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December 3, 2020

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, 2020, the Board of Directors of the Niagara Peninsula Conservation Authority adopted the following as Resolution No. FA-163-20:

*Moved by Board Member Kawall  
Seconded by Board Member Bylsma*

1. **THAT** Report No. FA-59-20 RE: 2021 Draft Operating and Capital Budgets **BE RECEIVED**.
2. **THAT** Report No. A&BC-11-20 RE: 2021 Draft Operating and Capital Budgets **BE APPROVED** for discussion with participating municipal staff, in accordance with Board approved Budget Assumptions.
3. **THAT** Staff **INCLUDE** a request in 2021 budget discussions with the Regional Municipality of Niagara for a contribution of \$500,000 to replenish capital reserves.
4. **THAT** Staff continue to discuss the possibility of re-instating the Land Acquisition Reserve contributions with municipal funding partners.
5. **THAT** the list of 2021 unfunded pressures **BE PROVIDED** to partner municipalities for any future opportunities outside the 2021 budget through collaborative projects or external funding.
6. **THAT** NPCA staff **REPORT** the results of discussions with participating municipal staff to the 2021 Q1 Finance Committee meeting.

**CARRIED**

Included herewith for reference is a copy of the aforementioned Report No. FA-59-2020. 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,

A handwritten signature in cursive script that reads "Brenda Johnson".

Brenda Johnson  
Chair, NPCA

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**Report To: Board of Directors**

**Subject: 2021 Draft Operating and Capital Budgets**

**Report No: FA-59-20**

**Date: November 19, 2020**

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**Recommendation:**

1. **THAT** Report No. FA-59-20 RE: 2021 Draft Operating and Capital Budgets **BE RECEIVED**.
2. **THAT** Report No. A&BC-11-20 RE: 2021 Draft Operating and Capital Budgets **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 2021 unfunded pressures **BE PROVIDED** to partner municipalities for any future opportunities outside the 2021 budget through collaborative projects or external funding;
5. **THAT** NPCA staff **REPORT** the results of discussions with participating municipal staff to the 2021 Q1 Finance Committee meeting.

**Purpose:**

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

- 2021 Budget Assumptions
- 2021 Levy Apportionment
- 2021 Draft Operating and Capital Budget
- 2021 Unfunded Pressures

## Background:

In July 2020, the Board considered the Budget Assumptions for 2021 which included a 1.75% COLA adjustment (as negotiated through the Collective Agreement approved by the Board of Directors), and a 2% provision for inflation. In the development of the recommended budget assumptions for the 2021 budget process, Staff 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 for 2021.
- Operating and capital unfunded pressures
- Operational impact of the Covid-19 pandemic – 2020 and beyond
- Budget guidelines from municipal partners
- Budget process and structure from other conservation authorities
- General economic outlook and political climate
- Implications of Bill 108 and provincial funding
- Impacts on service delivery
- Asset management, state of good repair for asset base, capital funding gaps, deferred capital projects and building a sustainable capital plan
- New programs and growth initiatives

NPCA has received 2021 budget guidance from Niagara Region, which includes a provision for a 2% increase over 2020.

At the time this report was drafted, Staff had not received 2021 Budget Guidelines from the City of Hamilton, however unofficially, budget guidance is expected to come in at 2% against 2020. Budget guidelines from Haldimand County have not been received yet.

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

On October 29, 2020 Report No. A&BC-11-20 – 2021 Draft Operating and Capital Budgets was presented to the Audit and Budget (Finance) Committee, and the following resolutions were passed in part:

***THAT Staff PROVIDE a justification report to support the two additional FTE's included in the Draft 2021 Budget.***

***THAT the Committee REQUESTS Staff include in 2021 budget presentations the re-initiation of Niagara Region's contribution to the Niagara Land Acquisition Reserve.***

***THAT the Finance Committee RECOMMENDS that the Board approve the 2021 Draft Operating and Capital Budgets for discussions with participating municipal Staff.***

The 2021 General Levy Apportionment as per guidance provided by MNRF breaks down as follows, with comparable statistics for 2020:

<b>2021 Levy Apportionment</b>			
	<b>2021</b>	<b>2020</b>	<b>Variance</b>
Niagara	76.9811%	77.2459%	-0.2648%
Hamilton	21.1565%	20.9048%	0.2517%
Haldimand	1.8624%	1.8493%	0.0131%
Total	100.0000%	100.0000%	0.0000%

### **Discussion:**

Draft 2021 Operating Budget – see Appendix 1.

Overall, revenues and expenses in this zero-based budget are projected to increase by \$390,748, (3.9%), due in large part to anticipated increases in Authority generated funds in Park Operations and Permits/Regulatory Fees. The increase to the Municipal General Levy is in line with Board approved Budget Assumptions: 1.98%, or \$120,823. Gap of approx. \$108,985 resulting from transfer of Niagara Region Tree and Forest Conservation By-Law administration has been addressed through internal efficiencies, gapping and self-generated revenues within the 2021 budget.

### **2021 Operating Budget – Staff Complement**

Included in the 2021 Draft Operating Budget is an addition of 2 FTE to the staffing complement. Further to resolutions from the October 29, 2020 Finance Committee meeting, please note the rationale below for each FTE based on an internal business case.

#### Watershed - Ecological Technician

Based on the current volume of Planning Act and NPCA Permit applications, the NPCA is unable to consistently meet the current CO review timelines (under the new Client Service Standards) with one Ecological Technician. This has placed considerable workload on one staff position serving the entire jurisdiction. In addition, the volume of work does not allow proper review on other items within the organization such as Environmental Assessments, restoration projects or projects on NPCA land. As such, by securing a second position, this will allow the NPCA to achieve Client Service Targets established by CO and ensure better quality application reviews. It should be noted also that the addition of this position to complement brings staffing back to pre-2018 levels to provide adequate planning ecology capacity.

#### Human Resources – Health and Safety

This role would be pivotal in validating NPCA's commitment to protecting the health and safety of our staff. In the CA environment there is a wide variety of work performed that may have varying requirements when it comes to health and safety, alongside legislated requirements (i.e. ice, heights, swift water, etc.) The impact of COVID-19 in 2020, coupled with anticipated additional health and safety measures will require continued focus for the foreseeable future. As such, a dedicated Health

and Safety position is critical. It should be noted that NPCA will be classifying this position as incremental pandemic expenses in an effort to capitalize on anticipated external funding sources (i.e. Safe Restart).

While the Joint Occupational Health and Safety Committee (JOHSC) ensures adherence to legislation, there are many updates and proactive tasks that they would like to prioritize: an update of the health and safety policy manual, implementation of the MSDS online program and performance of an organization wide risk assessment. Current workload of existing staff is such that these tasks cannot be undertaken without additional human resources. This professional and trained expert will also support NPCA Park operations on how to best protect the safety of our patrons. This FTE also represents a much needed redundancy in the Human Resources department to serve the growing needs of the organization.

### **Special Levy – Land Acquisition - Hamilton**

Since 2016, the City of Hamilton has contributed \$100,000 annually to a Land Acquisition Reserve. The current reserve balance as at December 31, 2019 is \$994,152.

In 2020, in anticipation of the adoption of a formal land acquisition strategy for the NPCA, it was decided that a contribution to the Land Acquisition Reserve from the City of Hamilton would be deferred. NPCA's Land Acquisition Strategy is currently in progress and scheduled to be completed in the Spring of 2021.

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

### **Special Levy – Land Acquisition – 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 current reserve balance as at December 31, 2019 is \$1.798M.

In 2019, the NPCA Board of Directors passed a resolution to reverse the proposed 2019 contribution of \$500,000 for the Niagara Land Acquisition Reserve. In 2020, in anticipation of the adoption of a formal land acquisition strategy for the NPCA, it was decided that a contribution to the Land Acquisition Reserve from Niagara Region would be deferred. NPCA's Land Acquisition Strategy is currently in progress and scheduled to be completed in the Spring of 2021.

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

## Draft 2021 Capital Budgets

2021 Capital Budget targets, in accordance with Budget Assumptions:

<b>2021 Capital - Target</b>		
2020 Special Levy - Niagara		1,103,236
2020 Special Levy - Hamilton		203,552
2020 Special Levy - Haldimand		12,904
Sub Total		1,319,692
2% CPI per budget assumptions		26,394
<b>2021 Capital Target</b>		<b>1,346,086</b>

Please see Appendix 2(a) for consolidated summary and Appendix 2(b) for details on the 2021 Draft Capital Budget.

Overall, critical capital requirements supported by municipal Special Levy proposed for the 2021 fiscal year exceed the capital target:

Target	\$ 1,346,086
Proposed	1,465,216
Shortfall	\$ 119,130

In an effort to ensure critical infrastructure and health/safety projects for 2021 can be undertaken, Staff will be seeking external funding and/or grant opportunities, ensuring we explore all available alternatives. Staff are also investigating access to OPG Funding under the terms of the existing MOU. Additionally, Niagara Region may consider a provision for incremental COVID-19 related expenses. To that end, these expenses have been presented as a separate line item. Budgets will be adjusted accordingly in the next few months subsequent to discussions with our municipal partners.

## Unfunded Budget Pressures

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:

- The organization is currently in the process of undertaking a significant amount of work to address the 2018 Auditor General Recommendations requiring substantial staff resources and incremental costs.
- The COVID 19 Pandemic has exerted a great deal of pressure on NPCA Greenspace and Parks. NPCA needs to make significant investments in infrastructure upgrades and staffing resources to be able to safely serve our communities.
- Staff anticipate significant planning and growth pressures in the coming years in the NPCA jurisdiction requiring NPCA to invest in proactive science and information to support decision making.
- NPCA's assets and infrastructure have a significant state-of good repair backlog and gaps that needs to be addressed.
- Full impact of Conservation Authority changes through Bill 229 are currently unknown.

A preliminary assessment of current unfunded pressures was prioritized by Staff. These initiatives (\$7.4M), classified in 3 categories outlined below are listed in Appendix 2.

### **Restoration and Shoreline Resiliency:**

The watershed entrusted to the Niagara Peninsula Conservation Authority (NPCA) is environmentally degraded as evident from its fragmented natural areas and poor surface water quality. Previous studies by the NPCA have estimated that the watershed achieves only fifty-six percent (56%) cumulatively towards the minimum thresholds for several ecological objectives that science recommends for an environmentally viable landscape. Ambient monitoring also indicates most of the watershed's surface waters suffer from poor to marginal water quality. Climate change is causing significant and far-reaching impacts on both local watercourses and the Great Lakes whose shorelines are complex ecological and social-political environments. Demonstrating leadership towards ensuring resilient natural environment systems and shorelines through the maintenance and enhancement of natural features with an emphasis on nature based solutions under an adaptive management approach entirely aligns with NPCA's local natural resources management mandate.

### **Planning and Growth Pressures**

A prime mandate of the NPCA is to keep people and property safe from the impacts of natural hazards. To this end, the NPCA administers Ontario Regulation 155/06 *'Development, Interference with Wetlands and Alterations to Shorelines and Watercourses'*, made under Section 28 of the Conservation Authorities Act. Works proposed to be undertaken in an area regulated by the NPCA require that a permit be obtained prior to undertaking construction. In addition, the NPCA has been delegated the responsibility by the Ministry of Natural Resources and Forestry to represent the provincial interest with respect to natural hazards under Section 3.1 of the Provincial Policy Statement (2020). This responsibility includes the NPCA commenting on municipal documents such as Official Plans, Zoning Bylaws and Planning Act applications. A key component to administering these pieces of legislation is understanding where these natural hazards are located in order to assist the NPCA in directing development away from hazard-prone lands.

### **State of Good Repair**

The NPCA completed an operational asset review in Q2 2020. The review included updating the condition of every NPCA-owned asset. The result of the project concluded that the majority of NPCA assets were in fair to poor condition. The asset review led to the creation of a multi-year capital plan to upgrade and sustain all NPCA assets at an appropriate standard. When analyzing the conditions of the assets it was deemed that several Conservation Areas needed to be addressed.

The NPCA's Conservation Areas saw a substantial increase in visitation in 2020, which exposed several assets that were in poor condition. Day use attendance revenue at NPCA active parks, including Ball's Falls, Binbrook, Chippawa Creek and Long Beach, increased significantly in 2020 despite capacity limitations due to COVID-19. NPCA staff also noted a substantial increase in visitors at NPCA's popular passive parks. The increase in park visitation exposed some NPCA asset weaknesses which include conservation area signage: entrance, visitor information and educational signs.



Green Infrastructure is an additional area that NPCA staff would like to address in improving the condition of its current assets. Repairs and replacements to bicycle parking, solar recharge stations and shade structures are projects to enhance the current condition of conservation areas.

The NPCA is responsible for 41 conservation areas covering 7300 acres of property. We are fortunate to have many incredible properties that offer a variety of uses for people to enjoy, including passive recreational uses. NPCA's hiking trails need enhancements to bring existing trails back to a good condition. Projects such as widening trails, repairs to trailside seating, boardwalks, accessibility trail repair and landscaping will bring the trails to an appropriate standard.

Infrastructure assets at the NPCA's active conservation areas are concerning. These assets include septic systems, roadways, comfort stations, pavilions, workshops, among other assets. Most roadways are in poor condition and are in much need of repair. With an increase in visitors and more people and vehicles in the conservation areas, speed bumps have become an important method to control the flow and speed of traffic for health and safety reasons.

The equipment asset classification currently has several assets in exceedingly poor condition. Best practice for frequently-used equipment such as mowers, utility vehicles and tractors is to assign an asset life cycle of 4 to 5 years. The majority of high-use equipment utilized by NPCA staff is over 10 years old. Ageing, deteriorating equipment has led to an increase in equipment maintenance costs as well as a decrease in operational efficiency.

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## Summary – 2021 Municipal Levy

Summary - 2021	2020	2021	Variance	%
<b>Niagara</b>				
- General Levy	4,706,327	4,684,681		
- Special Levy - Capital	1,103,236	1,241,073		
Sub Total	5,809,563	5,925,754	116,191	2.00%
- Covid-19 Pandemic	-	109,464	109,464	
<b>Total</b>	<b>5,809,563</b>	<b>6,035,218</b>	<b>225,655</b>	<b>3.88%</b>
<b>Hamilton</b>				
- General Levy	1,273,658	1,307,251		
- Special Levy - Operating	23,315	-		
- Special Levy - Capital	180,237	199,503		
<b>Total</b>	<b>1,477,210</b>	<b>1,506,754</b>	<b>29,544</b>	<b>2.00%</b>
<b>Haldimand</b>				
- General Levy	112,671	112,077		
- Special Levy - Capital	12,904	24,640		
<b>Total</b>	<b>125,575</b>	<b>136,717</b>	<b>11,142</b>	<b>8.87%</b>
<b>Consolidated</b>				
- General Levy	6,092,656	6,104,009		
- Special Levy - Operating	23,315	-		
- Special Levy - Capital	1,296,377	1,465,216		
Sub Total	7,412,348	7,569,225	156,877	2.12%
- Covid-19 Pandemic	-	109,464	109,464	
<b>Total</b>	<b>7,412,348</b>	<b>7,678,689</b>	<b>266,341</b>	<b>3.59%</b>

*The 2020 Hamilton Special Levy in support of Capital expenditures does not include debt funding for capital projects in the amount of \$1.210M.*

### Financial Implications:

*The Conservation Authorities Act (CAA) Act defines operating expenses under Section 1 of the Act and further explains operating funding under Section 27.*

The revised Act, as proclaimed through Bill 108 refers to mandatory versus non-mandatory programs (Section 21.1.1). These will not be considered as part of the 2021 budget process as the regulations defining these programs have not yet been developed.

The CAA also enables the Authority to establish Fees as outlined in Section 21.2.1 of the Act which is included in the 2021 budget.

*The Conservation Authorities Act (CAA)* Act enables capital projects and the funding thereof through Sections 24, 25 and 26.

Unfunded pressures are currently not included in the 2021 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. These unfunded priorities will be continuously prioritized and incorporated into future budgets as appropriate.

**Related Reports and Appendices:**

Appendix 1: NPCA 2021 Draft OPERATING Budget

Appendix 2(a): NPCA 2021 Draft CAPITAL Budget – Summary

Appendix 2(b): NPCA 2021 Draft CAPITAL Budget - Detailed

**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

2021 DRAFT OPERATING BUDGET				
	TOTAL		VARIANCE	
<i>Appendix 1 - Report No. FA-59-20</i>	2020 Budget	2021 Budget	Amount	%
<b>Revenues</b>				
Municipal Funding				
Regular levy	6,092,656	<b>6,213,480</b>	120,824	1.98%
Special levy - Niagara	5,030	-	5,030	-100.00%
Special levy - Hamilton	23,315	-	23,315	-100.00%
Provincial Funding	-	-		
MNR transfer payments	90,000	<b>90,000</b>	-	0.00%
Provincial Grants - MOE	99,500	<b>115,229</b>	15,729	15.81%
Provincial Grants - Other	159,685	<b>178,365</b>	18,680	11.70%
Federal Grants	100,000	<b>70,000</b>	-	-30.00%
Interest Income	90,000	<b>119,000</b>	29,000	32.22%
Park Operations	2,016,850	<b>2,183,045</b>	166,195	8.24%
Permits and Regulatory Fees	387,108	<b>498,000</b>	110,892	28.65%
Miscellaneous	430,226	<b>398,000</b>	-	-7.49%
<b>TOTAL REVENUES</b>	<b>9,494,370</b>	<b>9,865,119</b>	<b>370,749</b>	<b>3.90%</b>
<b>Expenses</b>				
Salaries and Benefits	6,141,276	<b>6,625,056</b>	483,779	7.88%
Other Employee Related Expenses	235,892	<b>236,648</b>	756	0.32%
Board and Volunteer	81,200	<b>63,600</b>	-	-21.67%
Professional Fees	651,500	<b>562,346</b>	-	-13.68%
Contractor Services	194,000	<b>197,500</b>	3,500	1.80%
Vehicles and Equipment	246,020	<b>275,240</b>	29,220	11.88%
Materials and Supplies	196,622	<b>218,190</b>	21,567	10.97%
Marketing and Promotion	253,000	<b>282,500</b>	29,500	11.66%
Occupancy Costs	548,803	<b>543,250</b>	-	-1.01%
Debt Servicing	5,030	-	5,030	-100.00%
Park Maintenance	468,000	<b>514,890</b>	46,890	10.02%
Other Operating Expenses	473,025	<b>345,900</b>	-	-26.87%
<b>TOTAL EXPENSES</b>	<b>9,494,370</b>	<b>9,865,119</b>	<b>370,749</b>	<b>3.90%</b>

Niagara Peninsula Conservation Authority - 2021 DRAFT CAPITAL BUDGET											
Appendix 2 - Report No. FA-59-20		Location	Funding Source	Munic.	Detailed Funding Source						
Project Name	Niagara				Hamilton	Haldimand	External	Total	External	2021	Total Project
Corporate Services											
Annual PC replacements	Various	Special Levy - ALL	All	34,641	9,520	838		45,000		45,000	45,000
Data Centre Network Upgrades	HQ - Welland	Special Levy - ALL	All	28,483	7,828	689		37,000		37,000	37,000
Digital Terrain Model Update	Various	Special Levy - ALL	All	115,472	31,735	2,794		150,000		150,000	150,000
Natural Areas ELC Mapping Update	Various	Other	All	45,000	90,000	15,000		150,000		150,000	150,000
Records Management - phased	HQ - Welland	Special Levy - ALL	All	30,792	8,463	745		40,000		40,000	40,000
TOTAL - Corporate Services				\$ 254,389	\$ 147,546	\$ 20,066	\$ -	\$ 422,000	\$ -	\$ 422,000	\$ 422,000
Land Operations											
Deferred Projects - BF Septic System:								-	-	-	-
- Flood Plain Mapping - Beaver Creek	Beaver Creek	Other	Niagara				150,000	150,000	150,000	-	150,000
- CFC Gallery Upgrades	Balls Falls	Other	Niagara	15,130			49,870	65,000	49,870	15,130	65,000
- Equipment Sustainment	Various	Other	All	42,021	11,548	1,017		54,586	-	54,586	54,586
- Balls Falls Internet Upgrade	Balls Falls	Other	Niagara	40,000				40,000	-	40,000	40,000
- Asset Management Program	Various	Other	All	23,094	6,347	559		30,000	-	30,000	30,000
Field Centre Restoration - Phase 2	Balls Falls	Special Levy - Niagara	Niagara	47,500				47,500	-	47,500	47,500
Roadway Improv - Phase 1 - Chippawa	Chippawa Creek	Special Levy - Niagara	Niagara	100,000				100,000	-	100,000	100,000
St John's - Heritage Building Restoration	Central Workshop	Special Levy - Niagara	Niagara	130,000				130,000	-	130,000	130,000
Mowers (Chippawa and Binbrook)	Central Workshop	Special Levy - ALL	All	26,943	7,405	652		35,000	-	35,000	35,000
RTV (CW)	Vaiious - Niagara	Special Levy - Niagara	Niagara	15,396	4,231	372		20,000	-	20,000	20,000
Skid Steer (Central Workshop)	Central Workshop	Special Levy - ALL	All	20,015	5,501	484		26,000	-	26,000	26,000
Mini Excavator	Central Workshop	Special Levy - ALL	All	53,887	14,810	1,304		70,000	-	70,000	70,000
Cave Springs Parking Lot	Central Workshop	Special Levy - Niagara	Niagara	105,000				105,000	-	105,000	105,000
Rollon/rolloff - dual axle 7600 Int'l Truck		Special Levy - ALL	All	140,000				140,000	-	140,000	140,000
TOTAL - Land Operations				\$ 758,987	\$ 49,842	\$ 4,388	\$ 199,870	\$ 1,013,086	\$ 199,870	\$ 813,216	\$ 1,013,086
Watershed											
Floodplain Mapping - Big Forks Creek	Niagara	Special Levy - Niagara	Niagara	150,000				150,000	150,000		150,000
Water Quality Equipment	Pelham	Special Levy - Niagara	Niagara	20,000				20,000		20,000	20,000
Stream Gauge Equipment	Various	Special Levy - ALL	All	7,698	2,116	186		10,000		10,000	10,000
Virgil Dam - Remedial Measures	Niagara	Special Levy - Niagara	Niagara	200,000				200,000		200,000	200,000
TOTAL - Watershed				\$ 377,698	\$ 2,116	\$ 186	\$ -	\$ 380,000	\$ 150,000	\$ 230,000	\$ 380,000
GRAND TOTAL				\$ 1,391,073	\$ 199,503	\$ 24,640	\$ 199,870	\$ 1,815,086	\$ 349,870	\$ 1,465,216	\$ 1,815,086

2021 Levy Apportionment			
	2021	2020	Variance
Niagara	76.9811%	77.2459%	-0.2648%
Hamilton	21.1565%	20.9048%	0.2517%
Haldimand	1.8624%	1.8493%	0.0131%
Total	100.0000%	100.0000%	0.0000%

2021 Capital - Target	
2020 Special Levy - Niagara	1,103,236
2020 Special Levy - Hamilton	203,552
2020 Special Levy - Haldimand	12,904
Sub Total	1,319,692
2% CPI per budget assumptions	26,394
<b>2021 Capital Target</b>	<b>1,346,086</b>



Niagara Peninsula Conservation Authority - 2021 DRAFT CAPITAL BUDGET									
UNFUNDED BUDGET PRESSURES:	Location	Funding Source	Munic.	Status	Niagara	Hamilton	Haldimand	External	TOTAL
<b>Restoration and Shoreline Resiliency</b>									
Watershed Plan Data Update	Various	Special Levy - ALL	All	Unfunded	76,981	21,157	1,862		100,000
Watershed Restoration	Various	Special Levy - ALL	All	Unfunded	115,472	31,735	2,794		150,000
Water Quality Non-Point Source Modelling	Various	Special Levy - ALL	All	Unfunded	61,585	16,925	1,490		80,000
Restoration based site design - Lakewood	Niagara	Special Levy - Niagara	Niagara	Unfunded	50,000				50,000
Fish Habitat Mapping Update	Various	Special Levy - ALL	All	Unfunded	76,981	21,157	1,862		100,000
<b>Sub Total - Restoration and Shoreline Resiliency</b>					<b>381,019</b>	<b>90,973</b>	<b>8,008</b>	<b>-</b>	<b>480,000</b>
<b>Planning and Growth Pressures</b>									
Lake Erie Shoreline - Phase 1	Niagara	Special Levy - Niagara	Niagara	Unfunded	220,000				220,000
Lake Ontario Shoreline - Phase 1	Niagara	Special Levy - Niagara	Niagara	Unfunded	220,000				220,000
Karst Hazard Mapping	Various	Special Levy - ALL	All	Unfunded	65,434	17,983	1,583		85,000
City View Reconfiguration	Various	Special Levy - ALL	All	Unfunded	115,472	31,735	2,794		150,000
<b>Sub Total - Planning and Growth Pressures</b>					<b>620,906</b>	<b>49,718</b>	<b>4,377</b>	<b>-</b>	<b>675,000</b>
<b>State of Good Repair/Health and Safety</b>									
Internet Upgrade	Central Workshop	Special Levy - ALL	All	Unfunded	38,491	10,578	931		50,000
Data Centre Server Upgrade	Welland	Special Levy - ALL	All	Unfunded	20,015	5,501	484		26,000
Electrical & Water - Ridge - Long Beach	Long Beach	Special Levy - Niagara	Niagara	Unfunded	130,000				130,000
Speed Bumps - All Parks (Phase 1)	Central Workshop	Special Levy - ALL	All	Unfunded	50,000	50,000			100,000
Equipment Implements	Various	Special Levy - Niagara	Niagara	Unfunded	30,792	8,463	745		40,000
Barn Storage Facility	Balls Falls	Special Levy - Niagara	Niagara	Unfunded	50,000				50,000
Tractor	Central Workshop	Special Levy - ALL	All	Unfunded	38,491	10,578	931		50,000
Argo (Bog & Wainfleet Wetlands)	Central Workshop	Special Levy - ALL	All	Unfunded	15,396	4,231	372		20,000
Wainfleet Wetlands (Phase 1)	Central Workshop	Special Levy - Niagara	Niagara	Unfunded	153,962	42,313	3,725		200,000
Passive Parks Gates	Central Workshop	Special Levy - Niagara	Niagara	Unfunded	330,000				330,000
Ball Home Interior Scoping and Restoration	Balls Falls	Special Levy - Niagara	Niagara	Unfunded	7,500				7,500
Centre for Conservation Upgrades (gift Shop)	Balls Falls	Special Levy - Niagara	Niagara	Unfunded	50,000				50,000
Additional Roadway from 7th Ave into Park	Balls Falls	Special Levy - Niagara	Niagara	Unfunded	10,000				10,000
Ball's Falls Gate System	Balls Falls	Special Levy - Niagara	Niagara	Unfunded	100,000				100,000
Equipment - POS Machines (all parks)	Balls Falls	Special Levy - Niagara	Niagara	Unfunded	7,500				7,500
Parking Lot Lighting CFC	Balls Falls	Special Levy - Niagara	Niagara	Unfunded	40,000				40,000
Office Furniture	Various	Special Levy - ALL	All	Unfunded	19,245	5,289	466		25,000
Lime Restoration	Balls Falls	Special Levy - Niagara	Niagara	Unfunded	40,000				40,000
New Metal Stairs for Bruce Trail	Balls Falls	Special Levy - Niagara	Niagara	Unfunded	100,000				100,000
Equipment: BBQ	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		10,000			10,000
Info Signs / Kiosk	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		30,000			30,000
Pavilion 1 Scoping, Design and Permits	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		10,000			10,000
Pavilion 1 Demolition and Construction	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		275,000			275,000
Playground Upgrade	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		300,000			300,000
Additional Pavilions	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		250,000			250,000
New Gate System	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		150,000			150,000
New Washroom Facility	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		300,000			300,000
Road and Parking Upgrade	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		500,000			500,000
Main Boat Launch Upgrade	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		100,000			100,000
Expanded Office Space	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		50,000			50,000
Charcoal Disposal Units	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		15,000			15,000
Pavilion 2 Parking lot	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		35,000			35,000
Garbage disposal area - next to scout loop	Binbrook	Special Levy - Hamilton	Hamilton	Unfunded		10,000			10,000
Northside Playground	Long Beach	Special Levy - Niagara	Niagara	Unfunded	125,000				125,000
Boat Launch Replacement	Long Beach	Special Levy - Niagara	Niagara	Unfunded	50,000				50,000
Drainage South Side	Long Beach	Special Levy - Niagara	Niagara	Unfunded	100,000				100,000
North and South Parking Areas	Long Beach	Special Levy - Niagara	Niagara	Unfunded	40,000				40,000
Seating and Shade Structure	Long Beach	Special Levy - Niagara	Niagara	Unfunded	75,000				75,000
Rebuild Comfort station #2 Soth Side	Long Beach	Special Levy - Niagara	Niagara	Unfunded	5,000				5,000

Niagara Peninsula Conservation Authority - 2021 DRAFT CAPITAL BUDGET									
Beach Washroom Renovations	Chippawa Creek	Special Levy - Niagara	Niagara	Unfunded	15,000				15,000
Replace Old Comfort Station Tanks/Improv	Chippawa Creek	Special Levy - Niagara	Niagara	Unfunded	25,000				25,000
Workshop Upgrades	Chippawa Creek	Special Levy - Niagara	Niagara	Unfunded	25,000				25,000
Electrical Upgrades	Chippawa Creek	Special Levy - Niagara	Niagara	Unfunded	1,000,000				1,000,000
New Firewood Hut	Chippawa Creek	Special Levy - Niagara	Niagara	Unfunded	25,000				25,000
New Pavilion	Chippawa Creek	Special Levy - Niagara	Niagara	Unfunded	125,000				125,000
New Playground Equipment	Chippawa Creek	Special Levy - Niagara	Niagara	Unfunded	150,000				150,000
Tile Drain in Day Use	Chippawa Creek	Special Levy - Niagara	Niagara	Unfunded	125,000				125,000
Morgan's Point Comfort Station Renovation	Central Workshop	Special Levy - ALL	All	Unfunded	19,245	5,289	466		25,000
Morgan's Point Pavilion	Central Workshop	Special Levy - ALL	All	Unfunded	96,226	26,446	2,328		125,000
All Passive Park Bathroom Renovations	Central Workshop	Special Levy - ALL	All	Unfunded	19,245	5,289	466		25,000
St. Johns Valley Centre Septic System	Central Workshop	Special Levy - ALL	All	Unfunded	173,207	47,602	4,190		225,000
Fencing for All Parks	Central Workshop	Special Levy - ALL	All	Unfunded	130,868	35,966	3,166		170,000
Low Ropes Course	Cons Area Serv	Special Levy - ALL	All	Unfunded	15,396	4,231	372		20,000
Work Vehicles	Equipment	Special Levy - ALL	All	Unfunded	115,472	31,735	2,794		150,000
New AED Units (H&S)	Equipment	Special Levy - ALL	All	Unfunded	23,094	6,347	559		30,000
Trailers (All Parks)	Equipment	Special Levy - ALL	All	Unfunded	46,189	12,694	1,117		60,000
Plow and Salter (Chipp)	Equipment	Special Levy - ALL	All	Unfunded	5,774	1,587	140		7,500
Roll off Tri-Axle Truck	Equipment	Special Levy - ALL	All	Unfunded	92,377	25,388	2,235		120,000
<b>Sub Total - State of Good Repair</b>					<b>3,853,486</b>	<b>2,374,527</b>	<b>25,487</b>	<b>-</b>	<b>6,253,500</b>
<b>TOTAL - UNFUNDED BUDGET PRESSURES</b>					<b>4,855,411</b>	<b>2,515,217</b>	<b>37,872</b>	<b>-</b>	<b>7,408,500</b>