contingency in the amount of 10% of contract value or \$91,000 **BE APPROVED** to address any unanticipated costs during the project implementation process.

3. **THAT** staff **BE AUTHORIZED** to execute all necessary documents as appropriate.
4. **AND FURTHER THAT** staff **BE DIRECTED** to update the Board of Directors at the next meeting in September 2021.

CARRIED

- e) Verbal Update RE: Canada Emergency Wage Subsidy (CEWS) and Resolution No. FA-103-2021 (Referred to the Finance Committee for discussion per Board Resolution No. FA-132-2021 dated June 18, 2021) – Ms. Gagnon spoke to the issue providing background information for Members. Chandra Sharma further updated Finance Committee Members. Staff recommended allowing the appeals process to proceed.

Recommendation No. FC-23-2021

Moved by Member Woodhouse

Seconded by Member Brady

THAT with respect to Board Resolution No. FA-103-2021, the Finance Committee **RECOMMENDS** that the NPCA support the appeal of the Canada Revenue Agency determination on Conservation Authority eligibility for the Canada Emergency Wage Subsidy (CEWS) with regular reporting to the Board on the status and any costs to the appeal.

CARRIED

9. NEW BUSINESS

None

10. ADJOURNMENT

Recommendation No. FC-24-2021

Moved by Member Beattie

Seconded by Member Woodhouse

THAT the meeting **BE ADJOURNED** at 10:38 a.m.

CARRIED

John Metcalfe,
Committee Chair

Chandra Sharma, MCIP, RPP
Chief Administrative Officer / Secretary
- Treasurer

Report To: Board of Directors

Subject: Financial Report – Q2 - 2021

Report No: FA-48-21

Date: September 17, 2021

Recommendation:

THAT Report No. FA-48-21 RE: Financial Report – Q2 - 2021 BE RECEIVED.

Purpose:

The purpose of this Report is to provide the Board of Directors with a summary of operating and capital expenditures and to provide a comparison of actual results to the budget as approved by the Board.

Background:

On July 28, 2021, the Finance Committee received Report No. FC-09-21 - Financial Report – Q2 – 2021 (Recommendation No. FC-18-2021).

Discussion:

The Report confirms the general financial oversight and compliance with Public Sector Accounting Board Standards.

Financial Implications:

The Revenue and Expenditure lines are within budget allocations identified during the budget preparation and approval cycle.

Related Reports and Appendices:

Appendix 1 – 2021 Operating Statement – Q2

Appendix 2 – Capital Projects 2021 – Q2

Prepared by:

Original Signed by:

Lise Gagnon, CPA, CGA
Director, Corporate Services

Submitted by:

Original Signed by:

Chandra Sharma, MCIP, RPP
Chief Administrative Officer/
Secretary-Treasurer

Niagara Peninsula Conservation Authority
2021 CONSOLIDATED OPERATING STATEMENT - Q2 - January 1 to June 30, 2021

Appendix 1 - Report No. FA-48-21	Year to date				Annual Budget	Comments
	Actual	Budget	Variance	Var %		
Source of Funds						
Municipal Funding	3,101,807	3,106,739	- 4,932	-0.2%	6,213,479	Variance not material
Provincial Funding	173,545	234,771	- 61,226	-26.1%	383,594	Timing only - cash flow from MECP
Federal Funding	71,031	15,800	55,231	0.0%	70,000	Unbudgeted ECCC for Riparian Buffers and Student Wage Subsidy
Park Operations	588,326	552,717	35,609	6.4%	2,183,045	Covid-19 impacts, both positive and negative (offsetting)
Permits and Regulatory Fees	277,955	249,000	28,955	11.6%	498,000	Permit fees exceeding targets
Other Revenue	144,849	199,750	- 54,901	-27.5%	517,000	Timing - will self correct
Total Revenues/Source of Funds	4,357,513	4,358,777	- 1,264	-0.03%	9,865,118	Variance not material
Use of Funds						
Salaries and Benefits	2,748,663	3,239,693	- 491,030	-15.2%	6,625,056	Delay in filling operating operations + savings due to the pandemic
Other Employee Related Expenses	93,198	117,978	- 24,780	-21.0%	236,649	Covid-19 - mileage/staff exp, training offset by incr health/safety
Board and Volunteer	8,743	31,800	- 23,057	-72.5%	63,600	Covid-19 impact
Professional Fees	169,325	354,247	- 184,922	-52.2%	759,843	Legal - \$51K / timing of contractor serv, consulting & lab analysis
Occupancy Costs	220,812	247,622	- 26,810	-10.8%	543,250	Missing office lease billings - processed in July
Vehicles and Equipment	99,491	127,669	- 28,178	-22.1%	275,240	Delivery delay - vehicles budgeted for full year
Park Maintenance	188,205	237,370	- 49,165	-20.7%	514,890	Calendarization - will self correct (tree removal, water main, etc)
Cost and Expenses	142,337	162,896	- 20,559	-12.6%	347,400	Covid-19 impact (Communications) / timing on prog expenses
Materials and Supplies	134,257	104,593	29,664	28.4%	216,690	Unbudgeted Riparian Buffers project - fully offset by ECCC funding
Marketing and Promotion	121,576	172,253	- 50,677	-29.4%	282,500	Covid-19 impacts + timing delays on advertising and marketing
Total Expenses/Use of Funds	3,926,607	4,796,121	- 869,514	-18.1%	9,865,118	
Net Surplus as at June 30, 2021	430,906	- 437,344	868,250		-	

Niagara Peninsula Conservation Authority - 2021 CAPITAL PROJECTS

Appendix 2 - Report No. FA-48-21

Project Name	Location	Funding Source	Munic.	Funding			Budget Carried Forward	YTD Spend at 31-DEC-2020	YTD Spend at 30-JUNE-2021	Total Project Spend at 30-JUNE-2021
				External	2021	Total Project				
Corporate Services										
Annual PC replacements	Various	Special Levy - ALL	All	-	45,000	45,000	-	-	10,222	10,222
Data Centre Network Upgrades	HQ - Welland	Special Levy - ALL	All	-	37,000	37,000	-	-	4,686	4,686
Digital Terrain Model Update	Various	Special Levy - ALL	All	-	150,000	150,000	-	-	-	-
Natural Areas ELC Mapping Update	Various	Other	All	-	150,000	150,000	-	-	-	-
Records Management - phased	HQ - Welland	Special Levy - ALL	All	-	40,000	40,000	-	-	-	-
2020 Restoration & Watershed Plan Data Update	Various			-	-	-	150,000	-	35,359	35,359
2020 Restoration Site Design - Lakewood	Lakewood			-	-	-	50,000	-	-	-
2020 Financial Reporting & Budgeting Module	HQ - Welland			-	-	-	42,100	-	6,207	6,207
TOTAL - Corporate Services				\$ -	\$ 422,000	\$ 422,000	\$ 242,100	\$ -	\$ 56,474	\$ 56,474
Land Operations										
Deferred Projects - BF Septic System:										
- 2020 Flood Plain Mapping - Beaver Creek	Beaver Creek	Other	Niagara	150,000	-	150,000	-	-	-	-
- 2020 CFC Gallery Upgrades	Balls Falls	Other	Niagara	49,870	15,130	65,000	-	(27,180)	12,720	(14,460)
- 2020 Equipment Sustainment	Various	Other	All	-	54,586	54,586	-	-	54,586	54,586
- 2020 Balls Falls Internet Upgrade	Balls Falls	Other	Niagara	-	40,000	40,000	-	2,035	6,615	8,650
- 2020 Asset Management Program	Various	Other	All	-	30,000	30,000	-	33,010	-	33,010
Field Centre Restoration - Phase 2	Balls Falls	Special Levy - Niagara	Niagara	-	47,500	47,500	-	-	712	712
Roadway Improv - Phase 1 - Chippawa	Chippawa Creek	Special Levy - Niagara	Niagara	-	100,000	100,000	-	-	10,532	10,532
St John's - Heritage Building Restoration	Central Workshop	Special Levy - Niagara	Niagara	-	130,000	130,000	-	-	1,603	1,603
Mowers (Chippawa and Binbrook)	Central Workshop	Special Levy - ALL	All	-	35,000	35,000	-	-	42,606	42,606
RTV (CW)	Vaious - Niagara	Special Levy - Niagara	Niagara	-	20,000	20,000	-	-	15,005	15,005
Skid Steer (Central Workshop)	Central Workshop	Special Levy - ALL	All	-	26,000	26,000	-	-	79,373	79,373
Mini Excavator	Central Workshop	Special Levy - ALL	All	-	70,000	70,000	-	-	62,475	62,475
Cave Springs Parking Lot	Central Workshop	Special Levy - Niagara	Niagara	-	105,000	105,000	-	-	17,263	17,263
Rollon/rolloff - dual axle 7600 Int'l Truck	Central Workshop	Special Levy - ALL	All	-	140,000	140,000	-	-	-	-
Wainfleet Quarry	Wainfleet			-	-	60,000	-	-	902	902
Restoration Project - Binbrook	Binbrook			85,000	-	85,000	-	-	5,882	5,882
Automated Gates - Binbrook & Ball's Falls	Binbrook/ Ball's Falls			-	-	TBD	-	-	-	-
Land Purchase - Morgan's Point	Morgan's Point			-	-	772,900	-	-	772,894	772,894
2020 - North Side Comfort Station	Long Beach			-	-	-	397,100	76,933	320,351	397,284
2020 - Water Treatment System Upgrades	Binbrook			-	-	-	155,000	37,582	5,621	43,203
2020 - Treetop Trekking Building & Amenities	Binbrook			-	-	-	203,000	73,517	122,646	196,163
2020 - Septic System - Binbrook	Binbrook			-	-	-	852,000	27,775	49,227	77,002
2020 - Field Centre Restoration	Balls Falls			-	-	-	35,000	6,754	19,382	26,136
TOTAL - Land Operations				\$ 199,870	\$ 813,216	\$ 1,013,086	\$ 1,642,100	\$ 230,426	\$ 1,600,395	\$ 1,830,821
Watershed										
Floodplain Mapping - Big Forks Creek	Niagara	Special Levy - Niagara	Niagara	150,000	-	150,000	-	-	-	-
Water Quality Equipment	Pelham	Special Levy - Niagara	Niagara	-	20,000	20,000	-	-	-	-
Stream Gauge Equipment	Various	Special Levy - ALL	All	-	10,000	10,000	-	-	-	-
Virgil Dam - Remedial Measures	Niagara	Special Levy - Niagara	Niagara	-	200,000	200,000	-	-	6,034	6,034
TOTAL - Watershed				\$ 150,000	\$ 230,000	\$ 380,000	\$ -	\$ -	\$ 6,034	\$ 6,034
GRAND TOTAL				\$ 349,870	\$ 1,465,216	\$ 1,815,086	\$ 1,884,200	\$ 230,426	\$ 1,662,903	\$ 1,893,329

Report To: Board of Directors

Subject: 2022 Operating and Capital Budget Assumptions

Report No: FA-49-21

Date: September 17, 2021

Recommendation:

1. **THAT** Report No. FA-49-21 RE: 2022 Operating and Capital Budget Assumptions **BE RECEIVED**.
2. **THAT** the recommended budget assumptions for the 2022 Operating and Capital Budgets within Report No. FA-49-21 **BE APPROVED** for use in the development of the 2022 budget.
3. **THAT** a list of current known unfunded priorities **BE PREPARED** for the Board's consideration in conjunction with 2022 budgets.
4. **AND FURTHER THAT** Staff **BE DIRECTED** to submit the Preliminary 2022 Budget to the funding municipalities in accordance with their guidelines and schedules.

Purpose:

The purpose of Report No. FA-49-21 is to seek the Board of Directors' input and approval on:

- a) 2022 operating and capital budget assumptions and associated timelines for the 2022 budget development process;
- b) List of NPCA unfunded capital pressures, based on a current analysis of critical program gaps.

Background:

In the development of the recommended budget assumptions for the 2022 budget process, Staff have reviewed and considered the following:

- Cost of living adjustments (COLA) and grid step increases
- Inflation (Consumer price index – CPI)
- Multi-year contractual obligations, including OPSEU collective agreement provisions
- Operating and capital unfunded pressures
- Operational impact of the Covid-19 pandemic
- Focus on internal efficiencies
- Strong focus on external grants and full cost accounting for fee-for service programs to offset pressures on municipal levy
- Budget guidelines from municipal partners
- General economic outlook and political climate

- Implications of Bill 229 and provincial funding
- Impacts on service delivery
- Asset management, state of good repair for asset base, capital funding gaps, deferred capital projects and building a sustainable capital plan
- Current program gaps and pressures

On July 28, 2021, the Finance Committee approved Report No. FC-10-21 – 2022 Operating and Capital Budget Assumptions (Recommendation No. FC-19-2021).

Discussion:

Regular Levy

Annually, NPCA develops a regular levy of operating expenditures including salaries and benefits, Board per diems and travel expenses, rent and other fixed costs, program operating expenses and other expenditures required to support operations. The regular levy is apportioned to each partner municipality within the watershed based on MPAC assessed value data received annually from the Ministry of Northern Development, Mines, Natural Resources and Forestry.

Special Levy

Special Levy includes three types of activity:

- a) an operating activity that benefits one or more municipalities but not the entire watershed – for example, long term debt payments for a specific municipality
- b) capital projects apportioned to each municipality in accordance with the location and related benefit of the capital project.
- c) programs that benefit the entire watershed are apportioned in keeping with the regular levy splits.

Land Acquisition Reserve Contribution

Reinstatement of Land Acquisition Reserve contributions (historical) by Niagara Region and City of Hamilton, as follows:

- Niagara Region – \$500,000
- City of Hamilton - \$100,000

Further to review and consideration of the items outlined in the background section of this report, staff are recommending the following:

1. Regular Levy - operating expenditures – 2.0% budget increase (2020 – 2.0%)
2. Special Levy – Capital and Special Projects – to be determined, based on a review of critical priorities.

COVID Pandemic Related Costs: Incremental expenses projected in 2022 as a result of the Covid-19 pandemic will be presented as a separate line item, in keeping with municipal recommendations.

Conservation Authority Act Changes: It should be noted that the impact of CA Act Regulations is still not fully known. The transition period deadline for these changes is currently Dec. 2023 and is not anticipated to have any major impact on the 2022 budget process.

Strategic Plan: NPCA's new 10 year Strategic Plan is currently being finalized to be approved in October 2021. Known gaps in critical services will be addressed within the current budget. Unfunded priorities emerging from this initiative will be considered in future budgets in alignment with the updated programs and services triggered by CA Act changes. Further, these priorities will be integrated within the Core Watershed Resource Management Strategy required to be completed within one year of the CA Act transition period.

Unfunded Pressures: Similar to the 2021 budget process, an extensive review of unfunded operating and capital pressures is currently underway for the 2022 budget process and included below the line in budget presentations. This critical exercise is intended to identify to stakeholders the required investments in NPCA for long term sustainability of the organization, and support asset management state of good repair protocols.

Please see attached Appendix 1 for 2022 Operating and Capital Budget Schedule.

Links to Policy/Strategic Plan:

NPCA is required to prepare annual budgets as part of the fiscal control and financial responsibilities of the organization. The budget is also used in the audit process for evaluation by the external auditing firm. Annual audits are required as per Section 38 of the *Conservation Authorities Act*.

Related Reports and Appendices:

Appendix 1 – 2022 Operating and Capital Budget Schedule

Prepared by:

Original Signed by:

Lise Gagnon, CPA, CGA
Director, Corporate Services

Submitted by:

Original Signed by:

Chandra Sharma, MCIP, RPP
Chief Administrative Officer/
Secretary-Treasurer

2022 Operating & Capital Budget Schedule

June 24, 2021	2022 Budget Planning Guidelines - Niagara Region
July 28, 2021	2022 budget assumptions approved by Finance Committee
August and Sept. 2021	Consultation with funding municipalities
Sept. 16, 2021	2022 budget assumptions approved by Authority Board
August 27, 2021	Budget preparation guidelines and templates to budget owners - budget cycle kick off
Sept. 6 to 10, 2021	Introduction and training - FMW Web City-Wide 2022 Operating Budget software and financial reporting module
Sept. to October 1, 2021	Consultation / meetings with internal stakeholders Operating and Capital Budgets due to Finance: October 1, 2021 Operating and Capital Budget analytics (Finance)
October 2021	2022 Budget Planning Guidelines - City of Hamilton
October 27, 2021	Draft 2022 Operating and Capital Budgets to Finance Committee for recommendation to the Authority Board
November 18, 2021	Draft 2022 Operating and Capital Budgets to the Authority Board for approval to begin negotiations with municipal partners
November 2021	Consultation with partner municipalities on 2022 Draft Operating and Capital Budgets
November 18, 2021	Niagara Region budget workshop and presentation
November 25, 2021	2022 Draft Operating and Capital Budgets presentation to Niagara Region Budget Review Committee of the Whole
January 2022	2022 Draft Operating and Capital Budgets - Council presentations: Hamilton and Haldimand (if required)
February/March 2022	2022 Final Operating and Capital Budgets approved by Authority Board
March 2022	Release levy letters to partner municipalities

Report To: Board of Directors

Subject: Banking Policy

Report No: FA-50-21

Date: September 17, 2021

Recommendation:

1. **THAT** Report No. FA-50-21 RE: Banking Policy **BE RECEIVED**.
2. **AND THAT** the Banking Policy attached as Appendix 1 **BE APPROVED**.

Purpose:

The purpose of this policy is to establish procedures and practices to ensure the fiscally responsible and sound management of the organization's financial resources. The Banking Policy sets goals and objectives to ensure appropriate stewardship of NPCA's cash and financial assets.

Background:

On July 28, 2021, the Finance Committee approved Report No. FC-11-21 – Banking Policy (Recommendation No. FC-20-2021).

Discussion:

As provided in the Municipal Act, 2001, NPCA only deposits cash in banks that are listed in Schedule I, II or III to the Bank Act (Canada). The head office requires a current account that is considered the main current or operating account and a payroll specific bank account to accommodate payroll electronic funds transfers. Due to the need to make frequent deposits of cash generated at other locations, an account is required for each Conservation Area, at a bank in close proximity to the site.

Signing Authority for all Bank Accounts of the NPCA will be in accordance with the current NPCA Administrative By-law.

An annual report on banking and investments is provided to the Finance Committee and Board of Directors in the first quarter of the following fiscal year.

The Banking Policy will be reviewed and updated every four years or sooner if conditions dictate. Any changes thereto will be at the discretion of the Board of Directors and approved by resolution.

Links to Policy/Strategic Plan:

The NPCA continues to be a transparent, accountable and fiscally responsible. This policy will aid in meeting these objectives.

Related Reports and Appendices

Appendix 1: (Draft) Banking Policy

Authored by:

Original Signed by:

Lise Gagnon, CPA, CGA
Director, Corporate Services

Submitted by:

Original Signed by:

Chandra Sharma, MCIP, RPP
Chief Administrative Officer/Secretary-Treasurer

BANKING POLICY			#
Developed by:	Corporate Services		
Policy Applies To:	All Employees/Board Members/Volunteers		
Date Created:	28-JUL-2021	Approved By:	
Version #: 1	2021-01	Last Review Date:	SEPT-2021

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Purpose and Objectives

Purpose

The purpose of this policy is to establish procedures and practices to ensure the fiscally responsible and sound management of the organization's financial resources. The Banking Policy sets goals and objectives to ensure appropriate stewardship of NPCA's cash and financial assets.

Application

The Board of Directors and Niagara Peninsula Conservation Authority Staff are responsible for the establishment, management and administration of NPCA Bank Accounts.

Applicable Legislation

Municipal Act, 2001

Selection of Institutions

As provided in the Municipal Act, 2001, NPCA only deposits cash in banks that are listed in Schedule I, II or III to the Bank Act (Canada). The head office requires a current account that is considered the main current or operating account and a payroll specific bank account to accommodate payroll electronic funds transfers. Due to the need to make frequent deposits of cash generated at other locations, an account is required for each Conservation Area, at a bank in close proximity to the site.

All accounts are selected by a request for quotation issued in accordance with competitive procurement guidelines in NPCA's Procurement Policy. Staff review the proposals considering interest rates, service charges and general services offered, including cash management protocols to manage all locations requiring banking services within NPCA's watershed. The successful proponent will be recommended to the Finance Committee and Board of Directors for approval to enter into a contractual banking agreement. A Resolution of the Board of Directors is required to enter into a banking contract with the preferred institution.

Where possible, the Conservation Areas use the same institution for their deposits. If this is not possible due to service considerations or proximity to the Conservation Area, a different institution may be selected.

Signing Authorities

Signing Authority for all Bank Accounts of the NPCA will be in accordance with the current NPCA Administrative By-law.

Governance

The Board has the ultimate responsibility for the accuracy of financial reporting and prudent management of resources. An effective system of governance is critical in carrying out this responsibility, which includes board-approved by-laws, policies and procedures, as well as regular receipt and approval of reports regarding financial and other matters.

Each year, a financial audit is conducted by an external accounting firm. The board appoints members to

a Finance Committee. The Finance Committee is responsible for reviewing the audited financial statements and recommending their approval to the Board. The Finance Committee is also responsible for reviewing internal controls, accounting practices/policies and significant accruals, provisions and estimates included in the financial statements and making recommendations to the Board.

Management Responsibilities

The CAO/Secretary-Treasurer is responsible for implementing the board's direction regarding banking. The CAO/Secretary-Treasurer and/or Director, Corporate Services will review and make recommendations to the Board on an annual basis or more frequently as necessary regarding the banking portfolio.

Reporting

An annual report on banking and investments is provided to the Finance Committee and Board of Directors in the first quarter of the following fiscal year.

Policy Review Schedule

The Banking Policy will be reviewed and updated every four years or sooner if conditions dictate. Any changes thereto will be at the discretion of the Board of Directors and approved by resolution.

DRAFT

Report To: Board of Directors

Subject: Investment Policy

Report No: FA-51-21

Date: September 17, 2021

Recommendation:

1. **THAT** Report No. FA-51-21 RE: Investment Policy **BE RECEIVED.**
2. **AND THAT** the Investment Policy attached as Appendix 1 **BE APPROVED.**

Purpose:

The purpose of this policy is to govern the management of surplus funds and investment portfolio of the Niagara Peninsula Conservation Authority (NPCA). This policy applies to the investment activities of the NPCA revenue funds, idle cash, reserves and funds held in trust.

Background:

On July 28, 2021, the Finance Committee approved Report No. FC-12-21 – Investment Policy (Recommendation No. FC-21-2021).

Discussion:

The overall goal is to ensure that available NPCA funds are put to work to generate additional value through interest and investment yields.

The investment objectives of NPCA include:

1. Compliance to statutory requirements
2. Preservation of principal investment
3. Maintenance of adequate level of liquidity
4. Earning a competitive rate of return

The Board has the ultimate responsibility for the accuracy of financial reporting and prudent management of resources. An effective system of governance is critical in carrying out this responsibility, which includes board-approved by-laws, policies and procedures, as well as regular receipt and approval of reports regarding financial and other matters.

Suitable and Authorized Investments

NPCA, under the policies established in accordance with the Administrative By-Law, is permitted to invest in certain securities as set out by Ontario Regulation 438/97 to the Municipal Act, as amended from time to time. This regulation prescribes the securities in which a municipality may invest. In keeping with the primary objective of NPCA's investment policy, namely the preservation of capital, permissible investments have been restricted to those of high credit quality and reasonable liquidity.

The investment portfolio will be designed to obtain, at a minimum, market rates of return considering NPCA's investment risk tolerance, constraints and cash flow needs, as follows:

Portfolio	Maturity	Approach	Holdings
High Interest Savings Account	1+ month(s)	Deposits with a Schedule 1 bank	Bank deposits
Money Market	1 to 18 months	Preserve capital and maintain liquidity while maximizing short-term income.	Canadian Treasury Bills High quality commercial paper Bankers' acceptance Floating rate notes
Bonds	18 months to 3 years	Provide a higher return over longer investment horizons through diversified investments	N/A

Links to Policy/Strategic Plan:

NPCA continues to be transparent, accountable and fiscally responsible. This policy will aid in meeting these objectives.

Related Reports and Appendices:

Appendix 1: (Draft) Investment Policy

Authored by:

Original Signed by:

Lise Gagnon, CPA, CGA
Director, Corporate Services

Submitted by:

Original Signed by:

Chandra Sharma, MCIP, RPP
Chief Administrative Officer/Secretary-Treasurer

INVESTMENT POLICY			#
Developed by:	Corporate Services		
Policy Applies To:	All Employees/Board Members/Volunteers		
Date Created:	28-JUL-2021	Approved By:	
Version #: 1	2021-01	Last Review Date:	SEPT-2021

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Purpose and Objectives

Purpose

This policy governs the management of surplus funds and investment portfolio of the Niagara Peninsula Conservation Authority (NPCA).

Scope

This policy applies to the investment activities of the NPCA revenue funds, idle cash, reserves and funds held in trust to the extent allowed by agreement.

Objectives

The overall goal is to ensure that available NPCA funds are put to work to generate additional value through interest and investment yields.

The investment objectives of NPCA include:

1. Compliance to statutory requirements
2. Preservation of principal investment
3. Maintenance of adequate level of liquidity
4. Earning a competitive rate of return

Compliance to Statutory Requirements

NPCA's investment portfolio shall conform to the Municipal Act and Ontario Regulation 438/97 (Appendix 1) as amended from time to time, Eligible Investments or as authorized by subsequent provincial regulations. The legislation provides very strict investment requirements, limiting organizations to very specific investment types, quality and duration.

Preservation of Investment Principle

The preservation of principal is of primary importance. Investments shall be selected in a manner that will attempt to ensure the safety of the overall portfolio principal investment. This will be accomplished through a program of diversification, through high credit quality, sector allocation, and maturity limitations.

Maintenance of Liquidity

The investment portfolio shall remain sufficiently liquid to meet all operating and capital requirements that may reasonably be anticipated. This is accomplished through cash flow analysis and projection techniques and by structuring the portfolio so that securities mature concurrent with anticipated current and future financial demands.

Competitive Rate of Return

The investment portfolio shall be designed with the objective of attaining a market or better rate of return throughout budgetary and economic cycles, considering the investment risk constraints and liquidity needs.

Return on investments is of secondary importance compared to the safety of principal and liquidity objectives. The core of investments is limited to relatively high quality securities in anticipation of earning a competitive return relative to the low risk being assumed.

Application and Governance

The Board of Directors and Niagara Peninsula Conservation Authority Staff are responsible for the establishment, management and administration of NPCA Investments.

The Board has the ultimate responsibility for the accuracy of financial reporting and prudent management of resources. An effective system of governance is critical in carrying out this responsibility, which includes board-approved by-laws, policies and procedures, as well as regular receipt and approval of reports regarding financial and other matters.

Each year, a financial audit is conducted by an external accounting firm. The board appoints members to a Finance Committee. The Finance Committee is responsible for reviewing the audited financial statements and recommending their approval to the Board. The Finance Committee is also responsible for reviewing internal controls, accounting practices/policies and significant accruals, provisions and estimates included in the financial statements and making recommendations to the Board.

The CAO/Secretary-Treasurer is responsible for implementing the board's direction regarding investments. The CAO/Secretary-Treasurer and/or Director, Corporate Services will review and make recommendations to the Board on an annual basis or more frequently as necessary regarding the investment portfolio.

Applicable Legislation

The Conservation Authorities Act does not specifically outline banking and investment policies for Conservation Authorities. In 1994, however, a ruling by Ministry of Natural Resources stated that Conservation Authorities must follow the guidelines for municipalities as outlined in the Municipal Act, 2001. Following are relevant Sections of the Municipal Act, 2001:

418. (1) *A municipality may invest in prescribed securities, in accordance with the prescribed rules, money that it does not require immediately including,*

(a) money in a sinking, retirement or reserve fund;

(b) money raised or received for the payment of a debt of the municipality or interest on the debt; and

(c) proceeds from the sale, loan or investment of any debentures. 2001, c. 25, s. 418 (1). **418. (6)** *The Lieutenant Governor in Council may make regulations,*

(a) prescribing rules for the purpose of subsection (1);

(b) prescribing and defining securities or classes of them for the purpose of subsection (1);

(b.1) prescribing and defining financial instruments and agreements that municipalities may issue or enter into for or in relation to investments under subsection (1);

(c) providing that a municipality does not have power to invest in securities or classes of securities specified in the regulation. 2001, c. 25, s. 418 (6); 2006, c. 32, Sched. A, s. 182

NPCA will only make investments that fall within the applicable Regulation(s) at the time the investment is made. A copy of Ontario Regulation 438/97, which is currently in effect, is attached to this Policy (Appendix 1).

Standards of Care

Prudence

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

Ethics and Conflict of Interest

Employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions.

Employees shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial or investment positions that could be related to the performance of the investment portfolio.

Employees shall not undertake personal investment transactions with the same individual with whom business is conducted on behalf of NPCA.

Delegation of Authority

The Director, Corporate Services has overall responsibility for the prudent investment of NPCA's portfolio and is responsible for the implementation of the investment program and the establishment of investment procedures consistent with this policy. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this Policy. The Director, Corporate Services shall be responsible for all transactions undertaken, and shall establish a system of controls to regulate all activities.

Safekeeping and Custody

All securities shall be held for safekeeping with the investment dealer which is a member of the Canadian Investor Protection Fund or financial institution, depending on where the transaction takes place. Securities shall be held in the name of the Niagara Peninsula Conservation Authority. The use of a 'margin account' to hold securities is prohibited.

The depository shall issue a safekeeping receipt to NPCA listing the specific instrument, rate, maturity and other pertinent information. On a monthly basis (preferred) and at minimum quarterly, the depository will also provide reports, which list all securities held by NPCA and the book and market value of holdings as of period-end.

Internal Control

The Director, Corporate Services shall establish an annual process of independent review by an external auditor, as part of NPCA's annual audit. This review will provide internal control by ensuring compliance with policies and procedures. The Director, Corporate Services shall develop and maintain all necessary operating procedures for effective control and management of the investment function and reasonable assurance that NPCA's investments are properly managed and adequately protected.

Suitable and Authorized Investments

NPCA, under the policies established in accordance with the Administrative By-Law is permitted to invest in certain securities as set out by Ontario Regulation 438/97 to the Municipal Act, as amended from time to time. This regulation prescribes the securities in which a municipality may invest. In keeping with the primary objective of NPCA's investment policy, namely the preservation of capital, permissible investments have been restricted to those of high credit quality and reasonable liquidity.

The portfolio aims for both diversification and near risk-free investments to ensure security of the capital. Emphasis is placed on securities offered by or unconditionally guaranteed by the Government of Canada, a Province of Canada or the six major chartered banks (Royal Bank of Canada, Canadian Imperial Bank of Commerce, Bank of Montreal, Bank of Nova Scotia, Toronto Dominion Bank, and National Bank of Canada).

Maximum Maturity

To the extent possible, NPCA shall match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, NPCA will not directly invest in securities maturing more than ten (10) years from the date of purchase. Reserve funds and other funds with longer investment horizons may be invested in securities exceeding ten (10) years if the maturity of such investments is made to coincide as nearly as practical with the expected use of funds.

Diversification

Investments will be diversified by issuer and by the sector of the economy to which they belong. The Director, Corporate Services may establish maximum amounts and maximum percentages of the portfolio for each issuer and sector from time to time. Investment in a municipal investment pool as allowed by Ontario Regulation 438/97, such as the One Investment Program shall be considered an appropriate method of investment diversification, as they meet all of the aforementioned criteria

Investment Standards

The investment portfolio shall be designed with the objective of obtaining a rate of return throughout budgetary and economic cycles, commensurate with the investment risk constraints and the cash flow needs.

The investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio should obtain a market average rate of return throughout budgetary and economic cycles, commensurate with the investment risk constraints and the cash flow needs of NPCA.

Investment Strategy

The investment portfolio will be designed to obtain, at a minimum, market rates of return considering NPCA's investment risk tolerance, constraints and cash flow needs, as follows:

Portfolio	Maturity	Approach	Holdings
High Interest Savings Account	1+ month(s)	Deposits with a Schedule 1 bank	Bank deposits
Money Market	1 to 18 months	Preserve capital and maintain liquidity while maximizing short-term income.	Canadian Treasury Bills High quality commercial paper Bankers' acceptance Floating rate notes
Bonds	18 months to 3 years	Provide a higher return over longer investment horizons through diversified investments	N/A

Broker/Advisor

Investment Dealers acting as custodian for NPCA must be members of the Investment Industry Regulatory Organization of Canada (IIROC) and be members of the Canadian Investor Protection Fund. Individual investment advisor(s) who are employed by an IIROC firm shall be selected from time to time on the basis of competence, quality of service and cost, such selections being consistent with the NPCA's Purchasing Policy.

Reporting

The Director, Corporate Services shall submit an investment report to the board at least annually in the first quarter of the following fiscal year including a management summary that provides an analysis of the status of the current investment portfolio and transactions made over the last year. This management summary will be prepared in a manner that will allow the board to ascertain whether investment activities during the reporting period have conformed to the investment policy.

Policy Review Schedule

The Investment Policy will be reviewed and updated every four years or sooner if conditions dictate. Any changes thereto will be at the discretion of the Board of Directors and approved by resolution.

Glossary

Credit Risk: the risk to an investor that an issuer will default in the payment of interest and/or principal on a security.

Diversification: a process of investing assets among a range of security types by sector, maturity, and quality rating.

Duration: a measure of the timing of the cash flows, such as the interest payments and the principal repayment, to be received from a given fixed-income security. This calculation is based on three variables: term to maturity, coupon rate, and yield to maturity. The duration of a security is a useful indicator of its price volatility for given changes in interest rates.

Interest Rate Risk: the risk associated with declines or rises in interest rates that cause an investment in a fixed-income security to increase or decrease in value.

Liquidity: a measure of an asset's convertibility to cash.

Market Risk: the risk that the value of a security will rise or decline as a result of changes in market conditions.

Market Value: current market price of a security.

Maturity: the date on which payment of a financial obligation is due. The final stated maturity is the date on which the issuer must retire a bond and pay the face value to the bondholder.

DRAFT

Appendix 1 – Ontario Regulation 438/97

Municipal Act, 2001 Loi de 2001 sur les municipalités

ONTARIO REGULATION 438/97

formerly under Municipal Act

ELIGIBLE INVESTMENTS AND RELATED FINANCIAL AGREEMENTS

Consolidation Period: From January 1, 2012 to the [e-Laws currency date](#).

Last amendment: O. Reg. 373/11.

This Regulation is made in English only.

1. A municipality does not have the power to invest under section 418 of the Act in a security other than a security prescribed under this Regulation. O. Reg. 438/97, s. 1; O. Reg. 399/02, s. 1.

2. The following are prescribed, for the purposes of subsection 418 (1) of the Act, as securities that a municipality may invest in:

1. Bonds, debentures, promissory notes or other evidence of indebtedness issued or guaranteed by,
 - i. Canada or a province or territory of Canada,
 - ii. an agency of Canada or a province or territory of Canada,
 - iii. a country other than Canada,
 - iv. a municipality in Canada including the municipality making the investment,
 - iv.1 the Ontario Strategic Infrastructure Financing Authority,
 - v. a school board or similar entity in Canada,
 - v.1 a university in Ontario that is authorized to engage in an activity described in section 3 of the *Post-secondary Education Choice and Excellence Act, 2000*,
 - v.2 the board of governors of a college established under the *Ontario Colleges of Applied Arts and Technology Act, 2002*,
 - vi. a local board as defined in the *Municipal Affairs Act* (but not including a school board or a municipality) or a conservation authority established under the *Conservation Authorities Act*,
 - vi.1 a board of a public hospital within the meaning of the *Public Hospitals Act*,
 - vi.2 a non-profit housing corporation incorporated under section 13 of the *Housing Development Act*,
 - vi.3 a local housing corporation as defined in section 24 of the *Housing Services Act, 2011*, or
 - vii. the Municipal Finance Authority of British Columbia.
2. Bonds, debentures, promissory notes or other evidence of indebtedness of a corporation if,
 - i. the bond, debenture or other evidence of indebtedness is secured by the assignment, to a trustee, as defined in the *Trustee Act*, of payments that Canada or a province or territory of Canada has agreed to make or is required to make under a federal, provincial or territorial statute, and
 - ii. the payments referred to in subparagraph i are sufficient to meet the amounts payable under the bond, debenture or other evidence of indebtedness, including the amounts payable at maturity.
3. Deposit receipts, deposit notes, certificates of deposit or investment, acceptances or similar instruments the terms of which provide that the principal and interest shall be fully repaid no later than two years after the day the investment was made, if the receipt, note, certificate or instrument was issued, guaranteed or endorsed by,

- i. a bank listed in Schedule I, II or III to the *Bank Act* (Canada),
 - ii. a loan corporation or trust corporation registered under the *Loan and Trust Corporations Act*, or
 - iii. a credit union or league to which the *Credit Unions and Caisses Populaires Act, 1994* applies.
- 3.1 Deposit receipts, deposit notes, certificates of deposit or investment, acceptances or similar instruments the terms of which provide that the principal and interest shall be fully repaid more than two years after the day the investment was made, if the receipt, note, certificate or instrument was issued, guaranteed or endorsed by,
- i. a bank listed in Schedule I, II or III to the *Bank Act* (Canada),
 - ii. a loan corporation or trust corporation registered under the *Loan and Trust Corporations Act*,
 - iii. a credit union or league to which the *Credit Unions and Caisses Populaires Act, 1994* applies.
4. Bonds, debentures, promissory notes or other evidence of indebtedness issued or guaranteed by an institution listed in paragraph 3.
5. Short term securities, the terms of which provide that the principal and interest shall be fully repaid no later than three days after the day the investment was made, that are issued by,
- i. a university in Ontario that is authorized to engage in an activity described in section 3 of the *Post-secondary Education Choice and Excellence Act, 2000*,
 - ii. the board of governors of a college established under the *Ontario Colleges of Applied Arts and Technology Act, 2002*, or
 - iii. a board of a public hospital within the meaning of the *Public Hospitals Act*.
6. Bonds, debentures, promissory notes, other evidence of indebtedness or other securities issued or guaranteed by the International Bank for Reconstruction and Development.
- 6.1. Bonds, debentures, promissory notes or other evidence of indebtedness issued or guaranteed by a supranational financial institution or a supranational governmental organization, other than the International Bank for Reconstruction and Development.
7. Asset-backed securities, as defined in subsection 50 (1) of Regulation 733 of the Revised Regulations of Ontario, 1990 made under the *Loan and Trust Corporations Act*.
- 7.1 Bonds, debentures, promissory notes or other evidence of indebtedness issued by a corporation that is incorporated under the laws of Canada or a province of Canada, the terms of which provide that the principal and interest shall be fully repaid more than five years after the date on which the municipality makes the investment.
- 7.2 Bonds, debentures, promissory notes or other evidence of indebtedness issued by a corporation that is incorporated under the laws of Canada or a province of Canada, the terms of which provide that the principal and interest shall be fully repaid more than one year and no later than five years after the date on which the municipality makes the investment.
8. Negotiable promissory notes or commercial paper, other than asset-backed securities, maturing one year or less from the date of issue, if that note or commercial paper has been issued by a corporation that is incorporated under the laws of Canada or a province of Canada.
- 8.1 Shares issued by a corporation that is incorporated under the laws of Canada or a province of Canada.
9. Bonds, debentures, promissory notes and other evidences of indebtedness of a corporation incorporated under section 142 of the *Electricity Act, 1998*.
10. Bonds, debentures, promissory notes or other evidence of indebtedness of a corporation if the municipality first acquires the bond, debenture, promissory note or other evidence of indebtedness as a gift in a will and the gift is not made for a charitable purpose.
11. Securities of a corporation, other than those described in paragraph 10, if the municipality first acquires the securities as a gift in a will and the gift is not made for a charitable purpose.
12. Shares of a corporation if,
- i. the corporation has a debt payable to the municipality,
 - ii. under a court order, the corporation has received protection from its creditors,

iii. the acquisition of the shares in lieu of the debt is authorized by the court order, and

iv. the treasurer of the municipality is of the opinion that the debt will be uncollectable by the municipality unless the debt is converted to shares under the court order. O. Reg. 438/97, s. 2; O. Reg. 265/02, s. 1; O. Reg. 399/02, s. 2; O. Reg. 655/05, s. 2; O. Reg. 607/06, s. 1; O. Reg. 39/07, s. 1; O. Reg. 373/11, s. 1.

2.1 A security is prescribed for the purposes of subsection 418 (1) of the Act as a security that a municipality may invest in if,

(a) the municipality invested in the security before January 12, 2009; and

(b) the terms of the municipality's continued investment in the security have been changed pursuant to the Plan Implementation Order of the Ontario Superior Court of Justice dated January 12, 2009 (Court file number 08-CL-7440) and titled "In the matter of the *Companies' Creditors Arrangement Act*, R.S.C. 1985, c. C-36 as amended and in the matter of a plan of compromise and arrangement involving Metcalfe & Mansfield Alternative Investments II Corp. et al". O. Reg. 292/09, s. 1.

3. (1) A municipality shall not invest in a security under subparagraph 1 iii, v.1, v.2, vi.1, vi.2 or vi.3 or paragraph 3.1 or 4 of section 2 unless the bond, debenture, promissory note or evidence of indebtedness is rated,

(a) REVOKED: O. Reg. 265/02, s. 2 (1).

(b) by Dominion Bond Rating Service Limited as "AA(low)" or higher;

(b.1) by Fitch Ratings as "AA-" or higher;

(c) by Moody's Investors Services Inc. as "Aa3" or higher; or

(d) by Standard and Poor's as "AA-" or higher. O. Reg. 438/97, s. 3 (1); O. Reg. 265/02, s. 2 (1); O. Reg. 399/02, s. 3 (1); O. Reg. 655/05, s. 3 (1, 2); O. Reg. 607/06, s. 2; O. Reg. 39/07, s. 2.

(2) REVOKED: O. Reg. 655/05, s. 3 (3).

(2.1) A municipality shall not invest in a security under paragraph 6.1 of section 2 unless the security is rated,

(a) by Dominion Bond Rating Service Limited as "AAA";

(b) by Fitch Ratings as "AAA";

(c) by Moody's Investors Services Inc. as "Aaa"; or

(d) by Standard and Poor's as "AAA". O. Reg. 655/05, s. 3 (4).

(3) A municipality shall not invest in an asset-backed security under paragraph 7 of section 2 that matures more than one year from the date of issue unless the security is rated,

(a) by Dominion Bond Rating Service Limited as "AAA";

(a.1) by Fitch Ratings as "AAA";

(b) by Moody's Investors Services Inc. as "Aaa"; or

(c) by Standard and Poor's as "AAA". O. Reg. 265/02, s. 2 (2); O. Reg. 399/02, s. 3 (2); O. Reg. 655/05, s. 3 (5).

(4) A municipality shall not invest in an asset-backed security under paragraph 7 of section 2 that matures one year or less from the date of issue unless the security is rated,

(a) by Dominion Bond Rating Service Limited as "R-1(high)";

(a.1) by Fitch Ratings as "F1+";

(b) by Moody's Investors Services Inc. as "Prime-1"; or

(c) by Standard and Poor's as "A-1+". O. Reg. 265/02, s. 2 (2); O. Reg. 399/02, s. 3 (3); O. Reg. 655/05, s. 3 (6).

(4.1) A municipality shall not invest in a security under paragraph 7.1 of section 2 unless the security is rated,

(a) by Dominion Bond Rating Service Limited as "AA(low)" or higher;

(b) by Fitch Ratings as "AA-" or higher;

(c) by Moody's Investors Services Inc. as "Aa3" or higher; or

(d) by Standard and Poor's as "AA-" or higher. O. Reg. 292/09, s. 2 (1).

(4.2) A municipality shall not invest in a security under paragraph 7.2 of section 2 unless the security is rated,

(a) by Dominion Bond Rating Service Limited as "A" or higher;

(b) by Fitch Ratings as "A" or higher;

(c) by Moody's Investors Services Inc. as "A2"; or

(d) by Standard and Poor's as "A". O. Reg. 292/09, s. 2 (1).

(5) A municipality shall not invest in a security under paragraph 8 of section 2 unless the promissory note or commercial paper is rated,

(a) by Dominion Bond Rating Service Limited as "R-1(mid)" or higher;

(a.1) by Fitch Ratings as "F1+";

(b) by Moody's Investors Services Inc. as "Prime-1"; or

(c) by Standard and Poor's as "A-1+". O. Reg. 265/02, s. 2 (2); O. Reg. 399/02, s. 3 (4); O. Reg. 655/05, s. 3 (8).

(6) If an investment made under subparagraph 1 iii, v.1, v.2, vi.1, vi.2 or vi.3 of section 2 or paragraph 3.1, 4, 6.1, 7, 7.1, 7.2 or 8 of section 2 falls below the standard required by this section, the municipality shall sell the investment within 180 days after the day the investment falls below the standard. O. Reg. 292/09, s. 2 (2).

(6.1) Subsection (6) does not apply with respect to an investment made by a municipality under paragraph 7 of section 2 on a day before the day this subsection comes into force. O. Reg. 292/09, s. 2 (3).

(7) A municipality shall not invest in a security under paragraph 9 of section 2 unless, at the time the investment is made and as long as it continues, the investment ranks, at a minimum, concurrently and equally in respect of payment of principal and interest with all unsecured debt of the corporation. O. Reg. 265/02, s. 2 (2).

(8) A municipality shall not invest in a security under paragraph 9 of section 2 unless, at the time the investment is made, the total amount of the municipality's investment in debt of any corporation incorporated under section 142 of the *Electricity Act, 1998* that would result after the proposed investment is made does not exceed the total amount of investment in debt, including any interest accrued on such debt, of the municipality in such a corporation that existed on the day before the day the proposed investment is to be made. O. Reg. 265/02, s. 2 (2).

(9) Any investment made under paragraph 9 of section 2, including any refinancing, renewal or replacement thereof, may not be held for longer than a total of 10 years from the date such investment is made. O. Reg. 265/02, s. 2 (2).

(10) Subsections (7), (8) and (9) do not prevent a municipality from holding or disposing of a security described in paragraph 9 of section 2 issued by a corporation incorporated under section 142 of the *Electricity Act, 1998*, if the municipality acquired the security through a transfer by-law or otherwise under that Act. O. Reg. 655/05, s. 3 (9).

(11) A municipality shall sell an investment described in paragraph 10 or 11 of section 2 within 90 days after ownership of the investment vests in the municipality. O. Reg. 655/05, s. 3 (9).

(12) REVOKED: O. Reg. 292/09, s. 2 (4).

4. (1) A municipality shall not invest more than 25 per cent of the total amount in all sinking and retirement funds in respect of debentures of the municipality, as estimated by its treasurer on the date of the investment, in short-term debt issued or guaranteed by the municipality. O. Reg. 438/97, s. 4 (1).

(2) In this section,

"short-term debt" means any debt, the terms of which provide that the principal and interest of the debt shall be fully repaid no later than 364 days after the debt is incurred. O. Reg. 438/97, s. 4 (2).

4.1 (1) A municipality shall not invest in a security under paragraph 7 of section 2 or in a promissory note or commercial paper under paragraph 8 of section 2 unless, on the date that the investment is made,

(a) the municipality itself is rated, or all of the municipality's long-term debt obligations are rated,

(i) by Dominion Bond Rating Service Limited as "AA(low)" or higher,

(i.1) by Fitch Ratings as "AA-" or higher,

(ii) by Moody's Investors Services Inc. as "Aa3" or higher, or

(iii) by Standard and Poor's as "AA-" or higher; or

(b) the municipality has entered into an agreement with the Local Authority Services Limited and the CHUMS Financing Corporation to act together as the municipality's agent for the investment in that security, promissory note or commercial paper. O. Reg. 265/02, s. 3; O. Reg. 399/02, s. 4; O. Reg. 655/05, s. 4 (1, 2).

(1.1) A municipality shall not invest in a security under paragraph 7.1 or 8.1 of section 2 unless, on the date the investment is made, the municipality has entered into an agreement with the Local Authority Services Limited and the CHUMS Financing Corporation to act together as the municipality's agent for the investment in the security. O. Reg. 655/05, s. 4 (3).

(1.2) Subsection (1.1) does not apply to investments in securities by the City of Ottawa if all of the following requirements are satisfied:

1. Only the proceeds of the sale by the City of its securities in a corporation incorporated under section 142 of the *Electricity Act, 1998* are used to make the investments.
2. The investments are made in a professionally-managed fund.
3. The terms of the investments provide that,
 - i. where the investment is in debt instruments, the principal must be repaid no earlier than seven years after the date on which the City makes the investment, and
 - ii. where the investment is in shares, an amount equal to the principal amount of the investment cannot be withdrawn from the fund for at least seven years after the date on which the City makes the investment.
4. The City establishes and uses a separate reserve fund for the investments.
5. Subject to paragraph 6, the money in the reserve fund, including any returns on the investments or proceeds from their disposition, are used to pay capital costs of the City and for no other purpose.
6. The City may borrow money from the reserve fund but must repay it plus interest. O. Reg. 655/05, s. 4 (3).

(2) The investment made under clause (1) (b) or described in subsection (1.1), as the case may be, must be made in the One Investment Program of the Local Authority Services Limited and the CHUMS Financing Corporation with,

- (a) another municipality;
- (b) a public hospital;
- (c) a university in Ontario that is authorized to engage in an activity described in section 3 of the *Post-secondary Education Choice and Excellence Act, 2000*;
- (d) the board of governors of a college established under the *Ontario Colleges of Applied Arts and Technology Act, 2002*;
- (d.1) a foundation established by a college mentioned in clause (d) whose purposes include receiving and maintaining a fund or funds for the benefit of the college;
- (e) a school board; or
- (f) any agent of an institution listed in clauses (a) to (d.1). O. Reg. 265/02, s. 3; O. Reg. 655/05, s. 4 (4); O. Reg. 607/06, s. 3; O. Reg. 292/09, s. 3; O. Reg. 52/11, s. 1.

5. A municipality shall not invest in a security issued or guaranteed by a school board or similar entity unless,

- (a) the money raised by issuing the security is to be used for school purposes; and
- (b) REVOKED: O. Reg. 248/01, s. 1.

O. Reg. 438/97, s. 5; O. Reg. 248/01, s. 1.

6. (1) A municipality shall not invest in a security that is expressed or payable in any currency other than Canadian dollars. O. Reg. 438/97, s. 6 (1).

(2) Subsection (1) does not prevent a municipality from continuing an investment, made before this Regulation comes into force, that is expressed and payable in the currency of the United States of America or the United Kingdom. O. Reg. 438/97, s. 6 (2).

7. (1) Before a municipality invests in a security prescribed under this Regulation, the council of the municipality shall, if it has not already done so, adopt a statement of the municipality's investment policies and goals. O. Reg. 438/97, s. 7.

(2) In preparing the statement of the municipality's investment policies and goals under subsection (1), the council of the municipality shall consider,

- (a) the municipality's risk tolerance and the preservation of its capital;
 - (b) the municipality's need for a diversified portfolio of investments; and
 - (c) obtaining legal advice and financial advice with respect to the proposed investments. O. Reg. 265/02, s. 4.
- (3) REVOKED: O. Reg. 655/05, s. 5.

(4) In preparing the statement of the municipality's investment policies and goals under subsection (1) for investments made under paragraph 9 of section 2, the council of the municipality shall consider its plans for the investment and how the proposed investment would affect the interest of municipal taxpayers. O. Reg. 265/02, s. 4.

8. (1) If a municipality has an investment in a security prescribed under this Regulation, the council of the municipality shall require the treasurer of the municipality to prepare and provide to the council, each year or more frequently as specified by the council, an investment report. O. Reg. 438/97, s. 8 (1).

- (2) The investment report referred to in subsection (1) shall contain,
- (a) a statement about the performance of the portfolio of investments of the municipality during the period covered by the report;
 - (b) a description of the estimated proportion of the total investments of a municipality that are invested in its own long-term and short-term securities to the total investment of the municipality and a description of the change, if any, in that estimated proportion since the previous year's report;
 - (c) a statement by the treasurer as to whether or not, in his or her opinion, all investments are consistent with the investment policies and goals adopted by the municipality;
 - (d) a record of the date of each transaction in or disposal of its own securities, including a statement of the purchase and sale price of each security; and
 - (e) such other information that the council may require or that, in the opinion of the treasurer, should be included. O. Reg. 438/97, s. 8 (2); O. Reg. 655/05, s. 6.

(2.1) The investment report referred to in subsection (1) shall contain a statement by the treasurer as to whether any of the following investments fall below the standard required for that investment during the period covered by the report:

- 1. An investment described in subparagraph 1 iii, v.1, v.2, vi.1, vi.2 or vi.3 of section 2.
- 2. An investment described in paragraph 3.1, 4, 6.1, 7, 7.1, 7.2 or 8 of section 2.
- 3. An investment described in subsection 9 (1). O. Reg. 292/09, s. 4.

(3) Upon disposition of any investment made under paragraph 9 of section 2, the council of the municipality shall require the treasurer of the municipality to prepare and provide to the council a report detailing the proposed use of funds realized in the disposition. O. Reg. 265/02, s. 5.

8.1 If an investment made by the municipality is, in the treasurer's opinion, not consistent with the investment policies and goals adopted by the municipality, the treasurer shall report the inconsistency to the council of the municipality within 30 days after becoming aware of it. O. Reg. 655/05, s. 7.

9. (1) Despite this Regulation, an investment by a municipality in bonds, debentures or other indebtedness of a corporation made before March 6, 1997 may be continued if the bond, debenture or other indebtedness is rated,

- (a) REVOKED: O. Reg. 265/02, s. 6.
- (b) by Dominion Bond Rating Service Limited as "AA(low)" or higher;
- (b.1) by Fitch Ratings as "AA-" or higher;
- (c) by Moody's Investors Services Inc. as "Aa3" or higher; or
- (d) by Standard and Poor's as "AA-" or higher. O. Reg. 438/97, s. 9 (1); O. Reg. 265/02, s. 6; O. Reg. 399/02, s. 5; O. Reg. 655/05, s. 8.

(1.1) Despite subsection 3 (4.1), an investment in a security under paragraph 7.1 of section 2 made on a day before the day this subsection comes into force may be continued if the security is rated,

- (a) by Dominion Bond Rating Service Limited as “A” or higher;
- (b) by Fitch Ratings as “A” or higher;
- (c) by Moody’s Investors Services Inc. as “A2”; or
- (d) by Standard and Poor’s as “A”. O. Reg. 292/09, s. 5 (1).

(2) If the rating of an investment continued under subsection (1) or (1.1) falls below the standard required by that subsection, the municipality shall sell the investment within 180 days after the day the investment falls below the standard. O. Reg. 438/97, s. 9 (2); O. Reg. 292/09, s. 5 (2).

FORWARD RATE AGREEMENTS

10. (1) A municipality that enters into an agreement to make an investment on a future date in a security prescribed by section 2 may enter one or more forward rate agreements with a bank listed in Schedule I, II or III to the *Bank Act* (Canada) in order to minimize the cost or risk associated with the investment because of fluctuations in interest rates. O. Reg. 655/05, s. 9.

(2) A forward rate agreement shall provide for the following matters:

- 1. Specifying a forward amount, which is the principal amount of the investment or that portion of the principal amount to which the agreement relates.
- 2. Specifying a settlement day, which is a specified future date.
- 3. Specifying a forward rate of interest, which is a notional rate of interest applicable on the settlement day.
- 4. Specifying a reference rate of interest, which is the market rate of interest payable on a specified future date on an acceptance issued by a bank listed in Schedule I, II or III to the *Bank Act* (Canada).
- 5. Requiring a settlement payment to be payable on the settlement day if the forward rate and the reference rate of interest are different. O. Reg. 655/05, s. 9.

(3) A municipality shall not enter a forward rate agreement if the forward amount described in paragraph 1 of subsection (2) for the investment whose cost or risk the agreement is intended to minimize, when added to all forward amounts under other forward rate agreements, if any, relating to the same investment, would exceed the total amount of the principal of the investment. O. Reg. 655/05, s. 9.

(4) A municipality shall not enter a forward rate agreement unless the settlement day under the agreement is within 12 months of the day on which the agreement is executed. O. Reg. 655/05, s. 9.

(5) A municipality shall not enter a forward rate agreement if the settlement payment described in paragraph 5 of subsection (2) exceeds the difference between the amount of interest that would be payable on the forward amount calculated at the forward rate of interest for the period for which the investment was made and the amount that would be payable calculated at the reference rate of interest. O. Reg. 655/05, s. 9.

(6) A municipality shall not enter a forward rate agreement except with a bank listed in Schedule I, II or III to the *Bank Act* (Canada) and only if the bank’s long-term debt obligations on the day the agreement is entered are rated,

- (a) by Dominion Bond Rating Service Limited as “A(high)” or higher;
- (b) by Fitch Ratings as “A+” or higher;
- (c) by Moody’s Investors Service Inc. as “A1” or higher; or
- (d) by Standard and Poor’s as “A+” or higher. O. Reg. 655/05, s. 9.

11. (1) Before a municipality passes a by-law authorizing a forward rate agreement, the council of the municipality shall adopt a statement of policies and goals relating to the use of forward rate agreements. O. Reg. 655/05, s. 9.

(2) The council of the municipality shall consider the following matters when preparing the statement of policies and goals:

- 1. The types of investments for which forward rate agreements are appropriate.
- 2. The fixed costs and estimated costs to the municipality resulting from the use of such agreements.
- 3. A detailed estimate of the expected results of using such agreements.
- 4. The financial and other risks to the municipality that would exist with, and without, the use of such agreements.
- 5. Risk control measures relating to such agreements, such as,

- i. credit exposure limits based on credit ratings and on the degree of regulatory oversight and the regulatory capital of the other party to the agreement,
- ii. standard agreements, and
- iii. ongoing monitoring with respect to the agreements. O. Reg. 655/05, s. 9.

12. (1) If a municipality has any subsisting forward rate agreements in a fiscal year, the treasurer of the municipality shall prepare and present to the municipal council once in that fiscal year, or more frequently if the council so desires, a detailed report on all of those agreements. O. Reg. 655/05, s. 9.

(2) The report must contain the following information and documents:

1. A statement about the status of the forward rate agreements during the period of the report, including a comparison of the expected and actual results of using the agreements.
2. A statement by the treasurer indicating whether, in his or her opinion, all of the forward rate agreements entered during the period of the report are consistent with the municipality's statement of policies and goals relating to the use of forward rate agreements.
3. Such other information as the council may require.
4. Such other information as the treasurer considers appropriate to include in the report. O. Reg. 655/05, s. 9.

DRAFT

Report To: Board of Directors

**Subject: Contract Award Update - Montague Construction Ltd.
Binbrook Septic**

Report No: FA-52-21

Date: September 17, 2021

Recommendation:

THAT Report No. FA-52-21 RE: Contract Award Update – Montague Construction Ltd. – Binbrook Septic **BE RECEIVED**.

Purpose:

The purpose of this report is to update the Board of Directors of a capital contract award to Montague Construction Ltd. for the construction of a septic system at Binbrook conservation area in the amount of \$910,000 (plus non-recoverable HST). Further, the capital disbursement includes a 10% contingency in the amount of \$91,000, for a total capital project approval of \$1,001M (plus non-recoverable HST).

Background:

On November 19, 2020, City of Hamilton Report No. FCS20096 re Binbrook Conservation Area Capital Funding Plan was presented to the Audit, Finance and Administration Committee (AFAC). The recommendations were approved by the AFAC on November 19, 2020, and further ratified by full Council on November 25, 2020.

Recommendation (c) from City of Hamilton Report No. FCS20096 states:

That the Niagara Peninsula conservation Authority submit financial documentation to the Director of Financial Planning, Administration and Policy for the release of the funds for the capital projects of up to \$1.21M.

On July 28, 2021, the Finance Committee approved Report No. FC-15-21 – Contract Award – Montague Construction Limited – Binbrook Septic - **Recommendation No. FC-22-2021:**

1. **WHEREAS** Staff have completed the procurement process for the Board approved Binbrook Septic System Capital project according to NPCA approved policies;
2. **AND WHEREAS** the construction timeline of this project is time sensitive requiring staff to immediately award the project contract to the successful contractor;
3. **THEREFORE, BE IT RESOLVED THAT** Report FC-15-21 RE: Contract Award - Montague Construction Ltd. – Binbrook Septic **BE RECEIVED** and capital contract award

to Montague Construction Ltd. in the amount of \$910,000 (plus non-recoverable HST) **BE APPROVED**.

4. **THAT** a contingency in the amount of 10% of contract value or \$91,000 **BE APPROVED** to address any unanticipated costs during the project implementation process;
5. **THAT** staff **BE AUTHORIZED** to execute all necessary documents as appropriate.
6. **AND FURTHER THAT** staff **BE DIRECTED** to update the Board of Directors at the next meeting in September 2021.

Due to the critical time sensitive nature of the contract award, and given that the Board of Directors did not meet until mid-September, Staff recommended approval for the contract award from the Finance Committee, with an update to the Board at the September 2021 meeting.

Discussion:

The firm of R.J. Burnside & Associates Limited was retained in April 2020 to complete the engineering, design and costs estimates during phase one.

On April 26, 2021, NPCA issued competitive procurement RFPQ No. NPCA-2021-009 – Construct an Onsite Sanitary Sewage System at the Binbrook Conservation Area. The Request for Prequalification closed on May 19, 2021, and 5 compliant bids were received and evaluated. The evaluation team included NPCA technical, finance and procurement staff as well as representatives from Burnside Engineering.

The second stage of the procurement process for Sanitary System construction was issued on June 6th, 2021, and upon closing on July 21st, 2021, 5 compliant submissions were received and evaluated using the criteria outlined in the RFPQ.

Staff recommended a contract award to the highest ranked proponent: **Montague Construction Ltd.** in the amount of \$910,000 (plus non-recoverable HST).

Montague Construction Ltd has been operating since 1976. The company has over 40 employees and a fleet of machinery and trucks doing business all over Southern Ontario. Montague has a stellar reputation for their quality of work and for their projects being completed on time and on budget.

Project Cost

The cost of the project has increased by \$110K from the original estimate. This increase is driven by price volatility in the marketplace due primarily to the pandemic and supply shortages. There have been significant increases in the costs of materials across the construction industry through the latter half of 2020 and into 2021. PVC piping has increased 200% from prior year; copper, steel and concrete 150%.

Project Timing

It is imperative that this project is completed by May 2022 to prevent disruption to the 2022 park season and negative impacts to revenues. To accomplish this deliverable, the contractors have

determined that the project timing is critical. The contract award and project initiation must occur prior to mid-August 2021. This date was carefully selected to ensure the contractor has sufficient lead time to order and obtain required equipment and supplies, along with scheduling and management of the construction work through the Fall and Winter. As such approval of Finance Committee was obtained on July 28th 2021 for this time sensitive procurement.

Financial Impact:

In addition to the award of a contract to Montague Construction Ltd. in the amount of \$910,000 (plus \$16,000 non-recoverable HST) a contingency amount of 10% or \$91,000 will be allocated within the Budget to address any unforeseen costs. As such a total capital project disbursement of \$1,001,000 is allocated to this project.

The City of Hamilton approved financing for Binbrook Capital Projects in the amount of \$1.21M. The Binbrook Pavilion is complete and water system has been started (procurement is pending). Please see Table 1 below for status update of all three projects.

Table 2 outlines critical priorities related to the Binbrook capital projects: a shortfall of \$272.6K to support the 10% contingency for the septic system, and completion of the water system.

Risk Mitigation Strategy

As a result of the price increases noted earlier, and the prudent allocation of a contingency for this significant capital initiative, staff have evaluated the risks to successfully complete all three projects within the identified financial parameters. Please note the following as a result of our analysis:

- As of July 27, 2021, including the contract award to Montague for the septic system, the current project activity is accommodated within the \$1.21M funding envelope, and returns a remaining funding balance of \$81.8K.
- The current status does not accommodate a 10% contingency for the septic system, nor does it provide for the projected incremental cost of the water system of \$180K (estimate provided by R.J. Burnside).
- Binbrook CA has seen an incremental increase in revenues of 106% due to increased pandemic visitation. Actual, realized one-time revenue generation has exceeded budgets by \$205K to date this fiscal year. Staff have recommended that these self-generated incremental revenues be applied to offset the water system cost and provide the capacity for the 10% contingency required to support a capital project of this magnitude. This strategy would serve to eliminate any impact on municipal funding/levy.

Please note summary for Binbrook Capital Projects: Funding Status (Table 1) and Critical Priorities (Table 2).

Table 1 - Funding Status - Binbrook Capital Projects		<i>(in thousands)</i>
Hamilton funding available		\$ 1,210.0
Septic System:		
- Actual spent to date (27-JUL-2021)	37.8	
- Contract award - Montague (incl non-recov HST) - no contingency	926.0	
- Total - Septic System		963.8
Water System:		
- Actual spent to date (27-JUL-2021)	37.6	
- Total - Water System		37.6
TTT Building:		
- Actual spent to date (27-JUL-2021) - project complete	126.8	
- Total - TTT building		126.8
Remaining funding available as at 27-JUL-2021		\$ 81.8

Table 2 - Critical Priorities - Binbrook Capital Projects		<i>(in thousands)</i>
Septic system project contingency - 10% plus non-recoverable HST		\$ 92.6
Water System (procurement pending - engineering estimate)		180.0
Sub Total		\$ 272.60
Funding:		
Remaining Hamilton funding (see above)		81.8
One-time pandemic incremental revenues realized to 27-JUL-2021 - Binbrook CA		205.0
Incremental revenues available (additional contingency)		\$ 14.2

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