



THE REGIONAL MUNICIPALITY OF NIAGARA  
BUDGET REVIEW COMMITTEE OF THE WHOLE  
FINAL AGENDA

BRCOTW 6-2021

Thursday, November 25, 2021

6:30 p.m.

Meeting will be held by electronic participation only

This electronic meeting can be viewed on Niagara Region's Website at:

<https://www.niagararegion.ca/government/council/>

Due to the efforts to contain the spread of COVID-19 the Council Chamber will not be open to the public to attend Committee meetings until further notice. To view live stream meeting proceedings, please visit: [niagararegion.ca/government/council](https://www.niagararegion.ca/government/council/)

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Pages

1. CALL TO ORDER
2. DISCLOSURES OF PECUNIARY INTEREST
3. PRESENTATIONS
4. DELEGATIONS
5. ITEMS FOR CONSIDERATION

5.1. BRC-C 13-2021

4 - 33

A letter from W. Sendzik, Chair, Niagara Regional Housing Board of Directors, dated November 3, 2021, respecting Proposed Niagara Regional Housing 2022 Operating Budget Submission.

A presentation will precede the consideration of this item.

Recommended Motion:

That Correspondence Item BRC-C 13-2021, being a letter from W Sendzik, Chair, Niagara Regional Housing Board of Directors, dated November 3, 2021, respecting Proposed Niagara Regional Housing 2022 Operating Budget Submission, **BE RECEIVED**; and

That the Niagara Regional Housing 2022 Operating Budget **BE APPROVED** in principle subject to consideration of the total tax levy for Niagara Region on December 9, 2021.

- 5.2. BRC-C 14-2021 34 - 78  
A letter from B. Johnson, Chair, Niagara Peninsula Conservation Authority, dated November 19, 2021, respecting the 2022 Draft Budgets and Municipal Levies.
- A presentation will precede the consideration of this item.
- Recommended Motion:
- That Correspondence Item BRC-C 14-2021, being a letter from B. Johnson, Chair, Niagara Peninsula Conservation Authority, dated November 19, 2021, respecting the 2022 Draft Budgets and Municipal Levies, **BE RECEIVED**; and
- That the Niagara Peninsula Conservation Authority 2022 Municipal Levy Apportionment to Niagara Region **BE APPROVED**.
- 5.3. CSD 77-2021 79 - 109  
Court Services - 2022 Budget Report
- A presentation will precede the consideration of this item.
- 5.4. BRC-C 16-2021 110 - 119  
A letter from D. Reid, Executive Director, Police Services Board, Niagara Regional Police Services, dated November 17, 2021, respecting REVISED 2022 Proposed Operating Budget Niagara Regional Police Service/Niagara Police Services Board.
- Recommended Motion:
- That Correspondence Item BRC-C 16-2021, being a letter from D. Reid, Executive Director, Police Services Board, Niagara Regional Police Services, dated November 17, 2021, respecting REVISED 2022 Proposed Operating Budget Niagara Regional Police Service/Niagara Police Services Board, **BE RECEIVED**; and
- That the Niagara Regional Police Services 2022 Operating Budget **BE APPROVED** in principle subject to consideration of the total tax levy for Niagara Region on December 9, 2021.
6. CONSENT ITEMS FOR INFORMATION
- 6.1. BRC-C 15-2021 120 - 121  
Councillor Information Request Regarding Cost per Household for Policing Services
7. OTHER BUSINESS
8. NEXT MEETING  
The next meeting will be held on Thursday, December 9, 2021 at 6:30 p.m.

## 9. ADJOURNMENT

If you require any accommodations for a disability in order to attend or participate in meetings or events, please contact the Accessibility Advisor at 905-980-6000 ext. 3252 (office), 289-929-8376 (cellphone) or [accessibility@niagararegion.ca](mailto:accessibility@niagararegion.ca) (email).



# Proposed NRH 2022 Operating Budget Submission

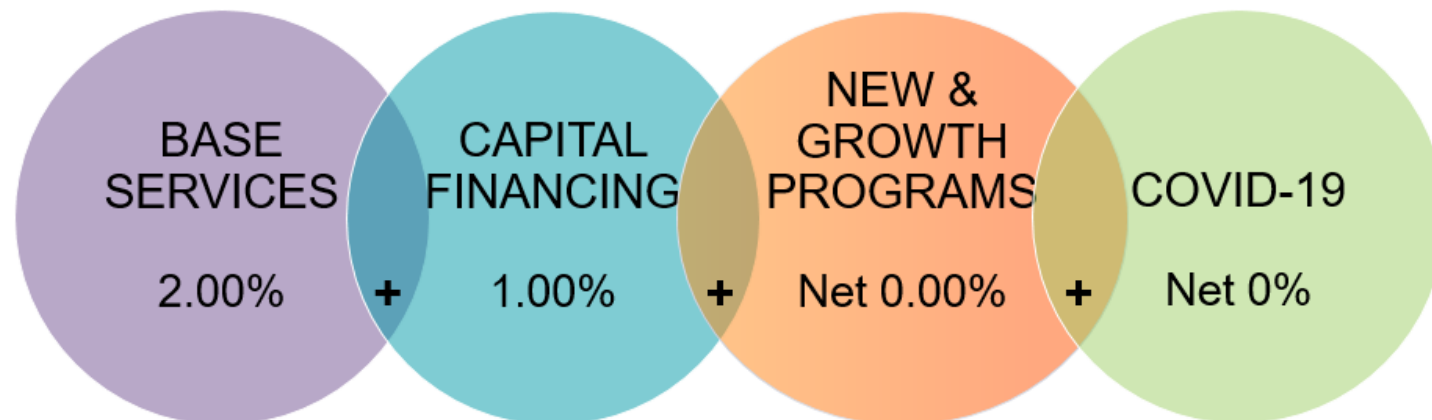
**Donna Woiceshyn**

**November 25, 2021**

# 2022 Budget Strategy

## Council Received Budget Strategy (CSD 40-2021; June 17, 2021)

- ▶ Budget for base services increase not to exceed Core Consumer Price Index target of 2%
- ▶ An additional 1% increase to fund capital renewal costs



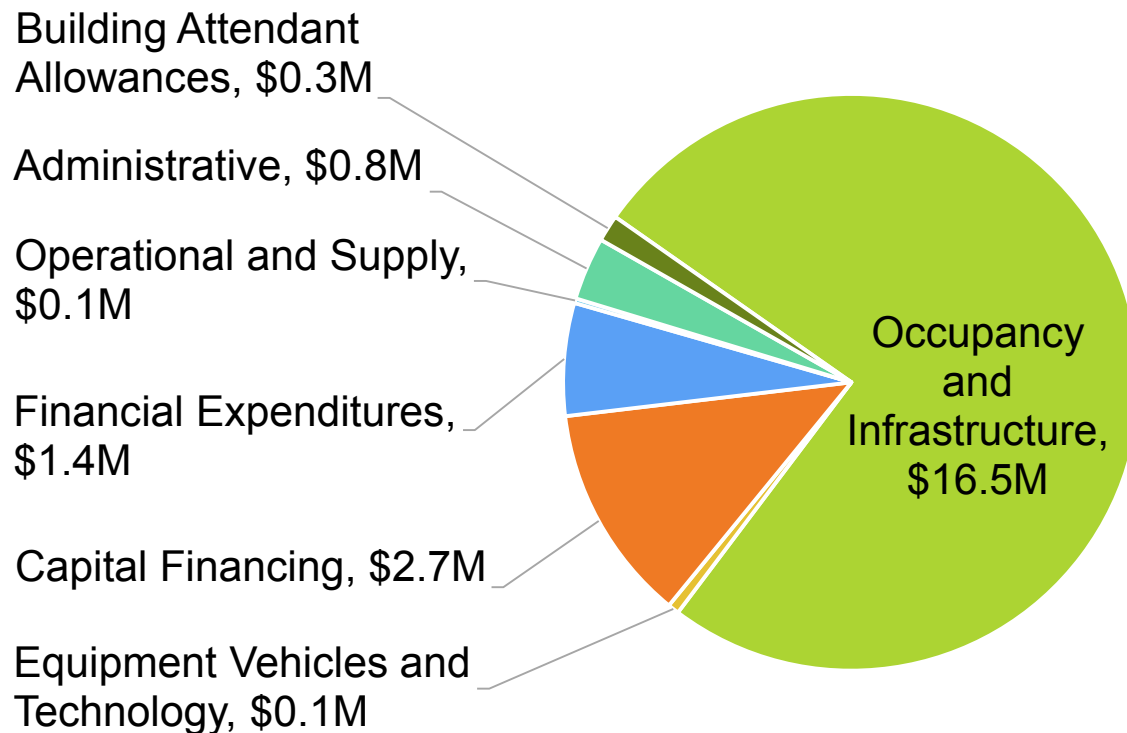
# Recommendations

- ▶ 2% - increase for Base Services
- ▶ 1% - increase for Capital Financing
- ▶ -8.3% - additional rental revenue utilized to fund 4 FTEs required to operate net new units (Housing Services - Community Services)

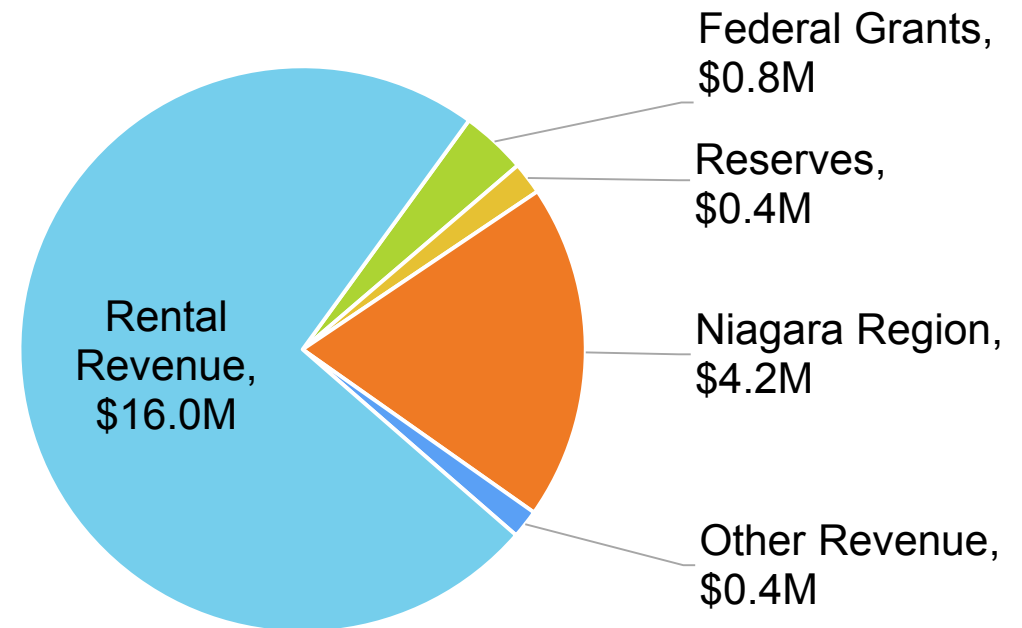
Recommendation	Amount	Change
2021 Budget	\$4,101	
1.1. Base Services	82	2.0%
1.2. Capital Financing	41	1.0%
1.3. Rental revenue utilized for FTEs	(341)	-8.3%
<b>Proposed 2022 Budget</b>	<b>\$3,882</b>	<b>-5.3%</b>

# Budget Overview – Gross Budget of \$21.8M

## Where the money goes



## Where the money comes from



# 2022 Base Budget Analysis – 2%

- ▶ Building attendant allowances - **\$17 thousand increase**
- ▶ Administrative - **\$400 thousand increase**
  - Inclusion of the new building condition assessments (BCAs), funded by NRH Owned Unit reserve
- ▶ Occupancy and Infrastructure - **\$302 thousand increase**
  - **\$205 thousand** in utility cost increases
  - **\$173 thousand** utilities, service contracts, and property taxes for 45 new bridge/supportive housing units
- ▶ Intercompany Charges - **\$173 thousand decrease**
  - Recovery from Niagara Region's Homelessness Services division for new bridge/supportive housing units



# 2022 Base Budget Analysis – 2% - Continued

- ▶ Financial Expenditures - **\$427 thousand decrease**
  - **\$322 thousand** due to decrease in provincial debenture payments as agreements expire
  - **\$105 thousand** in bad debt expenses based on recent trends
- ▶ Federal and Provincial Grants - **\$545 thousand decrease**
  - Decrease in Public Housing federal funding
- ▶ Transfers to Reserves (Capital Financing) - **\$198 thousand decrease**
  - Reduction required to achieve a 2% base budget increase
  - \$2.9 million budget reduced to \$2.7 million

# Program Changes

## Additional Housing Staff for NRH Operations

- ▶ Additional Niagara Region employees directly supporting NRH through the shared services agreement
  - 1 Community Program Coordinator, \$77 thousand
  - 3 Assistant Property Administrators, \$264 thousand
- ▶ \$341 thousand in funding from additional rental revenues on incremental units
- ▶ Subject to Regional Council approval of the Consolidated Levy Budget December 9<sup>th</sup>

## Capital Financing

- ▶ Increase of \$41 thousand to NRH Owned Units reserve annually
- ▶ Aligned with Niagara Region's budget strategy of 1%

# COVID-19

- ▶ Continued enhanced cleaning and sanitation (\$245 thousand)
- ▶ Continued enhanced security protocols (\$172 thousand)
- ▶ Funded by Niagara Region's Taxpayer Relief Reserve

# Recap of Recommendations

- ▶ 2% - increase for Base Services
- ▶ 1% - increase for Capital Financing
- ▶ -8.3% - additional rental revenue utilized to fund 4 FTEs required to operate net new units (Housing Services - Community Services)

Recommendation	Amount	Change
2021 Budget	\$4,101	
1.1. Base Services	82	2.0%
1.2. Capital Financing	41	1.0%
1.3. Rental revenue utilized for FTEs	(341)	-8.3%
<b>Proposed 2022 Budget</b>	<b>\$3,882</b>	<b>-5.3%</b>

Questions?





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1815 Sir Isaac Brock Way  
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Main Fax: 905-687-4844  
Fax – Applications: 905-935-0476  
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Web site: [www.nrh.ca](http://www.nrh.ca)

November 3, 2021

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

Dear Ms. Norio,

At their October 15, 2021 meeting, the Niagara Regional Housing Board of Directors approved the attached report NRH 12-2021 and recommended this report be forwarded to the Budget Review Committee of the Whole for consideration.

Your assistance is requested in moving report NRH 12-2021 through proper channels to the Budget Review Committee of the Whole.

Sincerely,

Councillor Walter Sendzik  
Chair

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**Subject:** Proposed Niagara Regional Housing 2022 Operating Budget Submission  
**Report to:** Board of Directors of Niagara Regional Housing  
**Report date:** Friday, October 15, 2021

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## Recommendations

1. That the Niagara Regional Housing (NRH) Board of Directors **APPROVE** the proposed NRH 2022 operating budget submission of \$3,881,897 including the following:
  - 1.1. An increase of \$81,512 or 2% to the base budget to support operating expenses;
  - 1.2. An increase of \$40,756 or 1% to support capital financing;
  - 1.3. A reduction of \$340,963 or 8.3% to offset the cost of the addition of 4 FTEs in Niagara Region's Housing Services Division which will directly support NRH operations, subject to approval of the related FTEs and costs by Regional Council as part of the Levy budget at the Budget Review Committee of the Whole (BRCOTW) meeting on December 9, 2021;
2. That this report **BE REFERRED** to the BRCOTW meeting on November 25, 2021 for consideration as part of the 2022 operating budget deliberations.

## Key Facts

- The purpose of this report is to seek approval for the proposed 2022 Operating Budget for NRH.
- At Niagara Region's Budget Review Committee of the Whole (BRCOTW) meeting June 17, 2021, budget planning for 2022 was presented including a strategy of base increases not exceeding 2% and a separate increase of 1% to support capital financing.
- NRH acted as Service Manager for Community Housing on behalf of Niagara Region until May 30, 2021, when the responsibility was transitioned to the Niagara Region. The NRH operating budget is presented for approval under the new model, which is for the oversight and operation of NRH owned units, with regional employees providing support through the existing shared services agreement.
- Additional staff resources to support NRH operations and the growing portfolio of owned units are required. The funding source for additional staffing resources to

support NRH operations has been identified within the proposed NRH budget request. The FTEs and associated cost are part of the Niagara Region's Housing Services Division budget and are subject to approval from Regional Council at BRCOTW on December 9, 2021. Appendices 4 and 5 are included for information only.

- The proposed budget includes one-time, incremental costs due to COVID-19 of \$412 thousand for increased cleaning, PPE and security at owned units and is recommended to be funded from the Regional Taxpayer Relief reserve.

## Financial Considerations

The 2022 NRH operating budget was prepared in alignment with the strategy received by Council which outlined a 2% budget increase to maintain base services and a separate 1% increase to support capital financing. The 2022 NRH budget also includes an 8.3% reduction in order to fund the addition of four FTEs in Niagara Region's Housing Services Division which will directly support NRH operations through a shared services agreement.

The 2022 proposed operating budget is provided in table 1.

Table 1: Proposed NRH 2022 Operating Budget (in thousands)

Item	2021	2022	\$ Change	% Change
Gross Expenditure	\$21,864	\$21,786	(\$77)	-0.4%
Gross Revenue	(17,763)	(17,604)	159	0.9%
<b>Budget for Base Services</b>	<b>4,101</b>	<b>4,182</b>	<b>82</b>	<b>2.0%</b>
Capital Financing increase		41	41	1.0%
Reduction to fund four Housing Services FTEs		(341)	(341)	-8.3%
<b>Net Budget before Indirect Allocations</b>	<b>\$4,101</b>	<b>\$3,882</b>	<b>(\$219)</b>	<b>-5.3%</b>

## Analysis

The following highlights the changes in the proposed 2022 operating budget for base services as compared to the 2021 approved budget.



Compensation:

- \$17 thousand increase (5.6%) is driven by the alignment to trends in the 2021 actual spend on building attendant allowances.

Administrative:

- The 2022 budget includes \$400 thousand to complete new building condition assessments (BCAs) for owned units which will be funded by the NRH Owned Units reserve. The BCAs are used to inform the capital planning process and were previously completed in 2017.

Occupancy and Infrastructure:

- \$302 thousand increase (1.9%) is primarily driven by the following:
  - \$173 thousand increase for the occupancy costs of the new bridge housing and supportive housing facilities becoming operational in 2022, recovered through Intercompany Charges from the Homelessness Services division.
  - \$205 thousand increase in utility costs based on 2020 and 2021 trends and utility rate forecasts.

Financial Expenditures:

- \$427 thousand (23.7%) decrease is driven primarily by the following:
  - \$322 thousand decrease to the NRH/LHC-Debenture expense due to debt reduction owed to the province as four agreements have expired.
  - \$105 thousand decrease in bad debt expenses based on recent trends.

Transfers to Reserves:

- \$198 thousand decrease (6.9%) in the transfer to the NRH owned units reserve, which is required to achieve a 2% base budget increase in alignment with Niagara Region's corporate budget strategy given the base budget pressures explained in this report. The transfers to capital reserves remains sufficient to fund 30% of the 2022 ten year capital plan by the NRH Owned Units reserve as presented to the Board in report 21-202-5.4 "Proposed Niagara Regional Housing 2022 Capital Budget Submission"

Intercompany Charges:

- \$173 thousand recovery is from Niagara Region's Homelessness Services division to fund the occupancy costs of the bridge housing and supportive housing facilities

Federal and Provincial Grants:

- \$545 thousand decrease (40.1%) from scheduled service manager funding associated primarily with the expiration of the four debenture agreements noted above in Financial Expenditures.

#### Transfers From Reserves:

- The 2022 budget includes a \$400 thousand transfer from the Owned Units Reserve to fund the BCAs as explained in Administrative, above.

#### **Program Changes**

The following items are separate from the base services budget included for 2022.

#### Capital Financing Increase

In alignment with the Niagara Region's budget strategy presented and received by Council at the Budget Review Committee of the Whole meeting on June 17, 2021, a \$41 thousand (1%) increase has been included for 2022 to support capital financing. This increase is detailed in the business case included in Appendix 2.

#### 2022 COVID-19 costs

Services included in the 2022 budget due to the COVID-19 pandemic are similar to 2021 and include \$245 thousand (\$223 thousand 2021) for enhanced cleaning and sanitation protocols and \$172 thousand (\$140 thousand 2021) for enhanced security protocols. These costs are recommended to be funded with \$417 thousand by the Niagara Region's Taxpayer Relief Reserve for a net zero impact on the NRH budget. This program is detailed in the business case included in Appendix 3.

#### Additional Housing Staff for NRH Operations

Additional staff resources to support NRH operations and the growing portfolio of owned units is required. The positions being requested are one (1) Community Program Coordinator for \$77 thousand (detailed in appendix 4) and three Assistant Property Administrators for \$264 thousand (detailed in appendix 5). These FTEs would be regional employees that would be directly supporting NRH operations through the existing shared services agreement. Since these resources would be part of the Niagara Region's Housing Services budget, they are subject to approval from Regional Council at BRCOTW as part of the levy budget on December 9, 2021.

A total of \$341 thousand in funding from NRH is required in order to offset the cost of adding these positions in the Niagara Region. The requirement for additional staffing costs were built into the operating budget projections when the associated capital projects were approved. It is recommended that \$167 thousand be funded by net rental

revenues associated with a full year of occupancy at the Niagara Falls new development site (Hawkins/Heximer), expected to be complete and occupied by December 2021. The balance of \$174 thousand is recommended to be funded through repurposing rental revenues from incremental units added in prior years. The revenues from units added in prior years were transferred to capital reserve until such time that related staff were added to the operating budget.

### **Alternatives Reviewed**

At the discretion of the Board, programs can be identified for elimination from or addition to the budget. If this action is taken, staff request the opportunity to provide impacts/risks with these decisions.

In the event the Board approves the proposed budget inclusive of recommendation 1.3. and the related FTEs and costs (appendices 4 and 5) are not approved by BRCOTW on December 9, 2021, it is recommended that these funds be directed to the NRH Owned Units reserve to support the annual capital program. This would result in a 3.0% budget increase for NRH in alignment with the 2022 budget strategy.

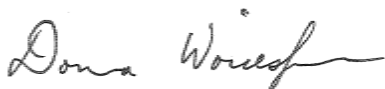
### **Relationship to NRH and/or Council Strategic Priorities**

The 2022 Budget will provide the financial framework to achieve NRH Strategic Priorities.

### **Other Pertinent Reports**

21-202-5.4	Proposed Niagara Regional Housing 2022 Capital Budget Submission
CSD 40-2021	2022 Budget Planning and Timetable

Submitted by:



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Donna Woiceshyn, CEO

Approved by:



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Walter Sendzik, Chair

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This report was prepared by Tyler Potts, Program Financial Analyst in consultation with Donovan D'Amboise, Acting Manager, Program Financial Support.

## **Appendices**

Appendix 1	2022 Operating Budget
Appendix 2	Capital Financing Business Case
Appendix 3	COVID-19 Costs Business Case
Appendix 4	Community Program Coordinator Business Case
Appendix 5	Assistant Property Administrator Business Case

## Appendix 1: 2022 Operating Budget



Schedule of Expenditures and Revenues  
DeptID: D\_71000A Niagara Regional Housing  
Fiscal Year: 2022

D\_71000A

	2021 Budget	2022 Budget						
	Total	Total Base Services	Base Variance	Base Variance %	Total Program Changes	Total	Total Variance	Total Variance %
A_40000AB Compensation	307,296	324,490	17,194	5.6%	10,390	334,880	27,584	9.0%
A_41000AB Administrative	368,950	768,850	399,900	108.4%	7,245	776,095	407,145	110.4%
A_44000AB Operational & Supply	57,000	57,000	-	30.0%	1,275	58,275	1,275	2.2%
A_50000AB Occupancy & Infrastructure	16,331,640	16,634,013	302,373	1.9%	726,521	17,360,534	1,028,894	6.3%
A_52000AB Equipment, Vehicles, Technology	135,733	138,148	2,415	1.8%	-	138,148	2,415	1.8%
A_58000AB Financial Expenditures	1,804,329	1,376,971	(427,358)	(23.7%)	-	1,376,971	(427,358)	(23.7%)
A_75100AC Transfers To Funds	2,858,385	2,659,975	(198,410)	(6.9%)	(70,930)	2,589,045	(269,340)	(9.4%)
A_60000AC Allocation Between Departments	220	(172,990)	(173,210)	(78,733.2%)	-	(172,990)	(173,210)	(78,733.3%)
<b>Gross Expenditure Subtotal</b>	<b>21,863,553</b>	<b>21,786,456</b>	<b>(77,097)</b>	<b>(0.4%)</b>	<b>674,501</b>	<b>22,460,958</b>	<b>597,405</b>	<b>2.7%</b>
A_31200AB Federal & Provincial Grants	(1,359,174)	(814,091)	545,083	(40.1%)	-	(814,091)	545,083	(40.1%)
A_34950AB Other Revenue	(16,403,787)	(16,390,261)	13,526	(0.1%)	(557,342)	(16,947,603)	(543,816)	3.3%
A_75000AC Transfers From Funds	-	(400,000)	(400,000)	0.0%	(417,366)	(817,366)	(817,366)	0.0%
<b>Gross Revenue Subtotal</b>	<b>(17,762,961)</b>	<b>(17,604,352)</b>	<b>158,609</b>	<b>(0.9%)</b>	<b>(974,708)</b>	<b>(18,579,060)</b>	<b>(816,099)</b>	<b>4.6%</b>
<b>Net Expenditure (revenue) before indirect allocations</b>	<b>4,100,592</b>	<b>4,182,105</b>	<b>81,512</b>	<b>2.0%</b>	<b>(300,207)</b>	<b>3,881,898</b>	<b>(218,694)</b>	<b>(5.3%)</b>
A_70000AC Indirect Allocation	4,174,014	4,191,817	17,802	0.4%	349,783	4,541,600	367,586	8.8%
A_70200AC Capital Financing Allocation	6,516,672	6,729,647	212,975	3.3%	5,639	6,735,286	218,614	3.4%
<b>Allocation Subtotal</b>	<b>10,690,686</b>	<b>10,921,463</b>	<b>230,777</b>	<b>2.2%</b>	<b>355,422</b>	<b>11,276,886</b>	<b>586,199</b>	<b>5.5%</b>
<b>Net Expenditure (revenue) after indirect allocations</b>	<b>14,791,278</b>	<b>15,103,568</b>	<b>312,289</b>	<b>2.1%</b>	<b>55,216</b>	<b>15,158,784</b>	<b>367,505</b>	<b>2.5%</b>

## Appendix 2

### Capital Financing

Department: Niagara Regional Housing

Committee Report: CSD 40-2021

Start Date: January 1, 2022

#### Description of Capital Financing:

This business case is for NRH to increase its transfer to capital reserves by 1%, or \$40,756 which will help NRH fund more of its annual capital program requests and reduce reliance on Regional sources of capital financial (reserves and debt). This request is consistent with Niagara Region's budget strategy for 2022.

Given the increasing demands of capital and the significant capital levy funding gap for 2022, the strategy presented and received by Council at the BRCOTW meeting on June 17, 2021 includes the option for an increase of 1% separate from base services to support capital renewal costs.

#### Business Reasons for Capital Financing:

This business case requests an additional \$41 thousand or 1% of the 2021 NRH net levy request. Including the existing base transfer to reserves from operating funds, approximately 30% of the annual capital program requirements in the 10-year forecast can be funded as presented in the 2022 NRH Capital Budget report.

The NRH annual programs is budgeted based on the expected timelines from the Building Condition Assessments (BCA). Based on the BCAs, the NRH gross and net capital budget requirement for 2022 was \$11.5 and \$7.7 million respectively. Given Niagara Region's significant capital levy funding gap for 2022, the Corporate Asset Management Resource Allocation (CAMRA) model prioritized capital investments leading to a reduced capital request corporately, including budget deferrals for NRH, which required deferral of \$7.3 million of the NRH gross budget requirement to align with funding available for 2022.

While a reliance on available Regional funding still exists, increasing the annual contribution to capital as proposed in this business case may reduce reliance on the available funding that is prioritized based on the CAMRA model.

#### Alignment to Council's Strategic Priorities:

Increasing funding available for capital reserves supports Council's strategic priorities of Responsible Growth and Infrastructure planning. Having capital funding available is important to preserve and maintain the housing stock.

## Capital Financing

### Risk Assessment: Priority

The NRH-Owned Units Capital Program provides for long-term planning to ensure NRH's physical assets will be preserved to an acceptable standard and values are maintained. The capital program was prepared in conjunction with the BCAs completed in June 2017 which indicated the Local Housing Corporate portfolio is generally in good condition. However, maintaining the good condition is highly dependent on building components being replaced once they reach the end of their useful life. Failure to do so would lead to more expensive capital costs, increased risk to health and safety and additional operating costs.

NRH maintains the ongoing local responsibility for the health and safety of resident's and the structural integrity of physical assets as per legislative requirements, including compliance to: Residential Tenancies Act, Housing Services Act, Ontario Building Code, Ontario Fire Code, Technical Standards and Safety Authority, Canadian Standards Association, Electrical Safety Authority, Occupational Health and Safety Act, and local by-laws.

### Financial and Staffing Impacts:

Line	2022	Future Years*	Duration
Transfers to Funds	\$40,756	\$40,756	Permanent
<b>Gross Expenditure</b>	<b>\$40,756</b>	<b>\$40,756</b>	
<b>Net Impact</b>	<b>\$40,756</b>	<b>\$40,756</b>	

*\*total annual budget impact*

#### Prepared by:

Tyler Potts  
Program Financial Analyst

#### Reviewed by:

Donovan D'Amboise  
Acting Manager Program Financial  
Support

#### Approved by:

Donna Woiceshyn  
CEO NRH

## Appendix 3

### Incremental COVID-19 Costs - NRH

Department: Niagara Regional Housing

Committee Report:

Start Date: January 1, 2022

#### Description of COVID-19 Program:

Due to COVID-19, enhanced cleaning and security has been required at owned units. This program change represents the continuation of these enhanced programs through 2022. \$245 thousand is included for enhanced cleaning and sanitation protocols. \$172 thousand is included for enhanced security patrols to help with the additional social issues in our communities due to COVID-19 and monitor compliance with protocols such as social gathering limits.

#### Business Reasons for COVID-19 Program:

This ask is to support the additional cleaning requirements as recommended by Public Health Ontario for cleaning and disinfection of public settings to mitigate COVID-19 transmission and to align cleaning practices to meet the recommendation requirements. It also supports the enforcement of COVID-19 protocols that keep residents and staff safe.

#### Alignment to Council's Strategic Priorities:

This ask supports Council's Strategic Priority of Healthy and Vibrant Community by supporting the fostering of a safe and inclusive neighbourhood and community ties to a larger strategic Community Safety and Wellbeing strategy.

#### Risk Assessment: Priority

If this program is not approved, residents, staff members, and visitors entering or living in these properties may be at risk of contracting COVID-19 through contact with improperly cleaned/sanitized surfaces or gatherings in excess of provincial restrictions.

#### Financial and Staffing Impacts:

Line	2022	Future Years*	Duration
Occupancy & Infrastructure	\$417,366	0	One year
<b>Gross Expenditure</b>	<b>417,366</b>	<b>0</b>	
Transfers from Funds	(417,366)	0	One year
<b>Gross Revenue</b>	<b>(417,366)</b>	<b>0</b>	
<b>Net Impact</b>	<b>\$0</b>	<b>\$0</b>	

*\*total annual budget impact*



## **Incremental COVID-19 - NRH**

Costs of addressing the COVID-19 pandemic are being corporately funded by the provincial Safe Restart funding, through Niagara Region's Taxpayer Relief Reserve.

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**Prepared by:**

Tyler Potts  
Program Financial Analyst

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**Reviewed by:**

Donovan D'Amboise  
Acting Manager Program Financial  
Support

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**Approved by:**

Donna Woiceshyn  
CEO NRH

## Appendix 4

# Staff Addition – Community Programs Coordinator

## FTE Request

Department: Community Services

Committee Report:

Start Date: January 3, 2022

## Description of FTE Request:

There are currently three Community Programs Coordinators (CPCs) responsible for the 2,927 NRH Owned Public Housing units across Niagara, which means that CPCs are responsible for almost 1,000 units each. This request is for 1 FTE which requires budget funding of \$77,093 which includes staffing costs for mileage, training and admin expenses. CPCs assist with the maintenance of successful tenancies through eviction prevention and the improvement of the quality of life in NRH communities through:

- Eviction Prevention through ongoing tenant support (e.g. hoarding, bed bug treatment for vulnerable tenants etc.) and assistance with navigating through social service systems and referrals to appropriate agencies
- Resolution and mediation of social issues
- Community Engagement through coordination of programs, activities and workshops

Since 2014, NRH has increased the housing stock and, at the same time, the number of tenants with complex needs has increased dramatically. There has been a demonstrated increase in mental health and addiction issues, family breakdown, and an aging population coping with declining cognition and increased isolation. This has forced CPCs to focus a majority of their time on the tenants with the highest needs and reduced their attention to early intervention for support and eviction prevention and community engagement to foster a positive environment to reduce negative behaviours.

## Business Reasons for FTE Request:

As NRH has attempted to address the shortage of Community Housing in Niagara, the volume of households on the CPC caseload has, and will continue to, increase. NRH has added 373 new units since 2014, including current builds expected to finish before year-end. An additional 60 units are expected to be added in the next year.

This added responsibility has been compounded by the dramatic increase in high-need tenants in the last decade, which has been worsened further by the pandemic. Public

## **Staff Addition – Community Program Coordinator**

Housing has long had a disproportionate percentage of vulnerable tenants who struggle with mental illness, addiction, family breakdown and/or the many negative effects of living in poverty. Even tenants without specific vulnerabilities often require support. There is more and more research indicating that many people living in poverty require assistance to live successfully because the stress of having to struggle to make ends meet leaves less “mental bandwidth” to take steps that could help break the cycle of poverty. In recent years, there have been more and more tenancies suffering with complex needs, often attributed to the hopelessness associated with the changing economy, skyrocketing addiction and mental health concerns and an aging population. Prior to the pandemic, in 2019, NRH’s CPCs offered supports to 1,051 new referrals of tenants in need of assistance, 58% of whom were medium-high need (i.e. tenant with serious issues or at risk of eviction). In 2020, this number increased to 1,981 and, by all predictions, will continue to increase as the impact of the pandemic becomes clearer.

It takes considerable time for CPCs to work with tenants with complex issues and connect them with the specialized supports that they need. With less attention available to the broader community, they are less able to identify and address issues that require early intervention and prevent them from becoming serious. They are also less able to focus on tenants who simply need some support to live healthier, more productive lives.

With additional staff and reduced caseloads, CPCs would be better able to support tenants before their issues become individual or community crises. They would also be able coordinate more community activities to promote tenant wellbeing and community inclusion and embed support agencies into the communities to develop trusting relationships. In the past, CPCs were able to devote more than 40% of their time to community engagement, but this has been reduced to less than 20% in the last five years alone.

When compared to another local municipal housing provider the units per Community Programs Coordinator is approximately 590, to Niagara Region’s 1,000 units. One additional CPC would result in each being responsible for 750 units, still considerably higher than the municipal comparator.

### **Alignment to Council’s Strategic Priorities:**

An additional CPC will allow for earlier intervention with tenants who need assistance, prevent more evictions and provide more time for the community engagement necessary to promote positive interaction and community pride in Public Housing communities, which aligns with Council’s priority of Healthy and Vibrant Community.

## Staff Addition – Community Program Coordinator

### Risk Assessment: Priority

Currently, with the increase in the number of units and the rapidly increasing need in NRH communities, CPCs no longer have enough time to devote to low need tenants and community engagement. Simply put, early intervention and community engagement helps increase the likelihood of successful tenancies, which means less damage to units, fewer arrears, less social issues, and less risk of eviction proceedings, all of which cost NRH valuable resources.

Without additional staff, CPCs will continue to be primarily crisis-driven and largely unable to intervene early with addiction, mental health and social issues that often worsen and become more costly over time. When dealt with at an early stage, many problems, like hoarding and conflict between neighbours, are more manageable. Early intervention is less time-consuming, not just for NRH, but also for the wide range of service providers (e.g. police, mental health supports, etc.) who often must become involved once issues have escalated. Early intervention also means a reduced risk of spillover problems in the broader community.

Furthermore, with their time preoccupied with high need tenants, CPCs do not have sufficient time to devote to community engagement and positive activities that embed supports, discourage negative behaviours, develop trust with NRH staff and partners and encourage greater neighbourhood connectivity. Successful community engagement increases employability, decreases criminal activity like vandalism and graffiti, increases literacy, improves family cohesion and provides recreational experiences that might otherwise not be accessible.

### Financial and Staffing Impacts:

Line	2022	Future Years*	Duration
Compensation	75,593	75,593	Permanent
Administrative	1,500	1,500	Permanent
<b>Gross Expenditure</b>	<b>77,093</b>	<b>77,093</b>	
Other Revenue	(77,093)	(77,093)	Permanent
<b>Gross Revenue</b>	<b>(77,093)</b>	<b>(77,093)</b>	
<b>Net Impact</b>	<b>0</b>	<b>0</b>	
Permanent FTEs	1.0	1.0	Permanent

*\*total annual budget impact*

This includes the annual costs for one permanent FTE as presented above, including administrative costs for cell phone and mileage. This position will be funded by incremental rental revenues in the Niagara Regional Housing budget from new units

### **Staff Addition – Community Program Coordinator**

expected to be occupied by December 2021, as well as through repurposing rental revenues from incremental units added in prior years. The revenues from units added in prior years were transferred to capital reserve until such time that related staff were added to the budget.

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**Prepared by:**

Wendy Thompson,  
Community Resource Programs  
Manager

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**Reviewed by:**

Tyler Potts  
Program Financial Analyst

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**Approved by:**

Adrienne Jugley  
Commissioner Community Services

For Information

## Appendix 5

### **Staff Additions – Assistant Property Administrators**

#### **FTE Request**

Department: Community Services

Committee Report:

Start Date: January 1, 2022

#### **Description of FTE Request:**

Housing Operations front line teams manage all 2927 of Niagara Regional Housing's (NRH) owned units. There are six operational teams responsible for delivery of all of our programs and responsibilities under the Housing Services Act and Residential Tenancy Act. Currently there are three Assistant Property Administrators (APA), shared between the six teams. With the increase in housing stock, workload, and ever-increasing level of accountability with property management, this is not sufficient to maintain our level of service to tenants.

#### **Business Reasons for FTE Request:**

Building new housing stock is an important part of addressing the housing challenges facing the Niagara Region. By the end of this year, 373 new units will have been added to NRH current stock since 2014. In addition to these, we expect to add another 60 units in 2022 through new and on-going projects. The continuing work of these projects and the resulting additional units, although essential to address the need of a large waitlist, create further pressure on our current staff resources.

Additionally, in order to provide better customer service and reduce liability, there were significant additions to the teams' workload in 2014. It was decided unit inspections every 3 years was not sufficient to keep up with unreported maintenance issues and the expanding complex mental health issues including hoarding and self neglect. At that time it was decided they would be done in all units annually by staff in an effort to keep on top of these issues, provide better customer service and more easily identify vulnerable tenants. A restructuring was done and the APA job was created. Three APAs were added, however, this was based on two Property Administrator (PA) retirements, actually only adding one Full Time Employee (FTE). Over the years this has found to not be sufficient to offset the work added. Over time this has had a compounding effect with not enough staff time to complete all tasks. Tasks that were deemed non-essential have been deferred.

## **Staff Additions – Assistant Property Administrators**

With the needs of the community and individuals ever growing, more staff would allow for a more personal approach to help tenants stay housed. When compared to another local municipal housing provider the units per operational staff member is approximately 185, to Niagara Region's 225. Three additional APAs would result in each operations staff member being responsible for 182 units, in line with other housing providers. These additional FTEs will provide critical relief to current need and allow for continued expansion of portfolios to address the significant need for affordable housing in the Niagara Region. It will also allow staff to spend more time with tenants to meet their needs on site and keep them housed.

### **Alignment to Council's Strategic Priorities:**

As mentioned, three additional FTE's are essential to keep up the rate of unit development currently under way. Alleviating the housing challenges facing the Niagara Region will be paramount in allowing the Region of Niagara to continue to grow and thrive. These new builds and the affordable units they provide are invaluable in moving forward the Regional Councils objective of Responsible Growth and Infrastructure Planning and we believe the key to its success.

Community engagement is something that is essential to be able to discern and address the issues affecting each of our unique communities throughout the Niagara Region. Our staff know the importance of meeting tenants where they are and the knowledge and relationships built by these employees are invaluable. These additional staff will greatly increase the amount of time and service we can devote to our tenants, in difficult to reach communities, aligning to Council's priority of Healthy and Vibrant Communities in the Niagara Region.

### **Risk Assessment: High-priority**

In spite of best efforts and implementing several technology and business process enhancements, the addition of the unit stock and further pressure on staff due to the ever increasing need of our tenants have caused significant stress and has required staff to prioritize and triage concerns.

The rules around managing public housing can be very strict with a high degree of liability from various legislation including but not limited to the Ontario Fire Code, Housing Services Act, Residential Tenancy Act, AODA, OSHA, FIPPA, WHMIS and the Construction Lien Act. Staff in the field are the eyes and ears of Niagara Regional Housing that help mitigate this risk. It is paramount that there are enough staff in our communities to be able to perform these functions properly. The job of the APA's is

## Staff Additions – Assistant Property Administrators

multifaceted and includes many aspects that could lead to risk for the Niagara Region if not properly executed. One way they help lessen risk is monitoring the snow and grounds contract. With almost 1000 units per APA, spread across many properties and sometimes cities, it is difficult to do thorough inspections during snow events. This can lead to an increase in slip and fall complaints, forcing staff to prioritize this follow up, putting off other work. APAs also monitor the janitorial contract and ensure WHMIS protocols are being followed as required by the Ontario Ministry of Labour. As mentioned, APAs are part of a small group of staff who go to our sites and assist tenants in person. This is invaluable when helping someone who has a language barrier or doesn't have access to a phone and/or transportation. This is especially important when assisting tenants with annual paperwork that is mandatory under the Housing Services Act. The consequences of not getting the paperwork in is a loss of subsidy, which in most cases leads to a high risk of eviction. With a lack of resources here, Property Administrators (PA) and Community Programs Coordinators (CPC) have had to step in to help with this to prevent evictions.

In addition to their own responsibilities APA's work closely with the PAs and are paramount in helping them complete their challenging work. APAs help with Landlord and Tenant Board paperwork and assist with fire drills required under the Ontario Fire Code. Due to a lack of staff resources, as outlined above we have to prioritize complaints as, at times, there isn't enough staff to properly follow up and investigate all in a timely manner. This leaves the Region of Niagara open to some liability as a tenant can bring Landlord and Tenant Board applications against us if they don't feel we have done enough to preserve their right to "quiet enjoyment". In an effort to address the riskiest matters first, some work has had to be deferred. For example, we would like 10% of all work orders done to be inspected by staff to ensure work is completed to our standards. Currently there is not enough staff time for this, so we often have to assume work in units was done once billed. This is an uncomfortable long-term solution as it makes it difficult to ascertain if we are getting proper performance for pay from our contractors. In addition, asbestos log sheets which should be reviewed and updated every year have been skipped for lack of time in the past. Repayment agreements used to be checked every month and tenants notified if a payment was missed. Currently, staff do not have the time to do this, causing sources of revenue to go uncollected.

### Financial and Staffing Impacts:

Line	2022	Future Years*	Duration
Compensation	263,870	263,870	Permanent
<b>Gross Expenditure</b>	<b>263,870</b>	<b>263,870</b>	
Other Revenue	(263,870)	(263,870)	Permanent



## Staff Additions – Assistant Property Administrators

Line	2022	Future Years*	Duration
Gross Revenue	(263,870)	(263,870)	
Net Impact	0	0	
Permanent FTEs	3.0	3.0	Permanent

### *\*total annual budget impact*

This includes the annual costs for three permanent FTEs as presented above. These positions will be funded by incremental rental revenues in the Niagara Regional Housing budget from new units expected to be occupied by December 2021, as well as through repurposing rental revenues from incremental units added in prior years. The revenues from units added in prior years were transferred to capital reserve until such time that related staff were added to the budget.

**Prepared by:**  
Michelle Mellen  
Senior Property Administrator

**Reviewed by:**  
Tyler Potts  
Program Financial Analyst

**Approved by:**  
Adrienne Jugley  
Commissioner



NIAGARA PENINSULA  
**CONSERVATION**  
AUTHORITY

# NPCA 2022 Budget

Niagara Region Budget Review Committee of the Whole  
Nov 25, 2021

Chandra Sharma MCIP RPP  
CAO-Secretary Treasurer

Lise Gagnon CPA CGA  
Director of Corporate Services



# Presentation Outline

- Shared Jurisdiction
- Measurable Outcomes & Results
- 10 Year Strategic Plan
- 2022 Priority Investment Areas
- Unfunded Pressures
- Leveraging Municipal Funding
- 2022 Financials

# Our Shared Jurisdiction



520,000 Residents

242,900 ha  
Watershed  
Jurisdiction

41 Conservation  
Areas

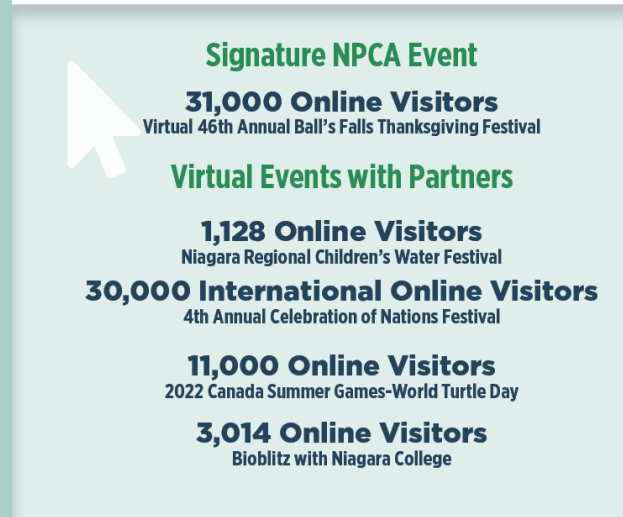
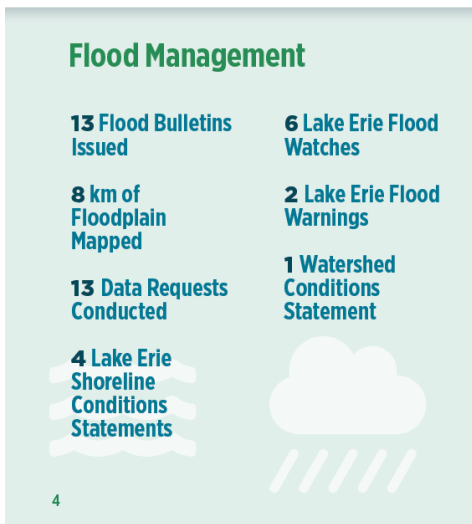
2969 ha NPCA  
Owned Land

202 Local Waterways

2 Great Lakes

15 Municipal Partners

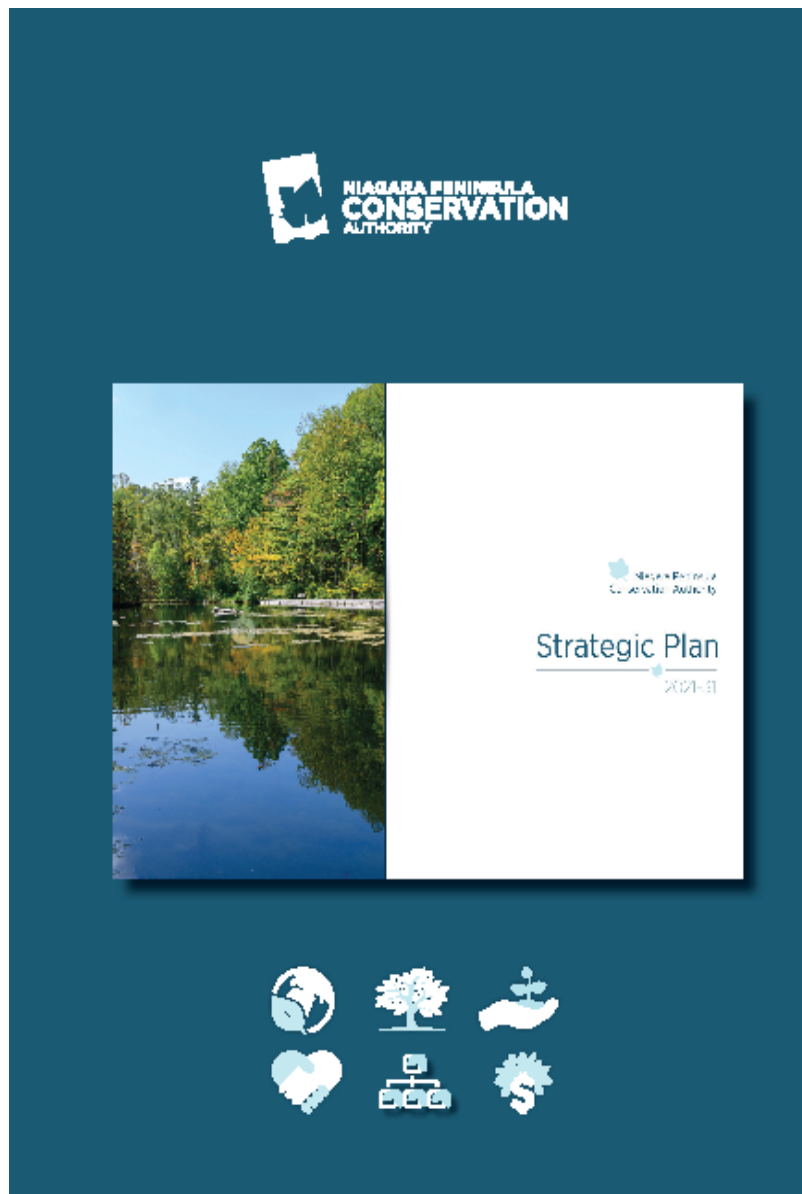
# Measurable Outcomes & Results



2020 Partner Spotlight	
Aviva	Niagara Bruce Trail Club
Bert Miller Nature Club	Niagara Catholic District School Board
Birds Canada	Niagara Chapter of Native Women
Brock University	Niagara Coastal Community Collaborative
Carolinian Canada	Niagara Falls Nature Club
Celebration of Nations	Niagara Handweavers and Spinners Guild
District School Board of Niagara	Niagara Parks Commission
Ducks Unlimited Canada	Niagara Peninsula Aspiring Global Geopark (Ohnia:kara)
Earth Day Hamilton-Burlington	Niagara Peninsula Conservation Foundation
Eco-Defenders	Niagara Peninsula Hawkwatch
Forests Ontario	Niagara Regional Metis Council
Friends of Malcolmson Eco-Park	Niagara Restoration Council
Friends of One Mile Creek	Ontario Power Generation
Friends of Walker's Creek	Oonuhseh - Niagara Native Homes Inc.
Ganawagheh Urban Homes Inc.	Park in the City Committee (NF)
General Motors	Peninsula Field Naturalists
Glanbrook Conservation Committee	Port Colborne Garden Club
Greater Niagara Chamber of Commerce	Ridgeway and District Garden Club
Haldimand Stewardship Council	Six Nations of the Grand River Development Corporation
Hamilton Health Sciences - Acquired Brain Injury Program	Society for Ecological Restoration - Niagara College
Iroquoia Bruce Trail	TD Friends of the Environment Foundation
Land Care Niagara	Trout Unlimited - Niagara Chapter
Landscape of Nations 360°	
Mel Swart Conservation Park Committee	
Mississaugas of the Credit	
Niagara 2022 Canada Summer Games	
Niagara Antique Power Association	



# 2021-2031 Strategic Plan



## Community Engagement

# Strategic Directions

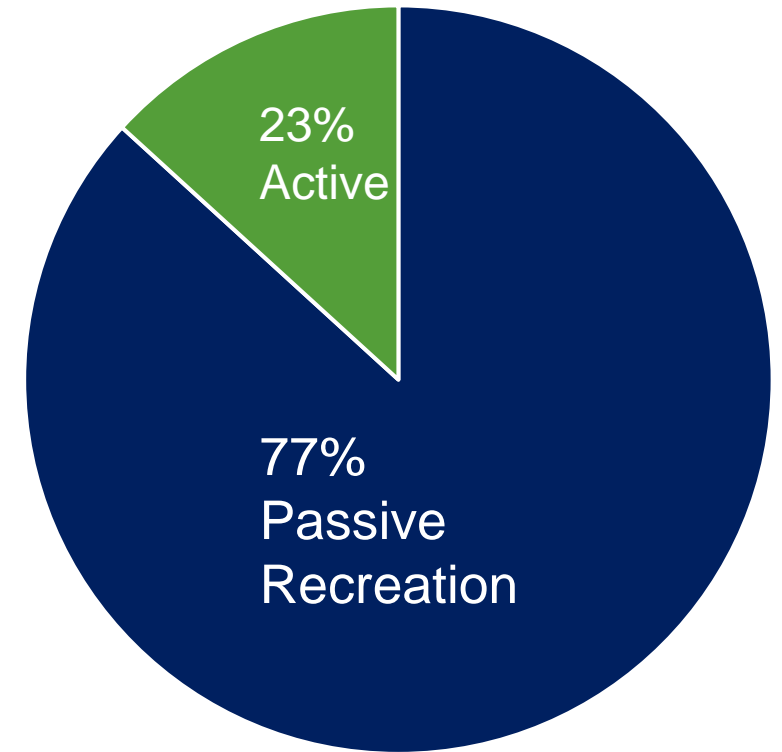


# 2022 Budget Priority Investment Areas

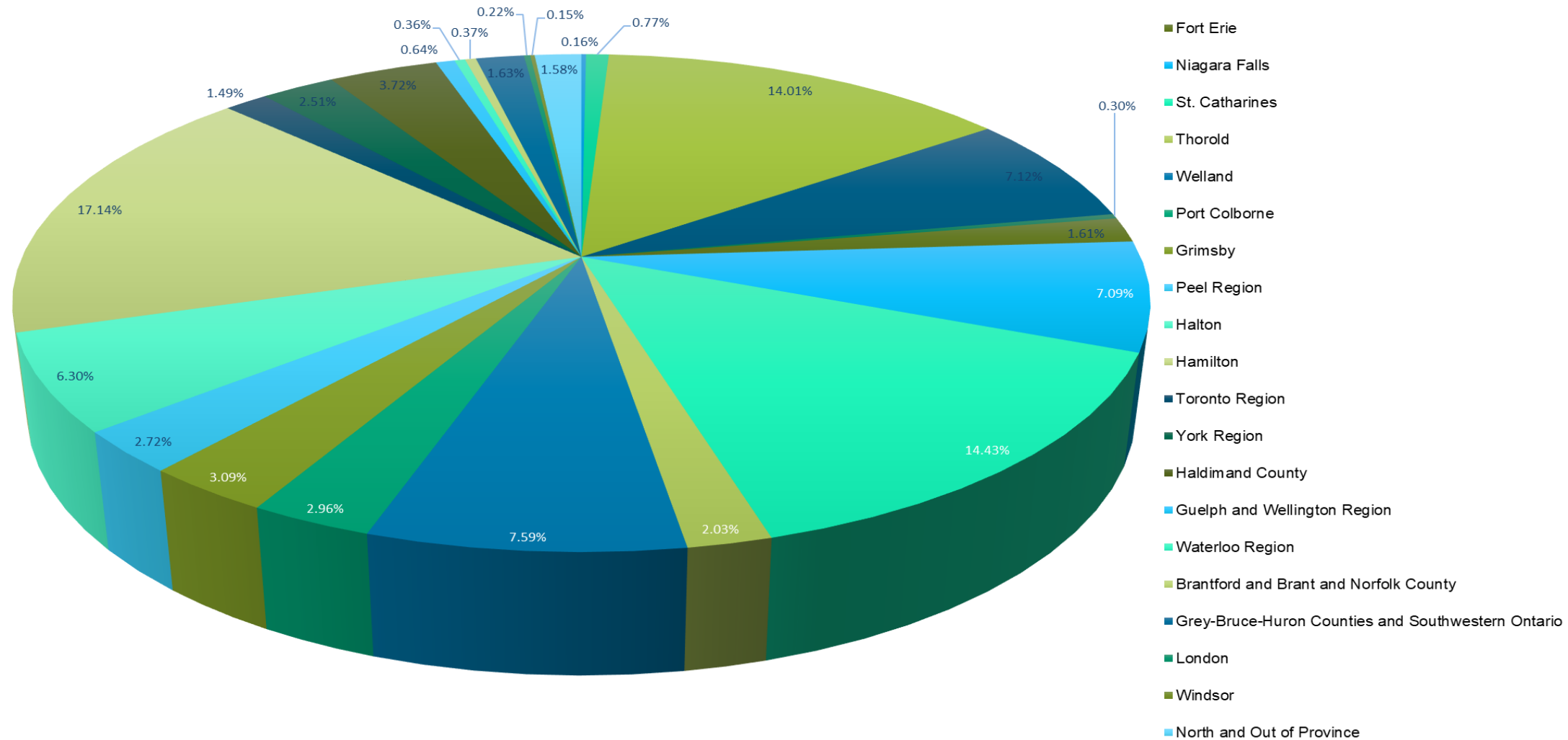


# Conservation Park & Accessible Regional Greenspace

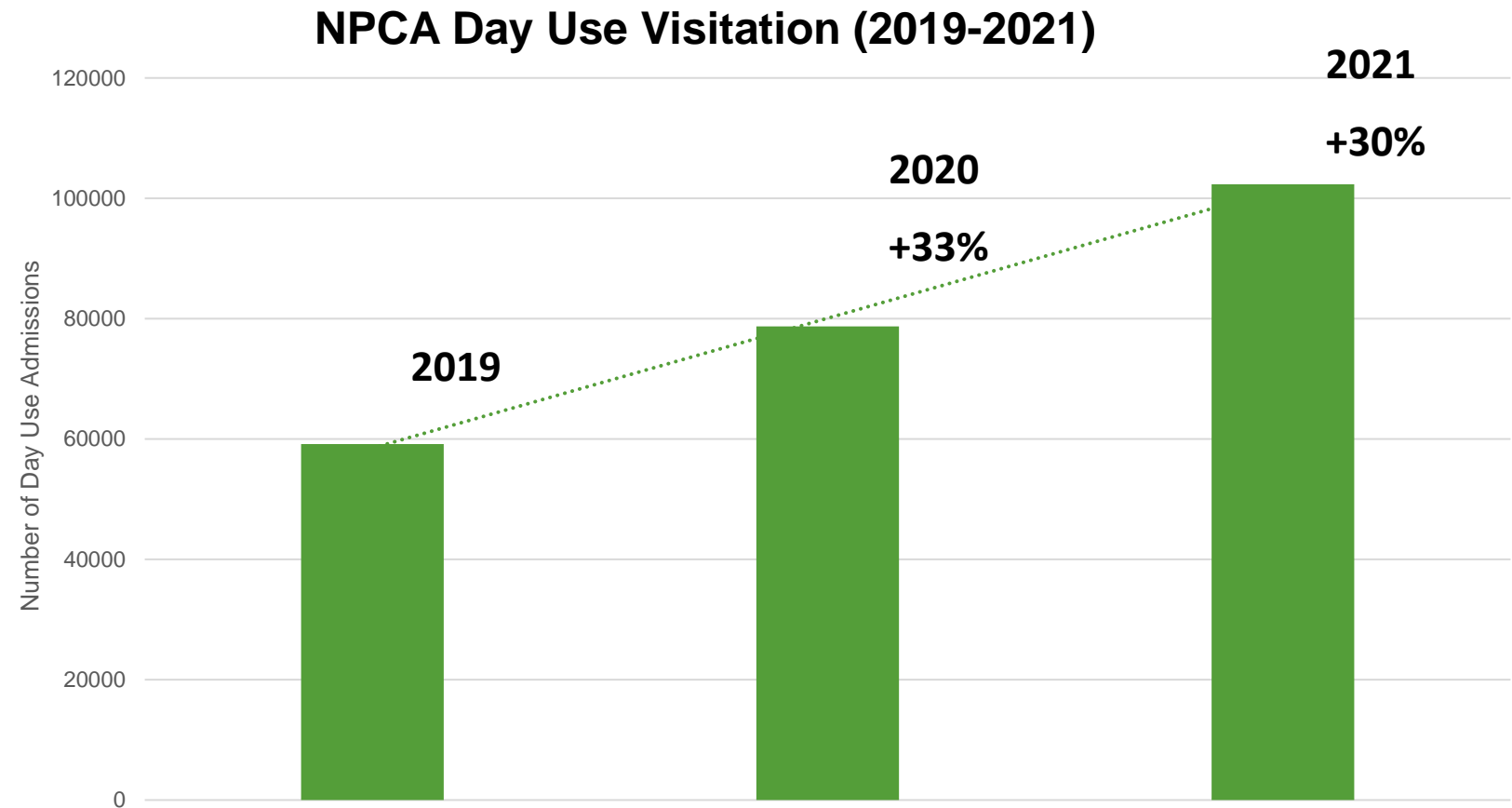
- 2969 ha Total
- 2273 ha (37 conservation parks) - Available free of cost to Niagara residents supporting health, wellbeing and environmental stewardship
- 696 ha - Active recreation and outdoor education (shared programming with partners)
- Cultural and natural heritage preservation



# 2021 Conservation Area Visitation



# NPCA Day Use Visitation Trend 2019-2021



# Public Greenspace Securement

- 28-acre parcel on Morgan's Point Rd  
(2021 Securement from Niagara Land Acquisition Reserve) THANK YOU!!!
- Migratory stopover, significant ecological features, vulnerable groundwater area, species at risk habitat
- Land Acquisition Strategy completion in 2021



Proposed 2021 Acquisition Location Map



Legend

Conservation Area Boundary Proposed Land Acquisition Area

0 250 500 1,000 Meters





# Asset Management Program (Current SOGR gap \$6.5M)

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- Asset Manager (AM) database.
- Maintenance Manager System (CMMS) -management of assets.
- Capital Planning module 2022 - long term asset management program
- Green Infrastructure Asset Accounting and Management (a climate change initiative – Grant Funding)



# Integrated Watershed Management & Science

- Data and Modeling
- Monitoring
- Watershed Studies Planning
- Source Water Protection
- Ecosystem Restoration
- Green Infrastructure
- Water Resources Management



# Hazard Management

## Flood Plain Mapping-Flood Forecasting & Warning-Climate Monitoring-Shoreline Resilience

- Generating floodplain mapping for 180km of watercourses to add to the existing total of 810km
- 130km of Great Lakes shoreline scheduled to be mapped in the Niagara Region in 2022
- 10 climate stations and 21 water level stations
- Flood bulletins via email, social media and mobile app 'Alertable'.



# Hazard Management Planning-Permit- Compliance

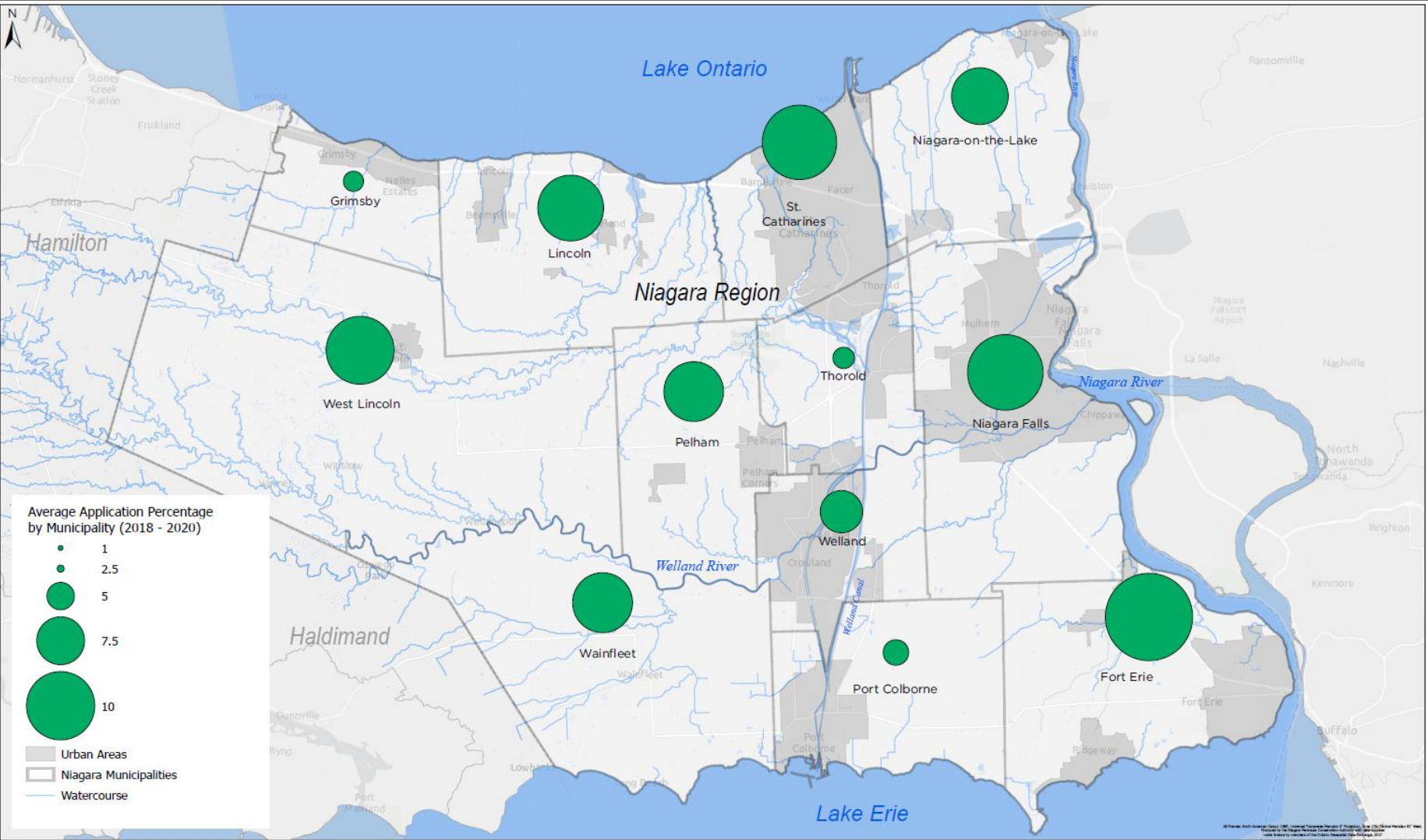
Complaints /Violations 2020	Complaints /Violations 2021 Q1- Q3
119	291

NPCA Growth and Compliance Pressures Niagara  
2018-2021





# Supporting Sustainable Growth for Healthy Watersheds



Supporting Sustainable Growth in Niagara  
Planning and Permitting



# Watershed Restoration

Since Program Inception (2019 to 2021)

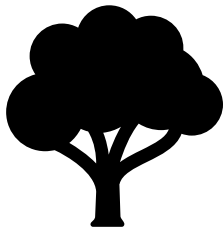


76

ha Reforested

8

ha of Wetland  
created



172,000

Trees & Shrubs  
Planted

43,000

m2 of Riparian  
Habitat



362

Volunteers

116

Total Projects





# Community Engagement, Education and Volunteers



VOLUNTEER  
ROSTER – 1,622  
(2021) FROM  
1,459 (2020)



POLLINATOR  
INITIATIVES



CITIZEN  
SCIENCE



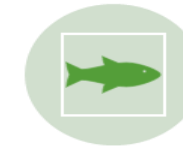
CORPORATE  
VOLUNTEERING



NATURE  
SCHOOL/CAMP  
/EDUCATIONAL  
PROGRAMS - 305  
CLASSES 6,192  
STUDENTS.



INVASIVE  
SPECIES  
MANAGEMENT



YELLOW FISH  
ROAD™  
PROGRAM



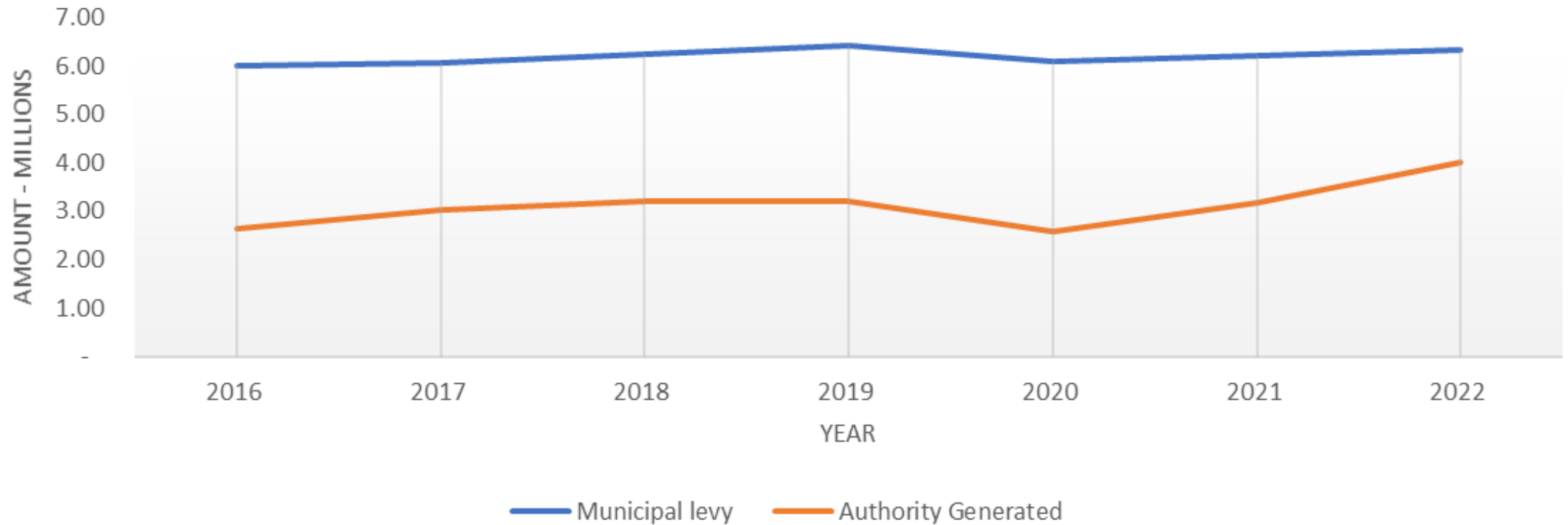
**ACADEMIC- CO-  
OP**  
PROGRAMS  
INTERNSHIP AND  
EXPERIENTIAL  
CREDITS



# 2022 Unfunded Pressures (\$7.72M)



## Regular Municipal Levy & Authority Generated Funds - 2016 to 2022



	2016	2017	2018	2019	2020	2021	2022
Municipal levy	6.01	6.07	6.24	6.41	6.09	6.21	6.33
Authority Generated	2.63	3.02	3.21	3.20	2.57	3.19	4.00



A large, stylized green dollar sign (\$) is formed by dense foliage, resembling a topiary tree. It stands in a lush green field under a clear blue sky with a few white clouds. The dollar sign is the central focus of the image on the left side of the slide.

# Optimizing Self-Generating Revenue

- 17 funding partnership agreements total value of \$1,039,536
- \$5,924,129 of funding applications pending decision
- Planning Fee Review
- Park Fee Review

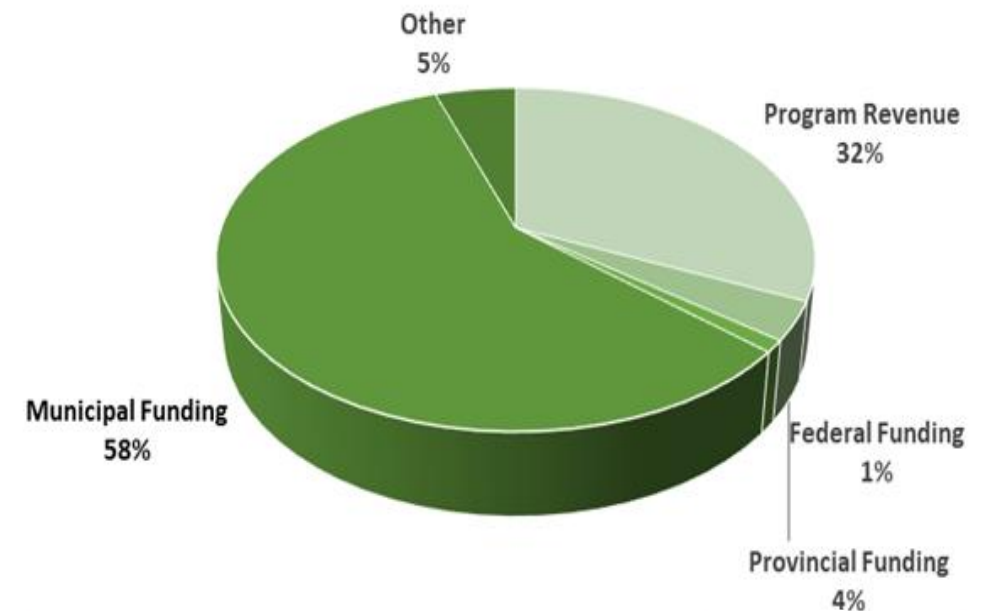
# 2022 Financials



# Funding Sources – Draft 2022 Operating Budget

Operating Budget - Revenues	2022 Budget	2021 Budget	Variance
Municipal Funding	6,337,748	6,213,479	124,269
Provincial Funding	391,978	383,594	8,384
Federal Funding	120,000	70,000	50,000
Program Revenue	3,443,838	2,681,045	762,793
Other	564,485	517,000	47,485
<b>Total - Operating Revenues</b>	<b>10,858,049</b>	<b>9,865,118</b>	<b>992,931</b>

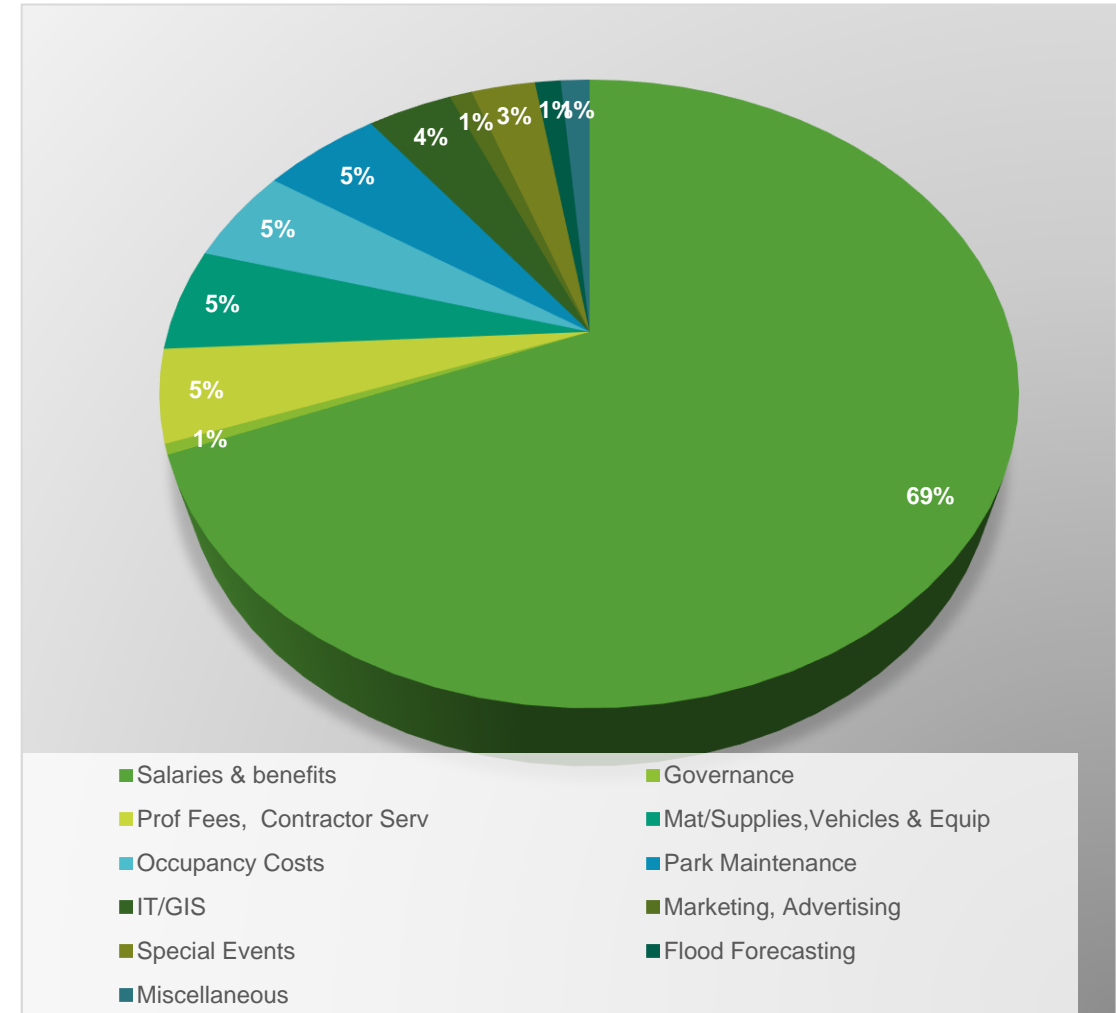
2022 Draft Operating Budget Funding





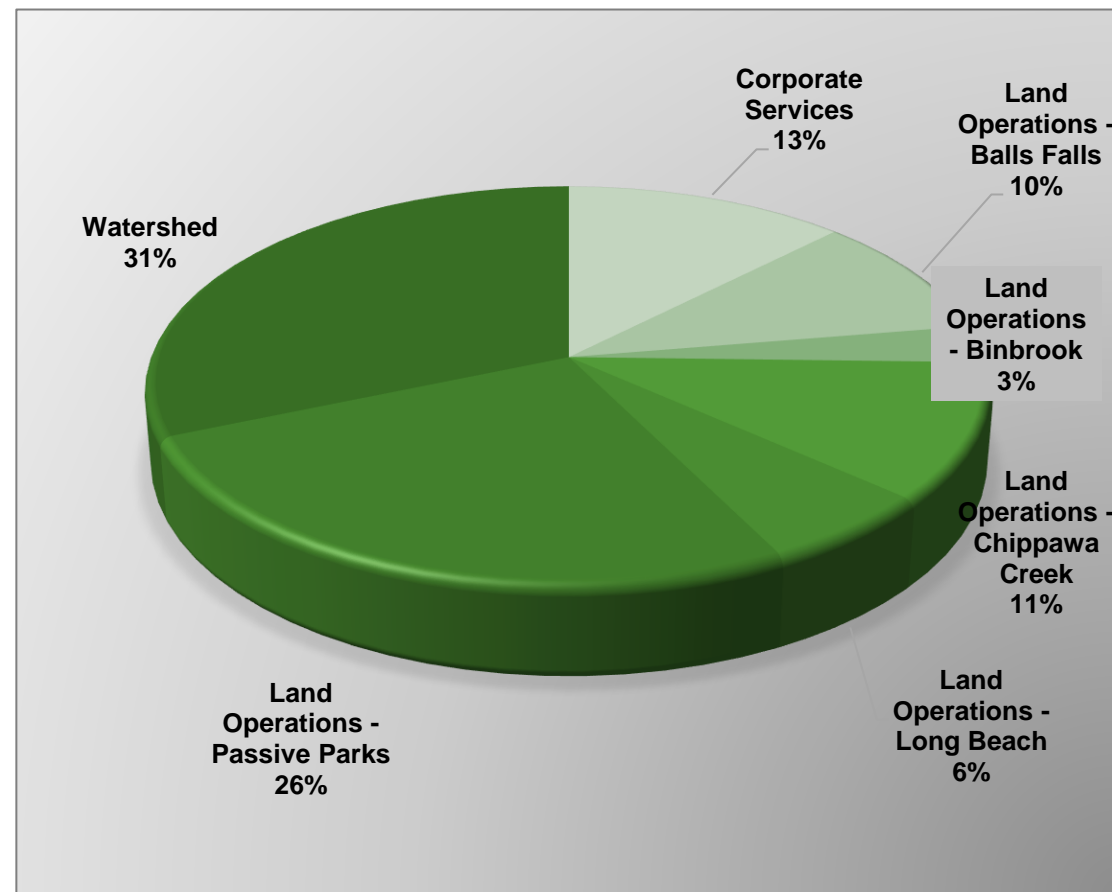
# 2022 Draft Operating Budget Expenses

Operating Budget - Expenses	2022 Budget	2021 Budget	% of Total
Salaries and benefits, Employee Related	7,475,602	6,861,705	68.8%
Governance	57,600	63,600	0.5%
Professional Fees, Contractor Services	514,500	555,343	4.7%
Materials & Supplies, Vehicles & Equipment	575,250	491,930	5.3%
Occupancy Costs	540,460	493,250	5.0%
Park Maintenance	580,300	514,890	5.3%
Information Management/GIS	418,037	340,500	3.9%
Marketing, Advertising, Printing, Signs	111,000	160,500	1.0%
Special Events (Festival, Holiday Trail)	315,600	161,100	2.9%
Flood Forecasting	127,000	127,000	1.2%
Miscellaneous	142,700	95,300	0
<b>Total - Operating Expenses</b>	<b>10,858,049</b>	<b>9,865,118</b>	<b>100.0%</b>



# 2022 Draft Capital & Special Projects

Capital and Special Projects	2022 Budget	2021 Budget
Corporate Services	218,469	452,000
Land Operations - Balls Falls	174,564	152,500
Land Operations - Binbrook	52,898	1,210,000
Land Operations - Chippawa Creek	195,723	100,000
Land Operations - Long Beach	105,796	-
Land Operations - Passive Parks	457,040	580,586
Watershed	550,140	530,000
<b>Total - Capital &amp; Special Projects</b>	<b>1,754,630</b>	<b>3,025,086</b>



# 2022 Levy Apportionment

2022 Levy Apportionment			
	2022	2021	Variance
Niagara	76.9681%	76.9811%	-0.0130%
Hamilton	21.1634%	21.1565%	0.0069%
Haldimand	1.8685%	1.8624%	0.0061%
Total	100.0000%	100.0000%	0.0000%

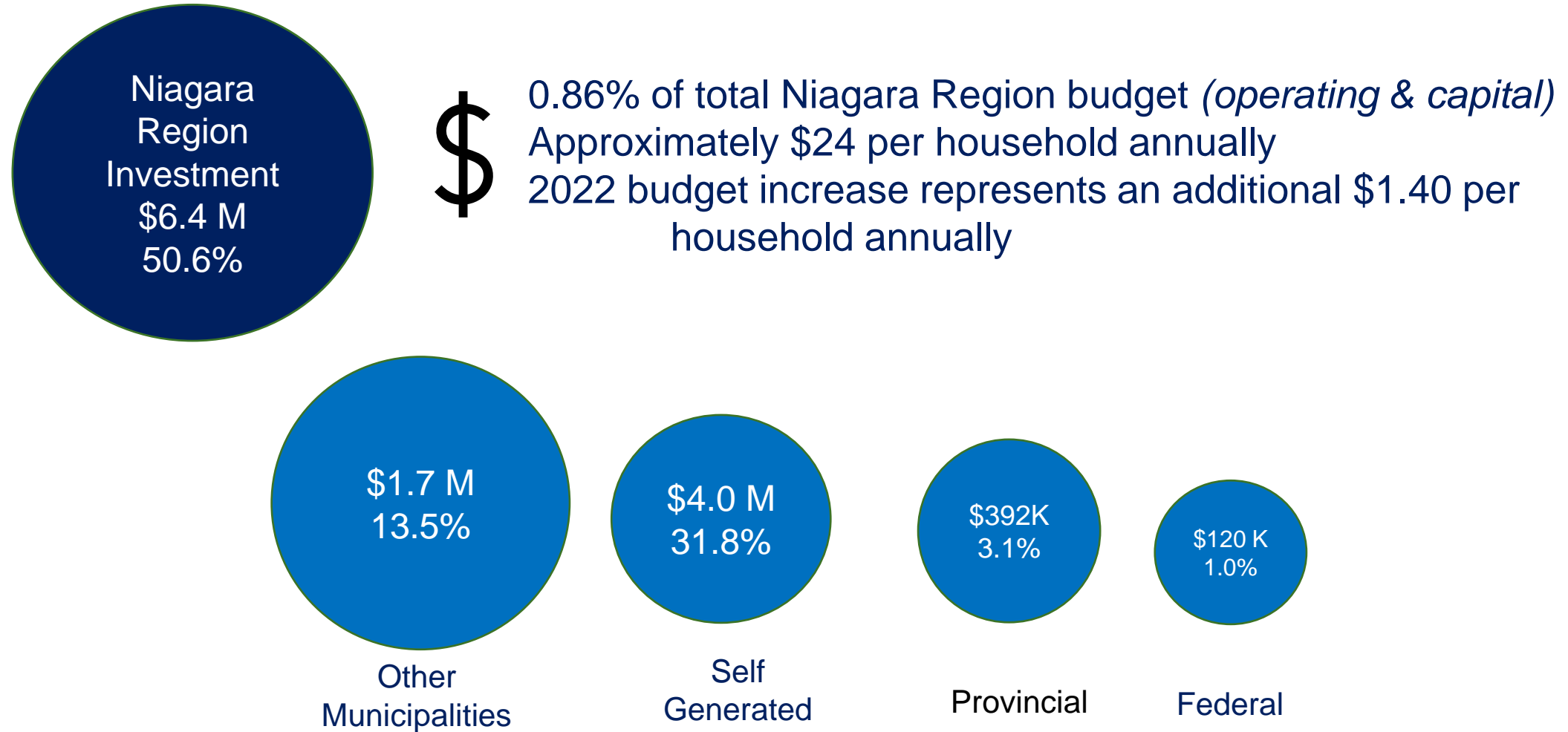
- Calculated from current value assessment data provided by MPAC and modified by MNRF based on Conservation Act Regulation.



# 2022 Municipal Levy

LEVY SUMMARY - 2022						
					Variance	
		2022	2021		Amount	%
<b>NIAGARA</b>						
General Levy		4,767,623	4,684,681		82,942	1.77%
Special Levy		1,505,490	1,241,073		264,417	21.31%
<b>TOTAL</b>		<b>6,273,113</b>	<b>5,925,754</b>		<b>347,359</b>	<b>5.86%</b>
Pandemic Funding		110,422	109,464		958	0.88%
Total		6,383,535	6,035,218		348,317	5.77%
<b>HAMILTON</b>						
General Levy		1,341,283	1,307,251		34,032	
Special Levy		232,986	199,503		33,483	
<b>TOTAL</b>		<b>1,574,269</b>	<b>1,506,754</b>		<b>67,515</b>	<b>4.48%</b>
<b>HALDIMAND</b>						
General Levy		118,420	112,077		6,343	
Special Levy		12,697	24,640	-	11,943	
<b>TOTAL</b>		<b>131,117</b>	<b>136,717</b>	-	<b>5,600</b>	<b>-4.10%</b>
<b>CONSOLIDATED</b>						
General Levy		6,227,326	6,104,009		123,317	
Special Levy		1,751,173	1,465,216		285,957	
<b>TOTAL</b>		<b>7,978,499</b>	<b>7,569,225</b>		<b>409,274</b>	<b>5.41%</b>
Pandemic Funding		110,422	109,464		958	
<b>Total</b>		<b>8,088,921</b>	<b>7,678,689</b>		<b>410,232</b>	

# Leveraging Niagara Region Investment (2022)



# THANK YOU

Questions?

November 19, 2021

Regional Chair Bradley and Council  
Regional Municipality of Niagara  
1815 Sir Isaac Brock Way  
Thorold, ON  
L2V 4T7

Dear Regional Chair Bradley and Council,

Please be advised that at its meeting of November 19, 2021, the Board of Directors of the Niagara Peninsula Conservation Authority adopted the following as Resolution No. FA-199-2021:

*Moved by Board Member Malcolm Woodhouse*

*Seconded by Board Member Donna Cridland*

1. **THAT** Report No. FA-70-21 RE: 2022 Draft Budgets and Municipal Levies **BE RECEIVED**.
2. **THAT** the 2022 Draft Budgets and Municipal Levies **BE APPROVED** for discussion with participating municipal staff, in accordance with Board approved Budget Assumptions.
3. **THAT** Staff **CONTINUE** to discuss the possibility of reinstating the Land Acquisition Reserve contributions with municipal funding partners.
4. **THAT** the list of 2022 unfunded pressures **BE APPROVED** and **PROVIDED** to partner municipalities for any future opportunities outside the 2022 budget through collaborative projects or external funding.
5. **AND FURTHER THAT** the final 2022 Budget **BE BROUGHT** back to the Finance Committee and Board of Directors meetings for approval.

**CARRIED**

Included herewith for reference is a copy of the aforementioned Report No. FA-70-21. Should you have any questions on this matter, please feel free to contact CAO, Chandra Sharma at [csharma@npca.ca](mailto:csharma@npca.ca) or 905-788-3135.

Respectfully,



Brenda Johnson  
Chair, Niagara Peninsula  
Conservation Authority

**Report To: Board of Directors**

**Subject: 2022 Draft Budgets and Municipal Levies**

**Report No: FA-70-21**

**Date: November 19, 2021**

---

**Recommendation:**

1. **THAT** Report No. FA-70-21 RE: 2022 Draft Budgets and Municipal Levies **BE RECEIVED**.
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5. **AND FURTHER THAT** the final 2022 Budget **BE BROUGHT** back to the Finance Committee and Board of Directors meetings for approval.

**Purpose:**

The purpose of this report is to provide the Board of Directors with:

2022 General Levy Apportionment  
2022 Draft Budgets & Municipal Levies (General and Special)  
2022 Unfunded Pressures

**Background:**

In September 2021, the Board of Directors approved the Budget Assumptions for 2022 (Resolution No. FA-158-2021). In the development of the recommended budget assumptions for the 2022 budget process, Staff has 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
- Budget guidelines from municipal partners
- General economic outlook and political climate
- Future service delivery capacity and standard
- Conservation Act Regulations
- Asset management, state of good repair for asset base, capital funding gaps, deferred capital projects and building a sustainable capital plan
- New programs and growth initiatives/pressures
- Board approved Strategic Plan 2021 -2031

The NPCA has received 2022 budget guidance from both Niagara Region and the City of Hamilton, which includes a provision for a 2% increase over 2021. Budget guidelines from Haldimand County have not been received yet. As such, NPCA Staff have applied a 2% consolidated strategy for all partner municipalities in the preparation of the 2022 municipal General Levy.

Please note that, as previously reported in 2021, expenses budgeted in 2022 specific to the Covid-19 Pandemic have been presented as a separate line item, in accordance with budget guidelines from Niagara Region.

On November 4, 2021, the Finance Committee approved the 2022 Draft Budgets & Municipal Levies Report No. FC-16-21 (Resolution No. FC-27-2021).

## Discussion:

### 2022 Draft Operating Budgets

Summary of Operating Budget Revenues and Expenses:

Operating Budget - Revenues	2022 Budget	2021 Budget	Variance
Municipal Funding	6,337,748	6,213,479	124,269
Provincial Funding	391,978	383,594	8,384
Federal Funding	120,000	70,000	50,000
Program Revenue	3,443,838	2,681,045	762,793
Other	564,485	517,000	47,485
Total - Operating Revenues	10,858,049	9,865,118	992,931
Operating Budget - Expenses	2022 Budget	2021 Budget	Variance
Salaries and benefits, Employee Related	7,475,602	6,861,705	613,897
Governance	57,600	63,600	- 6,000
Professional Fees, Contractor Services	514,500	555,343	- 40,843
Materials & Supplies, Vehicles & Equipment	575,250	491,930	83,320
Occupancy Costs	540,460	493,250	47,210
Park Maintenance	580,300	514,890	65,410
Information Management/GIS	418,037	340,500	77,537
Marketing, Advertising, Printing, Signs	111,000	160,500	- 49,500
Special Events (Festival, Holiday Trail)	315,600	161,100	154,500
Flood Forecasting	127,000	127,000	-
Miscellaneous	142,700	95,300	47,400
Total - Operating Expenses	10,858,049	9,865,118	992,931

Overall, the operating volume in this zero-based budget is projected to increase by 10.2% (\$993K) attributed to a 2% increase to the Municipal General Levy, and 8.2% resulting from increases in Authority Generated Funds. As noted in the “Summary – 2022 Draft Municipal Levy” section on page 4, the Municipal General Levy increase is in compliance with municipal guidelines at 2% over the 2021 fiscal year and represents a consolidated increase of \$123,311.

Salaries and Benefits: the variance of \$614K over 2021 is due to an anticipated COLA increase to existing salary complement, augmented by an addition to FTE complement of 4 permanent positions to address the growing pressures in Planning and Development as well as CA Act requirements for Land Management Planning.

Special Events: 2022 includes a provision for the Holiday Trail initiative (unbudgeted for 2021). Increase in expenses is offset by event revenues.

Full details of the 2022 Draft Operating Budget are outlined in Appendix 1.

## 2022 Draft Capital and Special Projects Budget

Summary of Capital and Special Projects:

Capital and Special Projects	2022 Budget	2021 Budget	Variance
Corporate Services	218,469	452,000	- 233,531
Land Operations - Balls Falls	174,564	152,500	22,064
Land Operations - Binbrook	52,898	1,210,000	- 1,157,102
Land Operations - Chippawa Creek	195,723	100,000	95,723
Land Operations - Long Beach	105,796	-	105,796
Land Operations - Passive Parks	457,040	580,586	- 123,546
Watershed	550,140	530,000	20,140
<b>Total - Capital &amp; Special Projects</b>	<b>1,754,630</b>	<b>3,025,086</b>	<b>- 1,270,456</b>

The 2022 Draft Capital and Special Projects budget represents past backlog and current critical priorities. Further to discussion with Niagara Region municipal staff, and in consideration of current pressures on municipal budgets, Staff is recommending a very conservative budget increase over 2021 for Capital and Special Projects of \$289,415 (excluding \$1.21M from the City of Hamilton for Binbrook projects).

Full details of the 2022 Draft Capital and Special Projects Budget are outlined in Appendix 1.

## Summary - 2022 Draft Municipal Levy

The General Levy Apportionment for 2022 breaks down as follows:

2022 Levy Apportionment			
	2022	2021	Variance
Niagara	76.9681%	76.9811%	-0.0130%
Hamilton	21.1634%	21.1565%	0.0069%
Haldimand	1.8685%	1.8624%	0.0061%
<b>Total</b>	<b>100.0000%</b>	<b>100.0000%</b>	<b>0.0000%</b>

In keeping with prior years, the levy apportionment ratios are calculated from assessment data provided by MPAC, and further revised based on the Conservation Authority Levies Regulation.

## General Levy

	General Levy - 2021	Pandemic Funding	Total 2021	General Levy - 2022	Pandemic Funding	Total 2022	Levy Variance	
							Amount	%
Niagara	4,684,681	109,464	4,794,145	4,767,623	110,422	4,878,044	82,942	1.8%
Hamilton	1,307,257	-	1,307,257	1,341,283	-	1,341,283	34,026	2.6%
Haldimand	112,077	-	112,077	118,421	-	118,421	6,344	5.7%
<b>TOTAL</b>	<b>6,104,015</b>	<b>109,464</b>	<b>6,213,479</b>	<b>6,227,326</b>	<b>110,422</b>	<b>6,337,748</b>	<b>123,311</b>	<b>2.0%</b>

## Municipal Levy Summary - 2022

LEVY SUMMARY - 2022					
				Variance	
	2022	2021		Amount	%
<b>NIAGARA</b>					
General Levy	4,767,623	4,684,681		82,942	
Special Levy	1,505,490	1,241,073		264,417	
<b>TOTAL</b>	<b>6,273,113</b>	<b>5,925,754</b>		<b>347,359</b>	<b>5.86%</b>
Pandemic Funding	110,422	109,464		958	
<b>Total</b>	<b>6,383,535</b>	<b>6,035,218</b>		<b>348,317</b>	
<b>HAMILTON</b>					
General Levy	1,341,283	1,307,251		34,032	
Special Levy	232,986	199,503		33,483	
<b>TOTAL</b>	<b>1,574,269</b>	<b>1,506,754</b>		<b>67,515</b>	<b>4.48%</b>
<b>HALDIMAND</b>					
General Levy	118,420	112,077		6,343	
Special Levy	12,697	24,640	-	11,943	
<b>TOTAL</b>	<b>131,117</b>	<b>136,717</b>	-	<b>5,600</b>	<b>-4.10%</b>
<b>CONSOLIDATED</b>					
General Levy	6,227,326	6,104,009		123,317	
Special Levy	1,751,173	1,465,216		285,957	
<b>TOTAL</b>	<b>7,978,499</b>	<b>7,569,225</b>		<b>409,274</b>	<b>5.41%</b>
Pandemic Funding	110,422	109,464		958	
<b>Total</b>	<b>8,088,921</b>	<b>7,678,689</b>		<b>410,232</b>	

## Land Acquisition Reserve Contributions

### Niagara

From 2016 to 2018, Niagara Region contributed \$500,000 annually to a Land Acquisition Reserve, adding \$1.5M to an opening balance of \$298,176. The reserve balance as of December 31, 2020, is \$1.798M. This reserve balance will be reduced by the acquisition cost of a parcel of land on Morgan's Point Road in Wainfleet in the amount of \$750K plus closing and legal fees.

Staff would like to continue discussions with Niagara Region Staff on the feasibility of a Land Acquisition Reserve contribution in the amount of \$500,000.

## Hamilton

From 2016 to 2020, the City of Hamilton contributed \$100,000 annually to a Land Acquisition Reserve. The reserve balance as of December 31, 2020, is \$994,152.

Staff would like to continue discussions with Hamilton Staff on the feasibility of a Land Acquisition Reserve contribution in the amount of \$100,000.

### 2022 Unfunded Budget Priorities

In the last several years, NPCA's ability to undertake both operating special projects and capital investments have been significantly impacted by a lack of financial resources. The following issues contributed in part:

- a) The COVID 19 Pandemic has exerted a great deal of pressure on NPCA's Greenspace and Parks. NPCA needs to make significant investments in infrastructure upgrades and staffing resources to safely serve our communities.
- b) Staff anticipates significant planning and growth pressures in the coming years in the NPCA's jurisdiction requiring NPCA to proactively invest in science and information to support decision making.
- c) NPCA's assets and infrastructure have a significant state-of good repair backlog and gaps that needs to be addressed.
- d) Completion of NPCA 10 Year Strategic Plan has identified several gaps and priorities that NPCA must address in the coming years.
- e) Conservation Authority Act update and associated regulations requires several transition priorities to be completed in 2022 and beyond.

An assessment of current unfunded pressures was prioritized by Staff, summarized below. These initiatives (\$7.723M), classified in 4 categories outlined below, are detailed in Appendix 1.

2022 Unfunded Budget Priorities					
Classification	Niagara	Hamilton	Haldimand	External	TOTAL
Restoration & Shoreline Resiliency	324,182	72,640	6,413	0	403,236
Planning and Growth Pressures	620,176	82,537	7,287	0	710,000
Conservation Authority Act Transition	115,452	31,745	2,803	0	150,000
State of Good Repair/Health and Safety	4,955,836	1,353,528	50,636	100,000	6,460,000
	<b>6,015,645</b>	<b>1,540,451</b>	<b>67,140</b>	<b>100,000</b>	<b>7,723,236</b>

### Financial Implications:

The NPCA's 2022 Budgets and Municipal Levies have been developed in accordance with the existing levy guidelines of *The Conservation Authorities Act (CAA)*.

Updated Levy Regulations are anticipated to be released by the Province of Ontario later in 2021 and may impact future budgets (2024) to meet the requirements of the CA Act updates.

Unfunded pressures are currently not included in the 2022 Budget. A diverse range of strategies will be deployed to address these gaps. Staff will investigate external funding sources and liaise with

external stakeholders and all levels of governments to look for collaborative opportunities outside the existing budget processes.

### **Related Reports and Appendices:**

Appendix 1: NPCA 2022 Draft Budgets & Municipal Levies

### **Authored by:**

*Original Signed by:*

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Lise Gagnon, CPA, CGA  
Director, Corporate Services

### **Submitted by:**

*Original Signed by:*

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

Niagara Peninsula Conservation Authority

## 2022 DRAFT BUDGETS & MUNICIPAL LEVIES

November 2021



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## 2022 DRAFT BUDGET SUMMARY

<b>Operating Budget - Revenues</b>	<b>2022 Budget</b>	<b>2021 Budget</b>
Municipal Funding	6,337,748	6,213,479
Provincial Funding	391,978	383,594
Federal Funding	120,000	70,000
Program Revenue	3,443,838	2,681,045
Other	564,485	517,000
<b>Total - Operating Revenues</b>	<b>10,858,049</b>	<b>9,865,118</b>
<b>Operating Budget - Expenses</b>	<b>2022 Budget</b>	<b>2021 Budget</b>
Salaries and benefits, Employee Related	7,475,602	6,861,705
Governance	57,600	63,600
Professional Fees, Contractor Services	514,500	555,343
Materials & Supplies, Vehicles & Equipment	575,250	491,930
Occupancy Costs	540,460	493,250
Park Maintenance	580,300	514,890
Information Management/GIS	418,037	340,500
Marketing, Advertising, Printing, Signs	111,000	160,500
Special Events (Festival, Holiday Trail)	315,600	161,100
Flood Forecasting	127,000	127,000
Miscellaneous	142,700	95,300
<b>Total - Operating Expenses</b>	<b>10,858,049</b>	<b>9,865,118</b>
<b>Capital and Special Projects</b>	<b>2022 Budget</b>	<b>2021 Budget</b>
Corporate Services	218,469	452,000
Land Operations - Balls Falls	174,564	152,500
Land Operations - Binbrook	52,898	1,210,000
Land Operations - Chippawa Creek	195,723	100,000
Land Operations - Long Beach	105,796	-
Land Operations - Passive Parks	457,040	580,586
Watershed	550,140	530,000
<b>Total - Capital &amp; Special Projects</b>	<b>1,754,630</b>	<b>3,025,086</b>
<b>Total Operating, Capital &amp; Special Projects</b>	<b>12,612,679</b>	<b>12,890,204</b>

# 2022 DRAFT OPERATING BUDGET

Description	2021 Approved Budget	2022 Draft Budget	2022 Draft Operating Budget Funding Sources				
			Program Revenue	Provincial Funding	Federal Funding	Municipal Funding	Other
<b>CAO and Governance</b>							
- CAO and Office Expenses, Governance	496,944	546,039		32,377		513,662	
- Human Resources / Health and Safety	444,314	427,906				427,906	
- Strategic Planning, Innovation & Community Relations	622,290	546,958				546,958	
<b>Total - CAO and Governance</b>	<b>1,563,548</b>	<b>1,520,903</b>	<b>-</b>	<b>32,377</b>	<b>-</b>	<b>1,488,526</b>	<b>-</b>
<b>Corporate Services</b>							
- Management, General Corporate Services and Administration	395,821	374,006		11,265		286,356	76,385
- Occupancy Costs	493,250	540,460				540,460	
- Financial Services and Procurement	438,594	471,380				471,380	
- Information Management and GIS	587,847	721,179				721,179	
- Niagara River Remedial Action Plan	173,823	173,964		103,964	70,000		
- Riparian Buffers	-	50,000			50,000		
- Restoration and Integrated Watershed Management	640,305	627,448				396,348	231,100
- Fleet and Equipment Management	234,240	253,000				253,000	
<b>Total - Corporate Services</b>	<b>2,963,880</b>	<b>3,211,437</b>	<b>-</b>	<b>115,229</b>	<b>120,000</b>	<b>2,668,723</b>	<b>307,485</b>
<b>Land Operations</b>							
- Management and Land Care Passive Parks	349,351	369,781					51,500
- Balls Falls Conservation Area	390,090	395,489	435,500				
- Binbrook Conservation Area	409,417	487,420	621,900				
- Chippawa Creek Conservation Area	339,120	345,661	420,404				
- Long Beach Conservation Area	394,876	446,669	588,500				
- Special Events	149,106	314,202	515,000				
- Land Care - Passive Parks	575,440	445,819				172,237	
- Educational Programming	131,491	313,534	313,534				
<b>Total - Land Operations</b>	<b>2,738,891</b>	<b>3,118,575</b>	<b>2,894,838</b>	<b>-</b>	<b>-</b>	<b>172,237</b>	<b>51,500</b>
<b>Watershed</b>							
- Management - Watershed	964,676	966,154		64,206		886,948	15,000
- Source Water Protection	120,082	128,466		128,466			
- Water Resources Engineering	543,519	758,066		36,200		531,366	190,500
- Planning and Permitting / Compliance and Enforcement	655,726	861,436	549,000	15,500		296,936	
- Planning Ecology	314,796	293,012				293,012	
<b>Total - Watershed</b>	<b>2,598,799</b>	<b>3,007,134</b>	<b>549,000</b>	<b>244,372</b>	<b>-</b>	<b>2,008,262</b>	<b>205,500</b>
<b>TOTAL OPERATING PROGRAMS</b>	<b>9,865,118</b>	<b>10,858,049</b>	<b>3,443,838</b>	<b>391,978</b>	<b>120,000</b>	<b>6,337,748</b>	<b>564,485</b>

# 2022 DRAFT CAPITAL AND SPECIAL PROJECTS

Description	2021 Approved Budget	2022 Draft Budget	2022 Draft Capital and Special Projects Budget Funding Sources					
			Provincial Funding	Federal Funding	Municipal Funding			Other
					Niagara	Hamilton	Haldimand	
<b>Corporate Services</b>								
- Annual PC Replacements	45,000	69,102			52,615	15,072	1,415	
- Information Technology Infrastructure	37,000	21,262			16,189	4,638	435	
- Digital Terrain Model Update	150,000	-						
- Natural Areas ELC Mapping Update	150,000	-						
- Large Scale Surface Water Inventory Mapping Update	-	106,311			80,946	23,188	2,176	
- Asset Management and Capital Planning	30,000	22,857			17,403	4,985	468	
- Electronic Content Management/Records Management	40,000	-						
- Internet Upgrade - Balls Falls	40,000	-						
<b>Total - Corporate Services</b>	<b>492,000</b>	<b>219,532</b>	<b>-</b>	<b>-</b>	<b>167,153</b>	<b>47,883</b>	<b>4,494</b>	<b>-</b>
<b>Land Operations</b>								
- Balls Falls - Centre for Conservation Gallery Upgrades	65,000							
- Balls Falls - Heritage Building Restoration	47,500	147,236			147,236			
- Balls Falls - Pedestrian Path Upgrades (Accessibility)	-	26,292			26,292			
- Binbrook - Parking Infrastructure Pavilion 2	-	54,784				54,784		
- Binbrook - Septic, Water System, TTT Building	1,210,000	-						
- Chippawa Creek - Roads Infrastructure	100,000	157,753			157,753			
- Chippawa Creek - Comfort Station Tanks	-	36,809			36,809			
- St. John's Conservation Area - Heritage Building Restoration	130,000	-						
- Cave Springs Conservation Area - Exterior Infrastructure	105,000	131,461			131,461			
- Long Beach - Electrical & Water Services - Ridge (Phase 3)	-	105,169			105,169			
- Equipment Sustainment	345,586	220,063			167,561	48,000	4,506	
- Hazard Tree Removal and Reforestation	-	106,003			80,946	23,189	-	1,868
<b>Total - Land Operations</b>	<b>2,003,086</b>	<b>985,570</b>	<b>-</b>	<b>-</b>	<b>853,227</b>	<b>125,973</b>	<b>4,506</b>	<b>1,868</b>
<b>Watershed</b>								
- Floodplain Mapping - Beaver Creek	150,000							
- Floodplain Mapping - Big Forks Creek	150,000							
- Floodplain Mapping - Coyle and Drapers Creek		120,944			120,944			
- Virgil Dam - Remedial Measures	200,000							
- Dam Safety Review (Binbrook and Welland River)		132,889			101,183	28,985	2,720	
- Shoreline Mapping Update - Lake Erie		157,753			157,753			
- Karst Void Mapping		90,102			68,804	19,710		1,587
- Sustainment - Stream Gauge Equipment	10,000	21,262			16,189	4,638	435	
- Sustainment - Water Quality Monitoring Equipment	20,000	26,578			20,237	5,797	544	
<b>Total - Watershed</b>	<b>530,000</b>	<b>549,528</b>	<b>-</b>	<b>-</b>	<b>485,110</b>	<b>59,130</b>	<b>3,699</b>	<b>1,587</b>
<b>TOTAL CAPITAL AND SPECIAL PROJECTS - 2022</b>	<b>3,025,086</b>	<b>1,754,630</b>	<b>-</b>	<b>-</b>	<b>1,505,490</b>	<b>232,986</b>	<b>12,699</b>	<b>3,455</b>

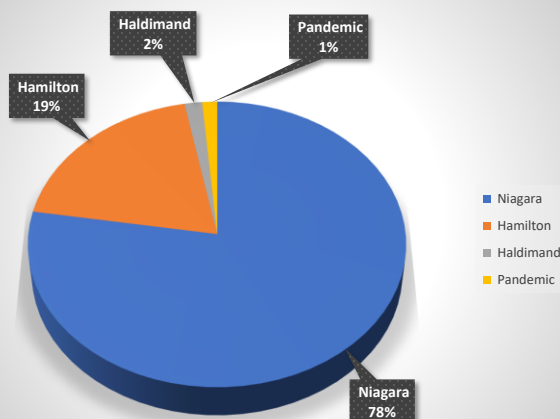
## 2022 MUNICIPAL LEVY SUMMARY

### Levy Apportionment - 2022

The levy apportionment ratios are calculated from assessment data provided by MPAC, and further revised based on the Conservation Authority Levies Regulation.

Municipality	% in CA	Municipal Population	Municipal Population in CA	Prior Year CVA in CA	2022 Levy Apportionment	2021 Levy Apportionment	Variance
Haldimand	25%	40,523	10,009	\$1.778B	1.8685%	1.8624%	0.0061%
Hamilton	21%	449,877	94,924	\$20.141B	21.1634%	21.1565%	0.0069%
Niagara	100%	369,284	369,284	\$73.251B	76.9681%	76.9811%	-0.0130%
Total		859,684	474,217	\$95.170B	100.0000%	100.0000%	0.0000%

### 2022 Municipal Levy - Consolidated



### LEVY SUMMARY - 2022

	2022	2021	Variance	
			Amount	%
<b>NIAGARA</b>				
General Levy	4,767,623	4,684,681	82,942	
Special Levy	1,505,490	1,241,073	264,417	
<b>TOTAL</b>	<b>6,273,113</b>	<b>5,925,754</b>	<b>347,359</b>	<b>5.86%</b>
Pandemic Funding	110,422	109,464	958	
<b>Total</b>	<b>6,383,535</b>	<b>6,035,218</b>	<b>348,317</b>	
<b>HAMILTON</b>				
General Levy	1,341,283	1,307,251	34,032	
Special Levy	232,986	199,503	33,483	
<b>TOTAL</b>	<b>1,574,269</b>	<b>1,506,754</b>	<b>67,515</b>	<b>4.48%</b>
<b>HALDIMAND</b>				
General Levy	118,420	112,077	6,343	
Special Levy	12,697	24,640	- 11,943	
<b>TOTAL</b>	<b>131,117</b>	<b>136,717</b>	<b>- 5,600</b>	<b>-4.10%</b>
<b>CONSOLIDATED</b>				
General Levy	6,227,326	6,104,009	123,317	
Special Levy	1,751,173	1,465,216	285,957	
<b>TOTAL</b>	<b>7,978,499</b>	<b>7,569,225</b>	<b>409,274</b>	<b>5.41%</b>
Pandemic Funding	110,422	109,464	958	
<b>Total</b>	<b>8,088,921</b>	<b>7,678,689</b>	<b>410,232</b>	

## 2022 UNFUNDED BUDGET PRIORITIES

Description	2022 Unfunded Priority	2022 Unfunded Budget Priorities - Proposed Funding Sources			
		Municipal Funding			Other
		Niagara	Hamilton	Haldimand	
<b>RESTORATION</b>					
Water Quality Non-Point Source Modelling	80,000	61,574	16,931	1,495	
Conservation Authority Lands Restoration Inventory	173,236	133,336	36,663	3,237	
Welland River SWAT Decision Support Model	60,000	60,000			
Natural Asset Management - Phase 1 (carbon sequestration)	60,000	46,181	12,698	1,121	
Restoration Warranty Provision - plant material	30,000	23,090	6,349	561	
<b>Total - Restoration and Shoreline Resiliency</b>	<b>403,236</b>	<b>324,182</b>	<b>72,640</b>	<b>6,413</b>	<b>-</b>
<b>PLANNING AND GROWTH PRESSURES</b>					
Watershed/sub-watershed Data Update - growth/intensification	100,000	76,968	21,163	1,869	
Shoreline Management & Resiliency Update (Lake Ontario)	220,000	220,000			
Sustainable Technologies and Green Infrastructure	90,000	69,271	19,047	1,682	
Climate Risk and Vulnerable Action Plan	50,000	38,484	10,582	934	
Terrestrial and Aquatic monitoring	100,000	76,968	21,163	1,869	
City View Reconfiguration	50,000	38,484	10,582	934	
Upper Virgil Dam Erosion Protection	100,000	100,000			
<b>Total - Planning and Growth Pressures</b>	<b>710,000</b>	<b>620,176</b>	<b>82,537</b>	<b>7,287</b>	<b>-</b>
<b>CONSERVATION AUTHORITY ACT TRANSITION</b>					
Watershed Based Resource Management Strategy	25,000	19,242	5,291	467	
Land Management Plan Updates	125,000	96,210	26,454	2,336	
<b>Total - Conservation Authority Act Transition</b>	<b>150,000</b>	<b>115,452</b>	<b>31,745</b>	<b>2,803</b>	<b>-</b>

... / continued

## 2022 UNFUNDED BUDGET PRIORITIES

Description	2022 Unfunded Priority	2022 Unfunded Budget Priorities - Proposed Funding Sources			
		Municipal Funding			Other
		Niagara	Hamilton	Haldimand	
<b>STATE OF GOOD REPAIR / HEALTH AND SAFETY</b>					
Internet Upgrade	50,000	38,484	10,582	934	
Asset replacement and sustainment (amortization)	875,000	673,471	185,180	16,349	
Speed Bumps - All Parks (Phase 2)	100,000	76,968	21,163	1,869	
Barn Storage Facility	50,000	50,000			
Argo (Bog & Wainfleet Wetlands)	20,000	20,000			
Passive Parks Gates	330,000	330,000			
Centre for Conservation Upgrades (gift Shop)	50,000	50,000			
Furniture	25,000	19,242	5,291	467	
Lime Restoration	40,000	40,000			
New Metal Stairs for Bruce Trail	100,000				100,000
Info Signs / Kiosk	300,000	230,904	63,490	5,606	
Pavilion 1 Demolition	50,000		50,000		
Playground Upgrade	300,000		300,000		
New Washroom Facility	300,000		300,000		
Main Boat Launch Upgrade	100,000		100,000		
Northside Playground	125,000	125,000			
Drainage South Side	100,000	100,000			
Rebuild Comfort station #2 South Side	400,000	400,000			
Beach Washroom Renovations	15,000	15,000			
Electrical Upgrades	1,000,000	1,000,000			
New Pavilion	125,000	125,000			
New Playground Equipment	150,000	150,000			
Tile Drain in Day Use	125,000	125,000			
Roadway Improvements	965,000	742,742	204,227	18,031	
St. Johns Valley Centre Septic System	225,000	225,000			
St. Johns Valley Centre Post Office & House Restoration	115,000	115,000			
Fencing for All Parks	170,000	130,846	35,978	3,176	
Waste bins for All Parks	30,000	23,090	6,349	561	
Picnic tables for passive parks	15,000	11,545	3,175	280	
Work Vehicles	150,000	115,452	31,745	2,803	
New AED Units (H&S)	30,000	23,090	6,349	561	
Equipment for Glanbrook Conservation Committee	30,000		30,000		
<b>Total - State of Good Repair / Health and Safety</b>	<b>6,460,000</b>	<b>4,955,836</b>	<b>1,353,528</b>	<b>50,636</b>	<b>100,000</b>
<b>TOTAL 2022 UNFUNDED BUDGET PRIORITIES</b>	<b>7,723,236</b>	<b>6,015,645</b>	<b>1,540,451</b>	<b>67,140</b>	<b>100,000</b>

# Court Services 2022 Budget

Budget Review Committee of the Whole

CSD 77-2021

November 25, 2021

Miranda Vink, Manager Court Services





# TWENTY22

## NIAGARA REGION BUDGET

### **Budget Review Committee of the Whole**

Court Services

November 25, 2021

# Program/Service Definition

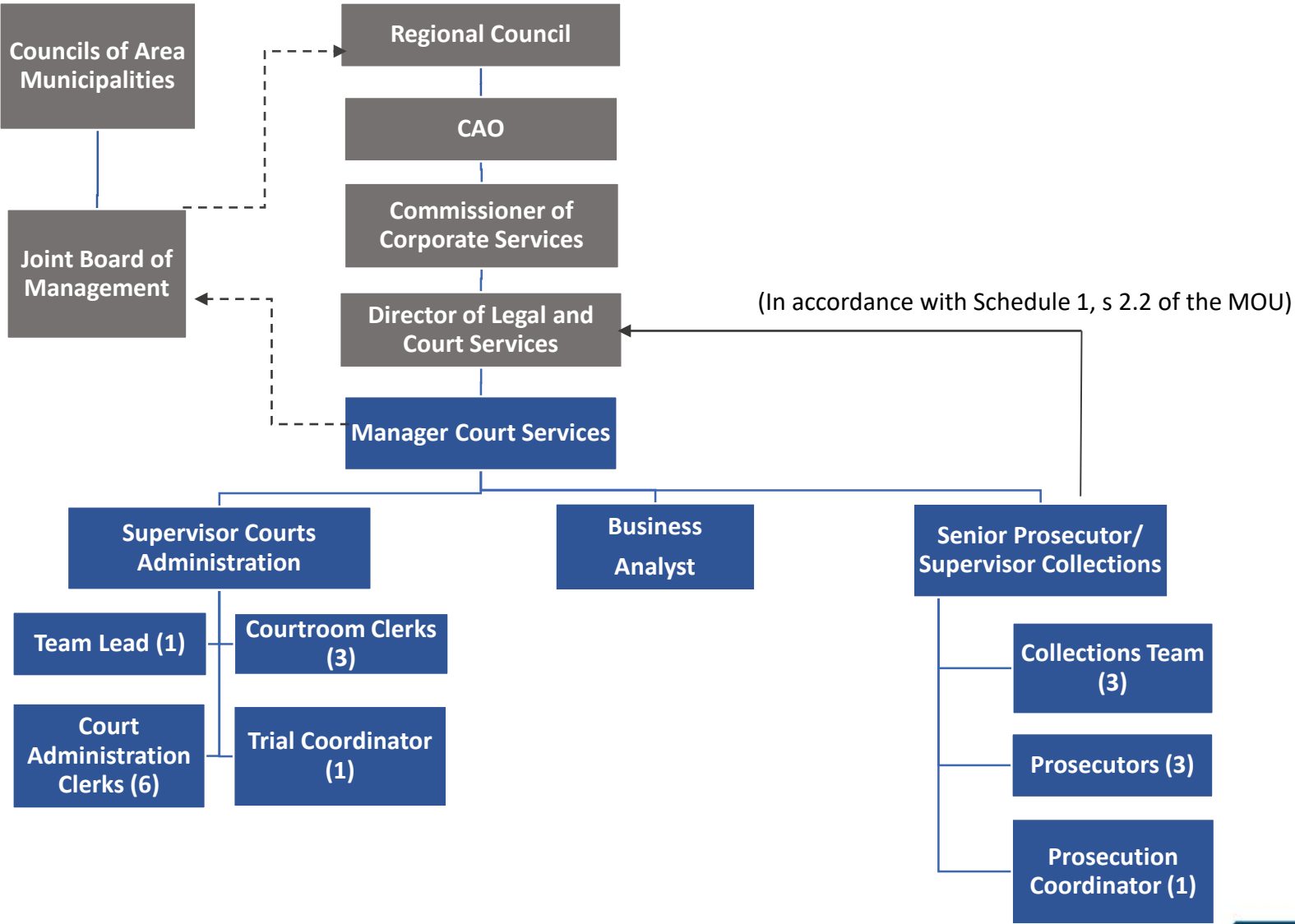
## Court Services

- POA Transferred on January 29, 2001
- Region is the Agent on behalf of Local Area Municipalities (LAMs)
- Responsible for administration of the POA program, including Courts Administration, Prosecutions and Collections
- Pursuant to POA Transfer Agreements (MOU & LSA) and Inter-Municipal Agreement

### PROGRAM IS:

- Self-funding, not reliant on Levy
- Net Revenue sharing - Region 50% and LAMs 50%

# POA Organizational Chart



# Joint Board of Management

Membership – Municipal Staff Appointed (7 Members)

- 4 Permanent
  - Niagara Region, Niagara Falls, St. Catharines and Welland
- 3 Rotate Annually
  - Fort Erie, Grimsby, Lincoln, Niagara-on-the-Lake, Pelham, Port Colborne, Thorold, Wainfleet and West Lincoln
- Role
  - Coordinate performance of the Transfer Agreements
  - Provide advice to the Agent
  - Approve program

# 2022 Organization Overview

## **Court Services Goals:**

- To achieve excellence in leadership, collaboration & relationships working as One Team
- To foster engagement through open communication, empowerment and innovation, and
- To deliver fair, accessible & respectful customer service while preserving the integrity of the Judicial process.

## **2022 Objectives:**

- Leverage technology
- Streamline Court Services
- Build stakeholder relationships
- Enforce orders of the Court

# 2022 Organization Overview

## 2022 COVID-19 Impacts:

### Present & Future of Court Proceedings

- Remote court proceedings commenced July 6, 2020 for Early Resolution & Judicial Pre-Trial
- As of April 2021, all court matters including trials are occurring remotely
- Continued emphasis on remote court matters where eligible, combined with the re-introduction of in-person court matters when approved by the Ministry of the Attorney General (MAG)
  - Pending direction from MAG regarding how to proceed with trials in-person and hybrid (virtual/in-person)
- Implementation of resources (technology, PPE, sanitization) to assist in hybrid service delivery



# 2022 Organization Overview

## 2022 COVID-19 Impacts (continued):

### Revenue Implications

- The extension of time limitations and the pause on enforcement as a result of Provincial and Judicial Orders has resulted in **more than 5,700 Part 1 charges** sitting on “Fail To Respond” (FTR) dockets awaiting conviction.
- This pause was lifted on **February 26, 2021**
- The current value **exceeds \$1.43 million**
- Judicial resourcing challenges have delayed processing and conviction of FTR docket matters
- Legislative changes (Bill 177) as of November 1, 2021 will enable Clerk of the Court to convict FTR matters – will assist in addressing backlog

# 2022 Organization Overview

## 2022 COVID-19 Impacts (continued):

### Revenue Implications

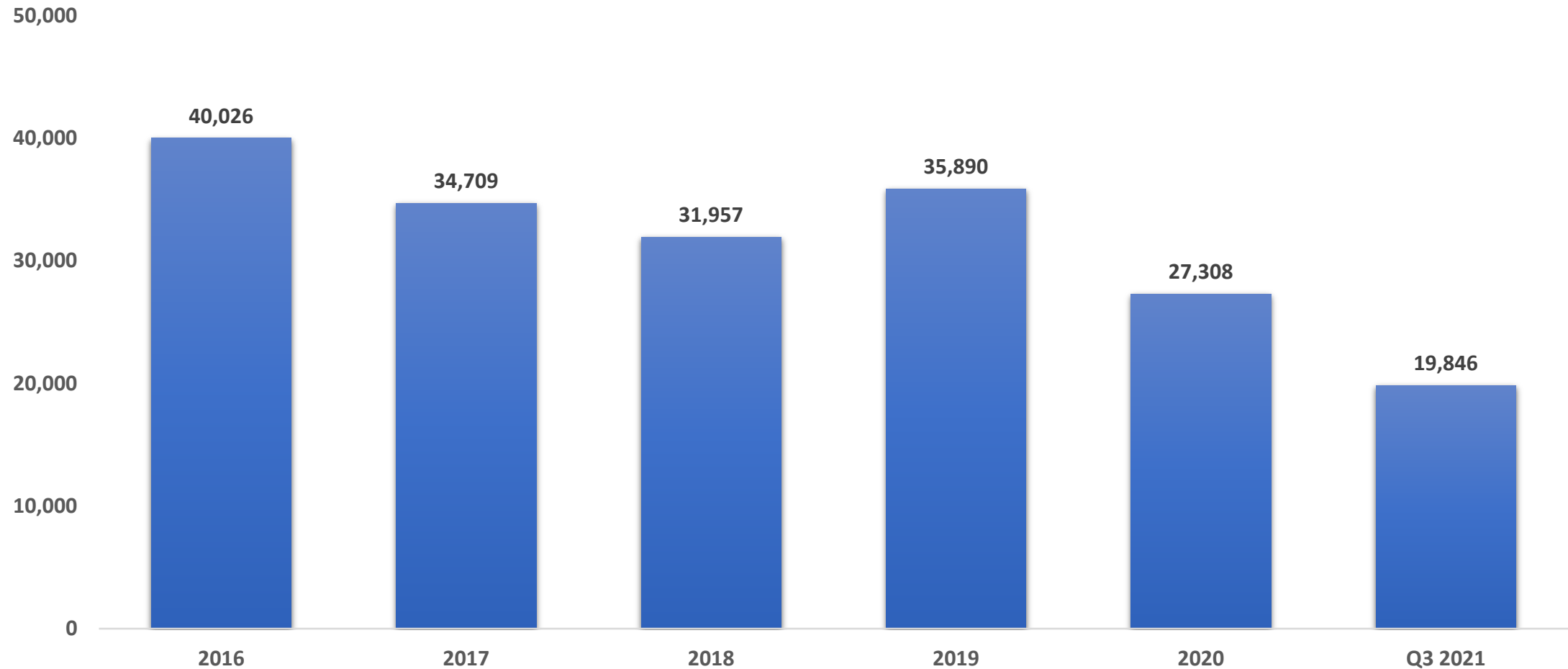
- In-person matters adjourned since March 16, 2020, no resumption date set
- Niagara was first POA courthouse to implement virtual trials as of April 12, 2021
  - More complex, requires more time per matter
- Judicial resourcing challenges – limits number of matters that can be addressed due to court closures or adjournments
  - Time to trial - increased from 200 days to 421 days
  - Longer timeline between charges being addressed and payment upon conviction
- More than 1,200 pandemic-related charges
  - Majority are set for trial, require more time and resources
  - Many are dedicated fines – payable to Provincial or Federal government
- Charging volumes – trending towards lower rates experienced in 2018 and prior years

# 2022 Organization Overview

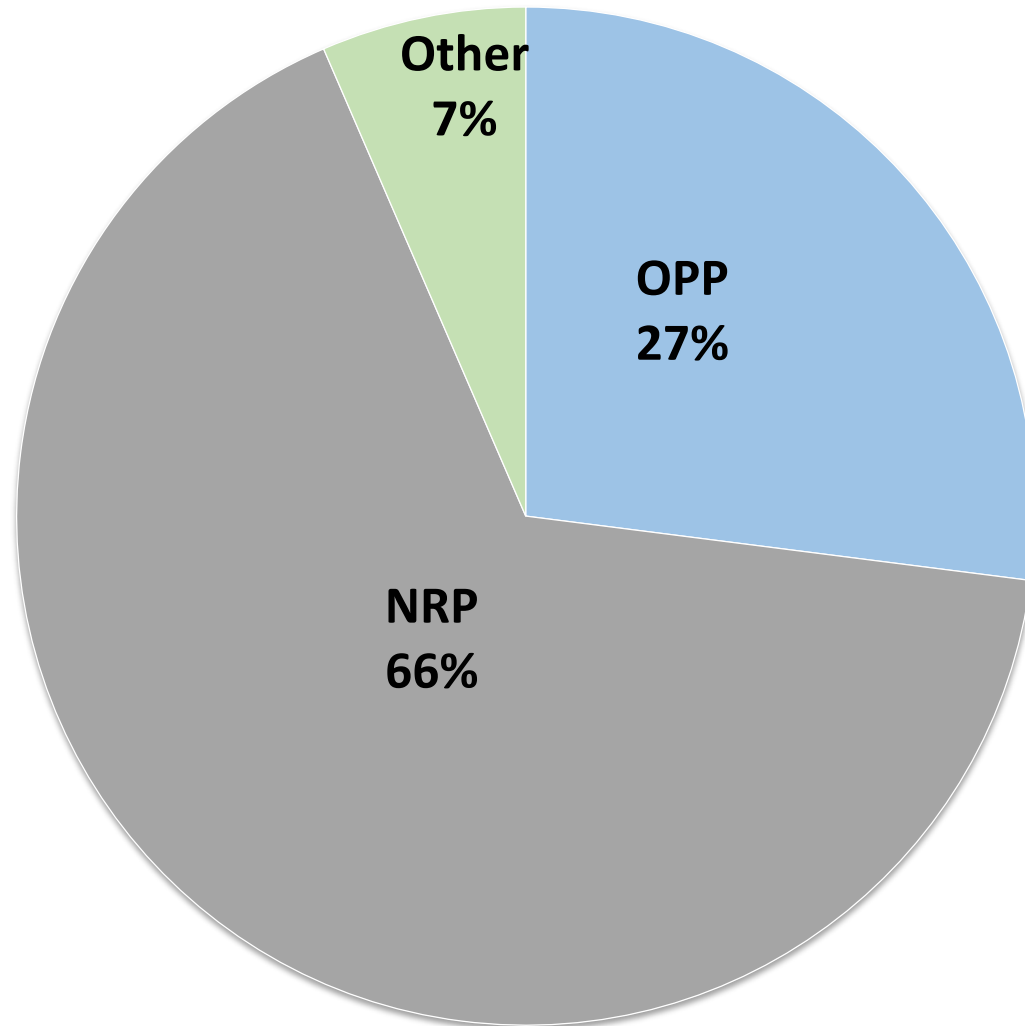
Vision Zero Road Safety Program - \$0 net revenue

- Program approved in 2020 contingent on amendments to the Inter-Municipal Agreement
- Engagement with LAMs on-going – delays due to COVID-19
- 2022 budget assumption adjusted from 2021 based on revised anticipated implementation date of May 1<sup>st</sup> (compared to April 1<sup>st</sup> date in 2021)
- 2023 budget will be updated based on 2022 actual results

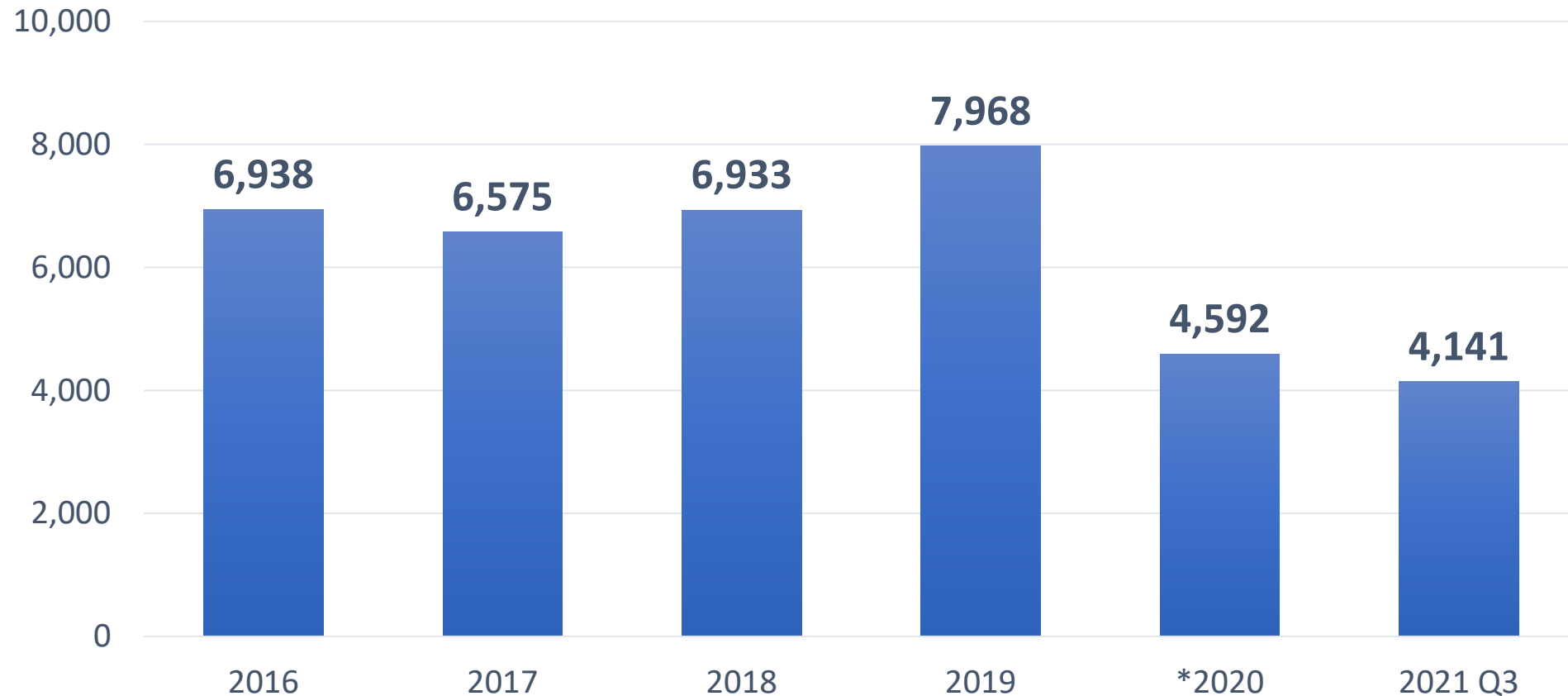
# Annual Charging Volumes (2021 Q3)



# 2021 Charges by Enforcement Agency



# New Delinquent Fines Volumes (2021 Q3)



\*Although noted as newly delinquent in 2020, as a result of the Chief Justice order, time to pay was extended and enforcement paused. The extension of time and pause on enforcement activities expired on February 26, 2021, at which time all cases were considered delinquent and enforcement resumed.



# 2022 Operating Budget

## Year-Over-Year Base Budget

Budget Request Type	Gross Expense \$	Gross Revenue \$	Net Revenue to be Allocated	50% Allocation	\$ Change	% Change
2021 Budget, excluding COVID-19	\$5,690,537	\$(7,129,997)	\$(1,439,460)	\$(719,730)		
2021 COVID-19	79,112	0	79,112	39,556		
<b>Total 2021 Budget</b>	<b>5,769,649</b>	<b>(7,129,997)</b>	<b>(1,360,348)</b>	<b>(680,174)</b>		
2022 Base Budget	6,986,371	(8,706,527)	(1,720,156)	(860,078)	(140,348)	-20.6%
2022 COVID-19	442,076	0	442,076	221,038	181,482	26.7%
<b>Total 2022 Budget</b>	<b>\$7,428,447</b>	<b>\$(8,706,527)</b>	<b>\$(1,278,080)</b>	<b>\$(639,040)</b>	<b>\$41,134</b>	<b>6.1%</b>

**Recommended Budget - overall net revenue decrease of \$41,134 or 6.1% for Region and \$41,134 or 6.1% for LAMs**

- Base Operating Budget and Program Support Allocations – net revenue increase of \$140,348 or 20.6%
- COVID-19 Operating Costs for 2022 – net revenue decrease of \$181,482 or 26.7%

# 2022 Operating Budget

## Base Budget Changes – *excluding Vision Zero date change impacts*

- Decrease in gross revenue - \$49,597
  - Based on current trends, estimated decrease in delinquent revenue; increase in municipal prosecution revenue
- Decrease in Personnel costs - \$51,257
  - No net change in FTEs – reallocation of FTE to Corporate Services, offset by new FTE ask for Court Admin Clerk in response to legislative changes (Bill 177); savings from change in Court Administration structure
- Decrease in Administrative costs – \$25,956
  - Decrease in adjudication costs, offset by increase in ICON processing charges and membership fees & dues
- Decrease in Operational & Supply Costs - \$39,201
  - Decreased payments to other POA for charges collected on their behalf, armoured car and call-in prosecutor costs, offset by increased distribution to LAMs resulting from increased base net revenue

# 2022 Operating Budget

Base Budget Changes – *excluding Vision Zero date change impacts*

- Increase in Equipment and Technology costs - \$8,100
  - Costs costs associated with software licensing and support
- Decrease in Collection Charges - \$25,000
  - Aligns with projected delinquent revenue decrease – paid to collection agencies
- Increase in Indirect Allocations - \$52,349
  - Increases in facility maintenance costs and capital levy related to program support
- Decrease in Transfer to Capital Reserve - \$108,050
  - Maintaining base budget transfer of \$200,000
  - 2021 budget included one-time increased in transfer to capital (\$150,000) for Courts Scheduling Modernization project and one-time decrease of \$41,950, which was a one-time mitigation to get to 2% overall increase

# 2022 Operating Budget

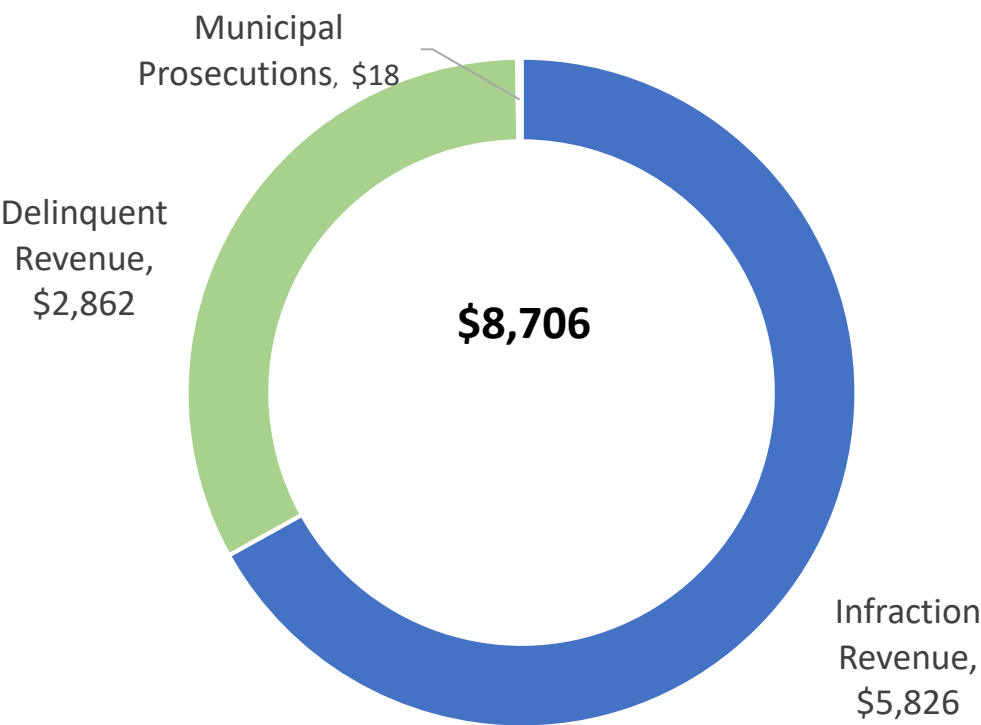
## COVID-19 Budget – Program Change

### **Total COVID-19 Cost of \$442,076**

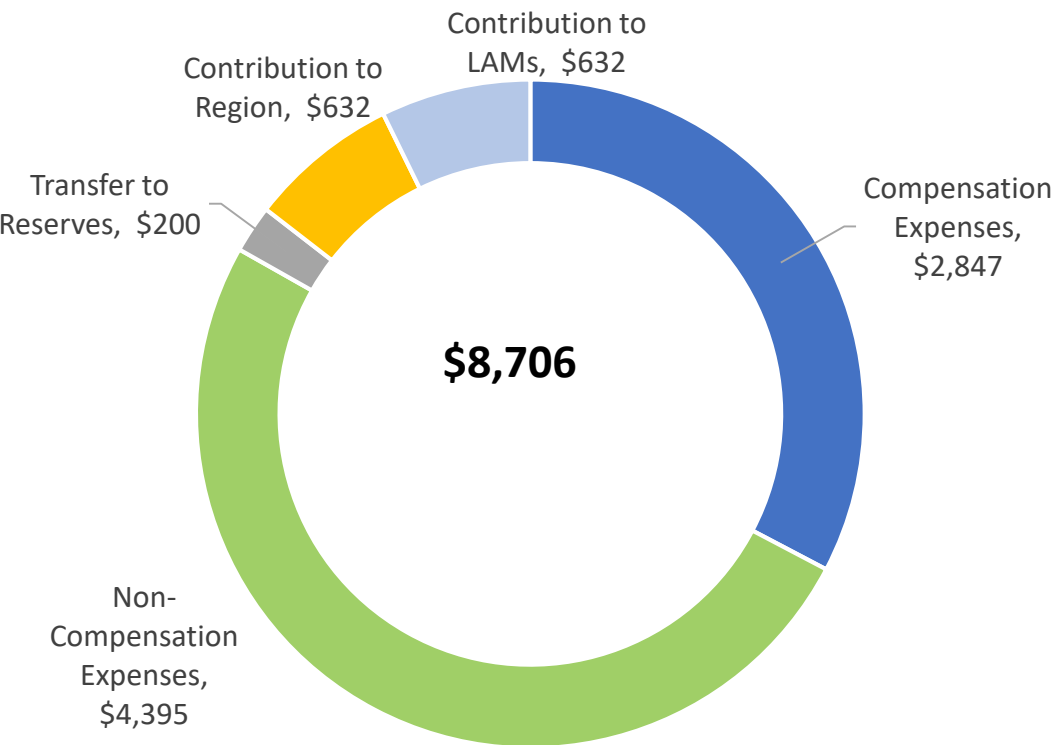
- 6.0 Temporary FTEs (\$378,176)
  - 1 screener – required by MAG for courthouse to be open to the public
  - 1 Prosecutor – to prosecute the >1,200 pandemic-related charges pending
  - 1 Courtroom Clerk – to facilitate virtual Zoom trials
  - 1 Court Administration Clerk – to process backlog of charges and trials and to support increased customer service requirements
  - 2 customer service representatives – to support increased customer service requirements and facilitate virtual Zoom trials
- Additional Part III Prosecution time due to virtual court services - \$14,300
- Janitorial supplies and PPE - \$6,000
- Headphones for Court Clerks to facilitate work during virtual trials - \$5,600
- Welland Courthouse cleaning (additional, pandemic-related) - \$38,000

# 2022 Budget Summary

Where the Money Comes From (in 000's)



Where the Money Goes (in 000's)



# Risks and Opportunities

- While charging volumes decreased after March 16, 2020 and 2019 saw a very large increase in charges, current charging trends are similar to rates from 2018, which was more reflective of a “typical” year. However, the volume of delinquent fines continues to increase.
- Impacts of COVID-19 pandemic on ability to conduct high volume of court matters
- Impact of pandemic-related courthouse building closure and adjournment of court matters, resulting in significant backlog
- Impacts of COVID-19 pandemic and local economy on ability to pay fines
- Unknown impacts of Vision Zero (VZ) implementation
- Manage operating costs/efficiency gains



# Risks and Opportunities

- Utilize all methods to enforce the orders of the Court
- Leverage technology wherever possible to achieve hybrid in-person/remote service delivery
- Potential changes to Administrative Monetary Penalty System (AMPS) – MTO looking at developing an AMPS regime potentially by mid-2022 for ASE, RLC and ASBC.
- Part III Prosecution Transfer - launch dates remain unknown
- Bill 177 – Modernization related to Courts Administration – will allow the courts to process Failure to Respond (FTR) convictions and payment extension requests, effective November 1, 2021. Launch dates and business implications of remaining modernization changes remain undetermined

Questions?  
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**Subject:** Court Services – 2022 Budget Report

**Report to:** Budget Review Committee of the Whole

**Report date:** Thursday, November 25, 2021

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## Recommendations

1. That Report CSD 77-2021, dated November 25, 2021, respecting Court Services – 2022 Budget Report, **BE RECEIVED**; and
2. That the 2022 Court Services gross operating budget of \$8,067,487 and net budgeted revenue of \$639,040 (decrease in revenue of \$41,134 or 6.1% over the 2021 net operating budget) **BE APPROVED** in principle subject to consideration of the total tax levy for Niagara Region on December 9, 2021.

## Key Facts

- The purpose of the report is to seek approval for the proposed 2022 Operating budget, as outlined in Appendix 1 to Report CSD 77-2021. The 2022 operating budget is aligned with the budget strategy presented to Council at the June 17, 2021, Budget Review Committee of the Whole (“BRCOTW”) meeting, which outlined that base services be addressed within 2.0% in alignment with the core CPI target before addressing the impacts of COVID-19. This budget proposes a net revenue increase of 20.6% for base services, which represents a decrease on the Niagara Region consolidated levy.
- The Niagara Region consolidated levy operating budget is addressing the consolidated impacts of COVID-19 and mitigation options for the Region’s share of these costs, which may include Provincial funding as well as one-time funding from reserves.
- The budget has been prepared in consideration with the budget requirements as outlined in the Niagara Region Courts Inter-Municipal Agreement.
- This 2022 operating budget was approved by the Joint Board of Management Niagara Region Courts on October 21, 2021.
- Court Services staff administer a high volume of charges under the *Highway Traffic Act*, the *Trespass to Property Act*, the *Liquor License Act*, municipal by-laws, other provincial and federal offences and more serious matters such as charges under the *Compulsory Automobile Insurance Act*, the *Environmental Protection Act*, the *Fire Prevention and Protection Act* and the *Alcohol and Gaming Control Act*.

- As a result of the COVID-19 pandemic, Court Services are also administering and prosecuting charges related to the pandemic under the *Quarantine Act*, *Reopening Ontario Act* and the *Emergency Management and Civil Protection Act* (EMCPA).
- If the BRCOTW approves the Court Services 2022 operating budget, the benefits include a 2022 distribution level for net revenue forecasted at \$639,040 to the local area municipalities (“LAMs”) and \$639,040 to the Region.
- The 2022 budget includes \$442,076 of costs related to COVID-19, including support for the prosecution of charges related to the pandemic.

## Financial Considerations

The net revenue to be allocated to the Region, net of the distribution of net revenue to the LAMs, is budgeted with an overall decrease of 6.1% or \$41,134. There is a \$140,348 (20.6%) increase in the net revenue allocated to the Region without the \$181,482 to address the impacts of COVID-19, which aligns with Regional Council’s budget strategy to not exceed base budget increases of 2% before addressing the impacts of COVID-19, as shown in Table 1 below.

**Table 1 – 2022 Court Services Gross and Net Revenue Budget**

Budget Request Type	Gross Expense \$	Gross Revenue \$	Net Revenue to be Allocated	50% Allocation	\$ Change	% Change
2021 Budget	5,690,537	(7,129,997)	(1,439,460)	(719,730)		
2021 COVID-19	79,112	0	79,112	39,556		
<b>Total 2021 Budget</b>	<b>5,769,649</b>	<b>(7,129,997)</b>	<b>(1,360,348)</b>	<b>(680,174)</b>		
2022 Base Budget	6,986,371	(8,706,527)	(1,720,156)	(860,078)	(140,348)	-20.6%
2022 COVID-19	442,076	0	442,076	221,038	181,482	26.7%
<b>Total 2022 Budget</b>	<b>7,428,447</b>	<b>(8,706,527)</b>	<b>(1,278,080)</b>	<b>(639,040)</b>	<b>41,134</b>	<b>6.1%</b>

## Base Operating Budget

The total base budget net revenue, including indirect allocations is budgeted with an overall net revenue increase of 20.6% or \$140,348, which represents a decrease to the Regional levy. The 2022 base budget reflects the changes to operations that have occurred or are anticipated, including the following drivers:

### Compensation

- Decrease of \$80,423 is driven by the delay in the implementation of the Vision Zero program (\$29,168) and savings related to the reduction of 1.0 FTE and changes in the structure of positions within Courts Administration. These savings are partially offset by the request for an additional Court Administration Clerk FTE (\$65,436) to support the work arising from changes in legislation, namely Bill 177. Certain tasks that were previously performed by a Justice of the Peace are now able to be completed by a Clerk of the Court, that are aimed at modernizing and streamlining POA court processes, and will allow the courts to process Failure to Respond (FTR) convictions and payment extension requests, effective November 1, 2021.

### Administrative

- Decrease of \$154,250 mainly related to reduced adjudication costs, due to the availability of judicial resources (\$45,000). Also impacting this decrease are savings due to adjustments for the delay in implementation of the Vision Zero program, including adjudication and Victim Fine Surcharge (total \$128,295).

### Operational and Supply

- Overall decrease of \$50,365 mainly driven by a reduction in the amount paid to other POA courts for amounts collected on their behalf, due to the movement towards on-line payments (\$165,000). Also contributing to the decrease is a reduction in the cost of armoured car service, due to revised pricing within the new contract (\$10,500) and savings due to adjustments for the delay in implementation of the Vision Zero program (\$11,160).
- Offsetting these savings is an increase in the base net revenue amount to be distributed to the LAMs (\$140,348), which is reflected as a cost to the Courts within the budget.

#### Equipment, Vehicles and Technology

- Increase of \$8,100 related to annual software licensing and support costs included in the budget for 2022.

#### Financial Expenditures

- Decrease of \$25,000 due to decrease in collection charges paid to a third party agency based on current rate trends and anticipated delinquent fine collections.

#### Transfer to Funds

- The 2021 budget included a one-time transfer to the Region's Capital Levy Reserve of \$150,000 to fund the 2021 Court Scheduling Tool Modernization capital project, which is not included in the 2022 budget. In addition, there was a one-time decrease of \$41,950 to the transfer to the Courts Facility Renewal Reserve as a mitigation measure to bring the overall increase to 2% in alignment with the budget planning strategy. The 2022 budget includes the full amount of the proposed annual \$200,000 transfer to the Courts Facility Renewal Reserve to fund the future replacement of the courthouse or other capital needs.

#### Other Revenue

- The 2022 budget reflects an overall decrease of \$218,220 due to decreases in the budgeted delinquent fine revenue (\$53,000) based on what is anticipated to be collected, which has been impacted by trial and conviction delays, as well as a decrease in infraction revenue related to the adjustments for the delay in implementation of the Vision Zero program (\$168,620). These decreases are offset slightly by an increase in the municipal prosecution revenue that is recovered from the LAMs for matters prosecuted on their behalf (\$3,400).

#### Indirect Allocations and Capital Financing Allocations

- The 2022 budget reflects an overall increase of \$52,350 in the allocation of program support costs, including an increase in building maintenance costs for the operations of the courthouse, an increase in IT operations costs and an increase in the capital levy allocation for program support.

## COVID-19

Projected increase in expenses due to the COVID-19 pandemic total \$442,076 (or a total budget increase of 26.7%). They relate to additional staffing (\$378,176), Part III prosecution time (\$14,300), cleaning supplies and services (\$39,000), IT-related costs to facilitate new virtual Zoom court trials (\$5,600) and personal protective equipment (\$5,000), have been included in the 2022 operating budget, shared 50% with the LAMs in accordance with our Inter-Municipal Agreement (total cost of \$221,038).

This budget request includes 6.0 temporary FTEs for a one-year period to support the necessary changes to operations at the courthouse in response to COVID-19 and the movement to virtual Zoom trials, as well as the administration and prosecution of pandemic-related charges. The staffing requests include a prosecutor, courtroom clerk, court administration clerk, two court customer service representatives and a screener for the entrance of the courthouse, as detailed in the business case presented in the 2022 Budget Detail.

## Analysis

The total budgeted net revenue for 2022 is \$1,278,080, to be split between the Niagara Region and the LAMs in accordance with the Inter-Municipal Agreement. The amount of \$639,040 is budgeted to be distributed to the LAMs based on the 2022 proportionate share of assessment value for the municipalities.

## Revenue

- The extension of time limitations and the pause on certain enforcement processes due to Provincial and Judicial Orders in response to the pandemic has resulted in a backlog of 5,732 Part 1 charges sitting on “Fail To Respond” (FTR) dockets awaiting conviction (at the time of writing this report). This pause was lifted on February 26, 2021. The current value exceeds \$1.43 million.
- Judicial resourcing challenges have delayed the processing and conviction of FTR docket matter backlog.
- As of November 1, 2021, legislative changes (Bill 177) will enable the Clerk of the Court to be able to convict FTR matters, which will assist in addressing the backlog of charges.
- The court backlog that has grown over the course of the COVID-19 pandemic is another significant impact to infraction revenue.



In-person court matters have been adjourned since March 16, 2020, with no resumption date for in-person matters presently set. Early Resolution guilty pleas, Judicial Pre-Trial, and all other non-trial matters resumed in 2020. As a result of significant efforts on the part of the Court Services team to meet MAG guidelines, Niagara was the first POA Courthouse in Ontario to commence virtual Part I trials as of April 12, 2021. However, inability to address in-person matters affects the rate at which matters can be addressed, as virtual court is more complex and requires more time dedicated per matter.

- Judicial resourcing challenges also impact infraction revenue, as it limits the number of matters which can be addressed by the courts based on court closures or adjournments.
- An extended wait time for trials means a longer timeline between the charges being addressed and payment being realized upon conviction. In 2019, pre-pandemic, the average time to trial for Part I matters was 200 days. As of October 1, 2021, the average time to trial for Part I matters is 421 days.
- There are currently more than 1,200 pandemic-related charges awaiting prosecution that were laid under the Quarantine Act, Reopening Ontario Act and Emergency Management and Civil Protection Act (EMCPA). Due to the nature of these matters, the majority are being set for trial. The matters contain a larger than average amount of disclosure and will require additional resources to address them in a timely and effective manner. Although it is a function of Niagara's Court Services to prosecute these charges, which create pressures on prosecution resources and court time, many of them are dedicated fines, which will not generate additional net revenue for Niagara but will instead be payable to the Province and Federal Government.
- Another impact to infraction revenue is the rate of new charges laid. While 2020 was an anomaly year due to the pandemic and 2019 saw a very large increase in charges, current charging trends are similar to the lower rates from 2018, which was more reflective of a "typical" year.
- Court Services has continued to leverage the opportunity to collect on some of its delinquent fines through a partnership with all 12 of the LAMs through the "add to tax roll" initiative. A total of \$1,335,040 in delinquent fines has been successfully collected since implementation of this initiative in 2014, which represents an 86% recovery rate. As set out in the report, these funds are split between Niagara Region and all local area municipalities.

It is important to note that Court Services generates revenue and continues to be self-funded, and therefore is not reliant on the levy budget. Pursuant to the Inter-Municipal agreement, net revenue is shared, with 50% going to the Region and 50% going to the LAMs. The 2022 budget as presented proposes a \$41,134 or 6.1% decrease in net Regional revenue with a corresponding decrease in the net revenue distributed to the LAMs. The Region's portion of the COVID-related costs will be funded through a transfer from the Taxpayer Relief Reserve in alignment with the corporate strategy to fund these incremental COVID-19 costs, pending any additional confirmed provincial funding for these cost pressures, which results in an overall net revenue increase of 19.5% or \$140,348 for the Region.

### Vision Zero Road Safety Program Change

In 2020, the Vision Zero program on certain Regional roads was approved and is now planned to launch in early 2022. The Vision Zero program is comprised of a number of traffic safety initiatives led by the Region's Transportation Services department including red light cameras ("RLC") and automated speed enforcement ("ASE"). Infractions issued under Vision Zero will be processed through the Niagara Region Provincial Offences Court. Authorization was received to implement the RLC and ASE initiatives under Vision Zero, subject to successful negotiations with the LAMs to amend the Inter-Municipal Agreement with respect to the sharing of both the revenues and the costs associated with the implementation and operation of the Vision Zero program to ensure that the program is financially sustainable to the Region.

As a result of COVID-19, discussions with the LAMs in relation to the program and requested amendments to the Inter-Municipal agreement were delayed. Updates on the status of the program was provided in Report JBM-C 2-2021 dated January 28, 2021, in addition to a further verbal update provided at the JBM meeting on August 19, 2021.

The 2021 budget was based on 9 months of operations for RLC and ASE. Based on the estimated revisions to the timelines for 2022, staff do not foresee operations starting until May 2022. As a result, the 2022 base budget has been revised to include the budget as approved in 2020 and 2021, pro-rated to adjust for a May 1st start compared to April 1st used within the 2021 budget (budgeted as cost neutral, meaning revenues are equal to expenses). Staff expect to update the 2023 budget based on actuals operating results in 2022.

## Niagara Region Courts Inter-Municipal Agreement

The budget has been prepared in consideration with the budget requirements as outlined in the Niagara Region Courts Inter-Municipal agreement. The Niagara Region Courts Inter-municipal Agreement (the “Inter-municipal Agreement”) provides that:

### Section 7 – Budget

7.1 The Manager, on behalf of the Agent, shall prepare an annual budget for the Program setting out estimated operating and capital costs, and projected revenue from fines, fees, applicable grants, subsidies and other revenues. The budget shall be submitted to the Board for approval. Following Board endorsement, the budget shall be submitted to Regional Council for approval.

### Section 8 – Apportionment of Costs and Revenue

8.1 The Agent shall be entitled to recover its costs from the gross revenues generated by the transfer of POA administration. Gross revenues shall not include Part II Parking revenues, as otherwise provided for in Section 6 of this Agreement.

8.2 The Region shall receive 50% of the net revenues.

8.3 All Municipalities, with the exception of the Region, shall receive 50% of net revenues, and it shall be distributed on the basis of assessment.

## **Alternatives Reviewed**

Further reduction in discretionary expenditures may result in the Niagara Region not being able to meet its obligations under the Memorandum of Understanding with the Ministry of the Attorney General to properly administer the Provincial Offences Court in Niagara in light of operational adjustments required as a consequence of legislative changes (Bill 177) and the COVID-19 pandemic.

## **Relationship to Council Strategic Priorities**

The 2022 operating budget supports the Council Strategic Priority of Sustainable and Engaging Government through the provision of a fiscally sustainable budget in accordance with the Inter-Municipal Agreement.

## **Other Pertinent Reports**

JBM-C 8-2020 – Court Services – 2021 Budget Report

CSD 80-2020 – Court Services – 2021 Budget Report

PW 64-2019 – Public Works – Vision Zero Road Safety Program

JBM-C 2-2021 – Vision Zero Update

CSD 40-2021 – 2022 Budget Planning and Timetable

JBM-C 10-2021 – Court Services 2022 Operating Budget

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### **Prepared by:**

Miranda Vink  
Manager, Court Services  
Corporate Services

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### **Recommended by:**

Todd Harrison, CPA, CMA  
Commissioner, Corporate  
Services/Treasurer

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### **Submitted by:**

Ron Tripp, P.Eng.  
Chief Administrative Officer

This report was prepared in consultation with Sara Mota, Program Financial Specialist, and reviewed by Donna Gibbs, Director, Legal and Court Services and Helen Chamberlain, Director of Financial Management and Planning.

## **Appendices**

Appendix 1                      Court Services Schedule of Revenues and Expenditures

**Court Services Schedule of Revenues and Expenditures**  
**DeptID: D\_70000A Court Services**  
**Fiscal Year: 2022**

Appendix 1  
CSD 77-2021  
November 25, 2021

Year	2021	2021	2021	2022	2022	2022	2022	2022	2022	2022
Object of Expenditure	Budget (excluding COVID-19)	COVID-19	Total Budget	Total Base Services	Base Variance	Base Variance %	Total Program Changes (COVID-19)	Total	Total Variance	Total Variance %
A_40000AB Compensation	2,549,452	-	<b>2,549,452</b>	2,469,029	(80,423)	(3.2%)	378,176	<b>2,847,205</b>	297,753	11.7%
A_41000AB Administrative	2,894,294	9,550	<b>2,903,844</b>	2,740,044	(154,250)	(5.3%)	14,300	<b>2,754,344</b>	(149,500)	(5.1%)
A_44000AB Operational & Supply	1,147,877	(33,994)	<b>1,113,883</b>	1,097,512	(50,365)	(4.5%)	(216,038)	<b>881,474</b>	(232,409)	(20.9%)
A_50000AB Occupancy & Infrastructure	-	1,000	<b>1,000</b>	-	-	0.0%	1,000	<b>1,000</b>	-	-
A_52000AB Equipment, Vehicles,Technology	500	13,000	<b>13,500</b>	8,600	8,100	60.0%	5,600	<b>14,200</b>	700	5.2%
A_58000AB Financial Expenditures	223,000	-	<b>223,000</b>	198,000	(25,000)	(11.2%)	-	<b>198,000</b>	(25,000)	(11.2%)
A_75100AC Transfers To Funds	308,050	-	<b>308,050</b>	200,000	(108,050)	(35.1%)	-	<b>200,000</b>	(108,050)	(35.1%)
A_60000AC Allocation Between Departments	(2,980)	-	<b>(2,980)</b>	(3,910)	(930)	31.2%	-	<b>(3,910)</b>	(930)	31.2%
<b>Gross Expenditure Subtotal</b>	<b>7,120,193</b>	<b>(10,444)</b>	<b>7,109,749</b>	<b>6,709,275</b>	<b>(410,918)</b>	<b>(5.8%)</b>	<b>183,038</b>	<b>6,892,313</b>	<b>(217,436)</b>	<b>(3.1%)</b>
A_34950AB Other Revenue	(8,924,747)	-	<b>(8,924,747)</b>	(8,706,527)	218,220	(2.4%)	-	<b>(8,706,527)</b>	218,220	(2.4%)
<b>Gross Revenue Subtotal</b>	<b>(8,924,747)</b>	-	<b>(8,924,747)</b>	<b>(8,706,527)</b>	<b>218,220</b>	<b>(2.4%)</b>	-	<b>(8,706,527)</b>	<b>218,220</b>	<b>(2.4%)</b>
<b>Net Expenditure (revenue) before indirect allocations</b>	<b>(1,804,554)</b>	<b>(10,444)</b>	<b>(1,814,998)</b>	<b>(1,997,252)</b>	<b>(192,698)</b>	<b>10.6%</b>	<b>183,038</b>	<b>(1,814,214)</b>	<b>784</b>	<b>(0.0%)</b>
A_70000AC Indirect Allocation	539,775	50,000	<b>589,775</b>	566,988	27,213	4.6%	38,000	<b>604,988</b>	15,213	2.6%
A_70200AC Capital Financing Allocation	545,049	-	<b>545,049</b>	570,186	25,137	4.6%	-	<b>570,186</b>	25,137	4.6%
<b>Allocation Subtotal</b>	<b>1,084,824</b>	<b>50,000</b>	<b>1,134,824</b>	<b>1,137,174</b>	<b>52,350</b>	<b>4.6%</b>	<b>38,000</b>	<b>1,175,174</b>	<b>40,350</b>	<b>3.6%</b>
<b>Net Expenditure (revenue) after indirect allocations</b>	<b>(719,730)</b>	<b>39,556</b>	<b>(680,174)</b>	<b>(860,078)</b>	<b>(140,348)</b>	<b>20.6%</b>	<b>221,038</b>	<b>(639,040)</b>	<b>41,134</b>	<b>(6.1%)</b>
FTE - Reg	-	-	<b>35.0</b>	35.0	-	-	-	<b>35.0</b>	-	-
FTE - Temp	-	-	-	-	-	-	6.0	<b>6.0</b>	6.0	-



REGIONAL MUNICIPALITY OF NIAGARA  
**POLICE SERVICES BOARD**

5700 VALLEY WAY, NIAGARA FALLS, ONTARIO L2E 1X8

Tel: (905) 688-4111 Fax: (289) 248-1011

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Website: [www.niagarapolice.ca](http://www.niagarapolice.ca)

November 17, 2021

**SENT BY EMAIL**

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

Dear Ms. Norio:

**RE: REVISED 2022 Proposed Operating Budget  
Niagara Regional Police Service/Niagara Police Services Board**

At a Special Public Meeting held on November 17, 2021, the Regional Municipality of Niagara Police Services Board considered the motion passed at the Budget Review Committee-of-the Whole meeting held on November 4, 2021 requesting the Board consider a reduction of \$500,000 from the 2022 proposed operating budget. After further review and consideration, the Board unanimously passed the following motion:

***" That the Police Services Board:***

- 1. Receive and approve the 2022 Operating Budget for the Police Service and Board resulting in a Total Net Expenditure Budget before Indirect Allocations of \$168,377,688;***
- 2. Submit the revised budget of the Service and the Board to Regional Council for approval; and***
- 3. Request the Region transfer over \$4.47 million to the Police Service from the \$31 million 2020 budget surplus. Carried."***

A report from the Niagara Regional Police Service is attached. I would ask that this information be placed on the agenda for the Regional Budget Review Committee-of-the-Whole meeting scheduled for November 25, 2021.

Sincerely,

Deb Reid  
Executive Director

Encl.

c: Regional Chair Jim Bradley, Niagara Region  
CAO Ron Tripp, Niagara Region  
Mr. Todd Harrison, Commissioner of Corporate Services, Niagara Region  
Chair and Members, Niagara Police Services Board  
Chief Bryan MacCulloch, Niagara Regional Police Service



**NIAGARA REGIONAL POLICE SERVICE**  
**Police Services Board Report**

RECEIVED  
FOS OR  
NOV 15 2021

**PUBLIC AGENDA**

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**Subject:** Budget – 2022 Revised Operating Budget  
**Report To:** Chair and Members, Niagara Police Services Board  
**Report Date:** 2021-11-12

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**Recommendation(s)**

**That the Police Services Board:**

- 1. Receive and approve a revised 2022 Operating Budget for the Police Service and Board resulting in a Total Net Expenditure Budget before Indirect Allocations of \$168,377,688.**
- 2. Submit the revised budget of the Service and the Board to Regional Council for approval.**

**Key Facts**

- At the Budget Review Committee of the Whole Council meeting held on Thursday, November 4, 2021, the proposed 2022 Niagara Regional Police Service (NRPS) and Police Service Board budget of \$168,877,688, which represents an increase of 4.9% above 2021 approved budget was received for approval.
- After a lengthy discussion on the proposed 2022 budget, Council motioned to defer the approval of the 2022 NRPS Budget to allow the Service to consider a revised budget removing \$500,000 from the proposed operating budget.
- The Service considered four budget adjustment scenarios and assessed the risk of adopting each scenario on the operations of the Service and its ability to achieve its mandate.
- The Service is recommending a budget adjustment that will reduce the proposed one-time contributions to capital reserve by \$500,000, realized from the compensation savings of budgeting one less salary day in 2022. Rather these savings in compensation will be used to offset other known budget pressures, thereby reducing the budget increase from 4.9% to 4.5%.

**Financial Considerations**

The Service considered four budget adjustment scenarios to reduce the 2022 proposed budget by \$500,000, where each scenario was evaluated using a risk assessment on



impact to operations and our ability to achieve our mandate. As a result, the Service is recommending the following budget adjustment scenario be approved:

*That the one-time discretionary savings of \$500,000 from the 2021 budget day savings be removed from contributions to reserve and used to mitigate the 2022 non-discretionary budget pressures.*

This scenario being the least impactful to operations and to our mandate. The other three budget adjustment scenarios are outlined within the alternatives reviewed section of this report and are not recommended.

The recommended budget adjustment will be implemented as illustrated in the following table:

<b>Reserve Funds</b>	<b>2022 Proposed Budget</b>	<b>Recommended Budget Adjustment</b>	<b>Transfer between Reserves</b>	<b>2022 Revised Budget</b>
Vehicle Levy Reserve	\$2,110,000	(\$200,000)	\$175,000	\$2,085,000
Capital Levy Reserve	\$1,775,000	(300,000)	75,000	\$1,550,000
WSIB Future Employee Benefits	200,000	-		200,000
Contingency Reserve	250,000	-	(250,000)	-
<b>Total - Contributions to Reserves</b>	<b>\$4,335,000</b>	<b>(\$500,000)</b>	<b>-</b>	<b>\$3,835,000</b>

This budget adjustment scenario includes a one-time use of the contributions to contingency reserve of \$250,000 included in the base to be redirected to the capital levy reserve for 2022 to mitigate any future impacts on capital asset acquisitions. The purpose of the contingency reserve fund is to mitigate one-time cost pressures on the Service budget. The forecasted balance for December 31, 2021, is expected to be \$954,332. Although this balance falls short of the Region's reserve policy funding target of 16% of gross expenditures, nevertheless the Service recommends redirecting the contributions to the contingency reserve for 2022 only, and to resume these contributions in 2023.

This budget adjustment will only impact the contributions to reserves section of the budget and does not require a reduction to the budget related to compensation or other supplies therefore is the least impactful option to Service operations.

This recommended budget adjustment will result in a 2024 budget pressure of \$1.0M resulting from the requirement to budget an additional two salary days. This cost pressure is in addition to anticipated increases related to inflation and wage settlements. With 90% of the budget to fund salary and benefits, a mitigation strategy required to redirect \$1.0M in base budget funds to cover two salary days, will be a challenge.

Further, the removal of the one-time discretionary funds leads to a greater dependency on debt financing for capital asset replacement where a deferral may not be possible for assets requiring replacement in years 2023 to 2029.

This recommended budget adjustment results in a revised consolidated net expenditure budget for the Niagara Regional Police Service and the Board is \$168,377,688, which is a 4.5% increase to the 2021 approved budget.

Police Service	\$167,414,059
Board	963,629
Niagara Regional Police Service and Board	\$168,377,688

## Analysis

At the Budget Review Committee of the Whole Council meeting held on Thursday, November 4, 2021, the proposed 2022 Niagara Regional Police Service (NRPS) budget was received for Council approval. Pending a lengthy discussion on the proposed 2022 budget the following motion was passed:

*"That consideration of the 2022 Proposed Operating Budget – Niagara Regional Police Service and Police Services Board **BE DEFERRED** to the Budget Review Committee of the Whole meeting being held on Thursday, November 25, 2021, to allow the Niagara Regional Police Services Board to provide a revised budget removing \$500,000 from the 2022 proposed operating budget as requested."*

The request posed by Council to reduce the 2022 proposed budget by \$500,000 is derived from a report, BRC-C 9-2021, additional information regarding NRPS Budget – 2022 Proposed Operating Budget report, prepared by Region Corporate Services Staff. This report highlights the Service's capital financing strategy included in the 2022 proposed operating budget. To recap, the capital financing strategy included an investment of \$320,000 incremental to the 2021 budget and \$500,000 one-time 2021 base savings redirected from salary accounts; this savings represents one budget salary day.

The strategy behind using one-time discretionary funds of \$500,000 for capital financing was twofold; 1) ensure funds available to procure the replacement of capital assets and 2) reduce the Service dependency on debt financing in the next few years as it strived to reach its target of \$5.6M in annual capital contributions.

Report BRC-C 9-2021 proposes the use of this one-time discretionary funds be used to reduce the 2022 budget increase of 4.9%.

The table below details the base increases and program changes impact on the 2021 revised operating budget of the Service and Board with the recommended budget adjustment as requested by Region staff and Council.

	\$	% Incr.
<b>2021 Service &amp; Police Service Board Approved Budget</b>	<b>\$161.1M</b>	
<b>Net Budget Impacts:</b>		
Salary and benefit increases	5.9	3.7%
Capital funding investment	0.3	0.2%
Fuel rate increase	0.2	0.1%
Software licensing & other net expenses	0.3	0.2%
Loss of court security grant funding	0.1	0.0%
New 3 <sup>rd</sup> party P25 voice radio subscriber fee revenue	(0.3)	(0.2%)
<b>Total – Net Budget Impacts</b>	<b>6.5</b>	<b>4.0%</b>
<b>2022 Base Budget before Program Changes</b>	<b>\$167.6</b>	
Program changes	\$0.8	0.5%
<b>2022 Net Expenditure Budget before Indirect Allocations</b>	<b>\$168.4M</b>	<b>4.5%</b>

Updated schedules for the 2022 operating and capital budgets based on the revised 2022 operating budget are provided in the appendices. Appendix 1 provides a 2022 Revised Operating Budget - Statement of Revenues and Expenses. The revised 2022 capital budget schedules resulting from the recommended budget adjustment are provided in Appendix 2, Appendix 3 and Appendix 4(A).

### Alternatives Reviewed

The Service considered the following alternative budget adjustment scenarios to achieve Council's request to reduce the proposed 2022 operating budget by \$500,000; however, are not recommended.

1. Reduce the contributions to Capital Levy Reserve by \$500,000
2. Reduce program changes by \$500,000
3. No reduction to the proposed 2022 operating budget

A risk assessment was conducted on each alternative budget adjustment option to determine impact to Service operations and to the preservation of Council support of the Service mandate. These three scenarios presented above were considered but are not recommended due to the impact to the Service operation and its ability to achieve its mandate. The determining factor was the requirement to defer capital asset acquisitions

or to delay the addition of much needed resources in Service programs that are currently underfunded.

### **Relationship to Police Service/Board Strategic Priorities**

Under the provisions of the Act, the Police Services Board is responsible for providing adequate and effective police services in the Regional Municipality of Niagara.

### **Relevant Policy Considerations**

In accordance with Section 39 of the Act, the Board submits a funding request to Regional Council for the upcoming year after reviewing and approving the Service's detailed budget submission.


### **Other Pertinent Reports**

June 24, 2021, 8.1 – Budget Planning - 2022 Operating and Capital Budget

July 22, 2021, 8.2 – Capital Budget and 9 Year Forecast – Budget Year 2022

October 14, 2021, 5.1 – 2022 Niagara Regional Police Service and Police Services Board Proposed Operating Budget

*This report was prepared by Laura Rullo, Manager, Finance, reviewed by Richard Frayne, Superintendent, Corporate Services and recommended by Bill Fordy, Deputy Chief of Police, Support Services.*



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**Submitted by:**

Bryan MacCulloch, M.O.M. #5835  
Chief of Police

### **Appendices**

- Appendix 1 - 2022 Revised Operating Budget – Statement of Revenue and Expenses
- Appendix 2 - Revised Projected Capital Levy Reserve and Vehicles and Equipment Replacement Reserve Fund Balances
- Appendix 3 - Revised Proposed Capital Budget & Nine-year Forecast: 2022 – 2031
- Appendix 4(A) - Revised Niagara Regional Police Service – Detailed 2023 Capital Budget Forecast

**Niagara Regional Police Service**  
**Appendix 1: 2022 Revised Operating Budget - Statement of Revenue and Expenses**

	2022 Budget	2021 Budget	Variance	Variance %
<b>Gross Expenditures</b>				
Compensation	170,990,710	163,334,856	7,655,854	4.7%
Administrative	4,036,655	3,970,086	66,569	1.7%
Operational & Supply	2,372,750	2,446,003	(73,253)	-3.0%
Occupancy & Infrastructure	298,450	363,898	(65,448)	-18.0%
Equipment, Vehicles & Technology	7,505,587	7,131,630	373,957	5.2%
Financial Expenditures	-	100	(100)	-100.0%
Intercompany Charges	222,138	248,638	(26,500)	-10.7%
Transfers To/From Reserve Funds	3,470,000	1,860,000	1,610,000	86.6%
<b>Total - Gross Expenditures</b>	<b>188,896,290</b>	<b>179,355,211</b>	<b>9,541,079</b>	<b>5.3%</b>
<b>Revenues</b>				
Provincial Grants	(9,335,439)	(9,453,043)	117,604	-1.2%
Fees for Service	(5,940,500)	(4,881,500)	(1,059,000)	21.7%
Other Revenues	(3,075,829)	(2,334,116)	(741,713)	31.8%
Recoveries	(2,166,834)	(1,626,511)	(540,323)	33.2%
<b>Total - Revenues &amp; Recoveries</b>	<b>(20,518,602)</b>	<b>(18,295,170)</b>	<b>(2,223,432)</b>	<b>12.2%</b>
<b>Net Expenditures Before Indirect Allocations</b>	<b>\$ 168,377,688</b>	<b>\$ 161,060,041</b>	<b>\$ 7,317,647</b>	<b>4.5%</b>

**APPENDIX 2**
**Revised Projected Capital Levy Reserve and Vehicles and Equipment Replacement Reserve Fund Balances**

	Yr0	Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7	Yr8	Yr9	
<b>POLICE CAPITAL LEVY</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>Total</b>
Opening Balance	378,252	429,352	234,352	259,352	304,352	619,352	704,352	559,352	484,352	509,352	378,252
Add: Net Current Budget Contributions	1,550,000	1,705,000	2,025,000	2,345,000	2,665,000	2,985,000	3,305,000	3,625,000	3,625,000	3,625,000	27,455,000
Less: Allocations to Capital:	-1,498,900	-1,900,000	-2,000,000	-2,300,000	-2,350,000	-2,900,000	-3,450,000	-3,700,000	-3,600,000	-3,500,000	-27,198,900
Closing Balance	429,352	234,352	259,352	304,352	619,352	704,352	559,352	484,352	509,352	634,352	634,352
Target Minimum Reserve Balance	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	
<b>VEHICLE &amp; EQ'M REPL. RESERVE</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>Total</b>
Opening Balance	24,045	31,045	81,045	231,045	281,045	431,045	481,045	481,045	481,045	481,045	24,045
Add: Current Budget Contributions	2,085,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	20,085,000
Less: Allocations to Capital	-2,078,000	-1,950,000	-1,850,000	-1,950,000	-1,850,000	-1,950,000	-2,000,000	-2,000,000	-2,000,000	-2,350,000	-19,978,000
Closing Balance	31,045	81,045	231,045	281,045	431,045	481,045	481,045	481,045	481,045	131,045	131,045
Target Minimum Reserve Balance	0	0	0	0	0	0	0	0	0	0	

### APPENDIX 3

#### Revised Proposed Capital Budget & Nine-year Forecast: 2022 - 2031

Year	2021 Forecast	2022 Program Changes	2022 Capital Budget & Forecast	Total Capital Expenditures	Sources of Financing for Capital Budget								
					Capital Levy	%	Vehicles & Equ'm Repl. Res. Fund	%	Debenture Approvals	%	%	Total Financing	%
2022	5,889,000	(1,972,100)	3,916,900	3,916,900	1,498,900	38.3	2,078,000	53.1	340,000	8.7	0.0	3,916,900	100.0
2023	44,314,000	(38,714,000)	5,600,000	9,516,900	1,900,000	33.9	1,950,000	34.8	1,750,000	31.3	0.0	5,600,000	100.0
2024	5,214,000	39,286,000	44,500,000	54,016,900	2,000,000	4.5	1,850,000	4.2	40,650,000	91.3	0.0	44,500,000	100.0
2025	3,614,000	1,786,000	5,400,000	59,416,900	2,300,000	42.6	1,950,000	36.1	1,150,000	21.3	0.0	5,400,000	100.0
Subtotal	59,031,000	385,900	59,416,900		7,698,900	13.0	7,828,000	13.2	43,890,000	73.9	0.0	59,416,900	100.0
2026	3,714,000	1,136,000	4,850,000	64,266,900	2,350,000	48.5	1,850,000	38.1	650,000	13.4	0.0	4,850,000	100.0
2027	3,664,000	1,586,000	5,250,000	69,516,900	2,900,000	55.2	1,950,000	37.1	400,000	7.6	0.0	5,250,000	100.0
2028	3,764,000	1,686,000	5,450,000	74,966,900	3,450,000	63.3	2,000,000	36.7	-	0.0	0.0	5,450,000	100.0
2029	3,864,000	1,836,000	5,700,000	80,666,900	3,700,000	64.9	2,000,000	35.1	-	0.0	0.0	5,700,000	100.0
2030	3,464,000	2,136,000	5,600,000	86,266,900	3,600,000	64.3	2,000,000	35.7	-	0.0	0.0	5,600,000	100.0
2031	8,850,000	-	8,850,000	95,116,900	3,500,000	39.5	2,350,000	26.6	3,000,000	33.9	0.0	8,850,000	100.0
Subtotal	27,320,000	8,380,000	35,700,000		19,500,000	54.6	12,150,000	34.0	4,050,000	11.3	0.0	35,700,000	100.0
Grand Total	86,351,000	8,765,900	95,116,900		27,198,900	28.6	19,978,000	21.0	47,940,000	50.4	0.0	95,116,900	100.0



APPENDIX 4(A)

Revised Niagara Regional Police Service - Detailed 2023 Capital Budget Forecast

Year: 2023

Project Description	2021 Forecast for 2023	Program Changes	2023 Capital Budget	2023 Capital Financing			
				Capital Levy	Vehicles & Eq'm Repl. Fund	Debenture Approvals	Total 2023 Financing
Vehicles	1,500,000	450,000	1,950,000	-	1,950,000	-	1,950,000
IT & Network Equipment Replacement	950,000	50,000	1,000,000	1,000,000	-		1,000,000
NG911		100,000	100,000		-	100,000	100,000
Capital Asset Acquisitions	350,000	650,000	1,000,000	750,000		250,000	1,000,000
CEW Replacements	1,100,000	(950,000)	150,000	150,000	-		150,000
Speed Detection Devices	14,000	(14,000)	-	-	-	-	-
Body Worn Cameras		1,000,000	1,000,000			1,000,000	1,000,000
Mobile Communications Unit	400,000		400,000	-	-	400,000	400,000
Centralized Facility Model - Phase 2	40,000,000	(40,000,000)	-			-	-
				-			
<b>TOTAL</b>	<b>44,314,000</b>	<b>-38,714,000</b>	<b>5,600,000</b>	<b>1,900,000</b>	<b>1,950,000</b>	<b>1,750,000</b>	<b>5,600,000</b>
				33.9%	34.8%	31.3%	100.0%

## MEMORANDUM

**BRC-C 15-2021**

**Subject:** Councillor Information Request Regarding Cost per Household for Policing Services

**Date:** November 25, 2021

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

**From:** Helen Chamberlain, Director, Financial Management & Planning/ Deputy Treasurer

At the November 4, 2021 Budget Review Committee of the Whole (BRC) meeting the following Councillor Information Request was received:

Provide information respecting the cost per household of the Niagara Regional Police Service based on the 2022 proposed operating budget. Councillor Butters.

In response to this request, the below table has been prepared to provided Council with insight on the Polices services 2022 incremental levy request and the impacts it will have on the typical residential property in the Region. Staff have also taken this opportunity to summarize the impact of all Regional Agencies, Boards and Commissions as their budget requests will also be presented at the November 25, 2021 Budget Review Committee of the Whole meeting.

Table 1 – 2022 Household Property Tax Impact (\$)

Item	Impact to Household	Cost per Household
2021 Cost per Typical Household		1,638
Regional Departmental*	21	
Council Priority 1.1% Reduction to '21 Base Budget*	14	
Capital Financing*	14	
NPCA	1	
NRH	(1)	
NRP	32	
Court Services	(1)	
2022 Est. Total		1,718

\* 2022 levy operating budget has not yet been presented to BRC therefore the budget strategy has been used for regional departments at 2%, funding for 2021 Council priority to reduce base budget of 1.1% and capital financing increase of 1%.

The following disclosures should be considered in concert with the above table:

- The 2022 household impacts are provided for illustration purposes only and are subject to change until the actual levy requirements are ratified by Council.
- The information presented above is an estimate only and is not reflective of any changes to 2022 property tax policy that may occur.
- The 2022 cost per typical household is based on an average residential assessed value in the Region of \$278,764.

Respectfully submitted and signed by

---

Helen Chamberlain, CPA, CA  
Director, Financial Management & Planning/ Deputy Treasurer