



THE REGIONAL MUNICIPALITY OF NIAGARA  
COMMITTEE OF THE WHOLE  
FINAL AGENDA

COTW 2-2020

Thursday, August 20, 2020

6:30 p.m.

Meeting will be held by electronic participation only

All electronic meetings can be viewed on Niagara Region's Website at:

<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 CSD 55-2020  
Sustainability Review Final Report

3 - 368

Oscar Poloni, KPMG LLP, will provide a presentation prior to the consideration of this item.

6. CONSENT ITEMS FOR INFORMATION  
None.
7. OTHER BUSINESS

**8. CLOSED SESSION**

**8.1 Confidential CSD 53-2020**

A Matter Respecting Labour Relations or Employee Negotiations:  
Niagara Region Service Sustainability Review

Oscar Poloni, KPMG LLP, will provide a confidential presentation prior to the consideration of this item.

**9. NEXT MEETING**

The next meeting is scheduled for Thursday, September 3, 2020 at 6:30 p.m. in the Council Chamber.

**10. 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).

# Sustainability Review Final Report

Regional Council  
CSD 55-2020

August 20, 2020

Oscar Poloni, Managing Partner, Northern Ontario, KPMG





Region of Niagara

# Service Sustainability Review

Presentation to Regional Council

August 20<sup>th</sup>, 2020





# Agenda

- Introduction
- Opportunity Overview
- Implementation Status

# Introduction

- The Region's service delivery review commenced in February 2019, with the objective of:
  - Providing an avenue to better understand the services provided by the Region
  - Support strategies that will sustain service delivery and value-for-money
- This represents our final presentation to Council with respect to the service delivery review

# Key Themes from the Review

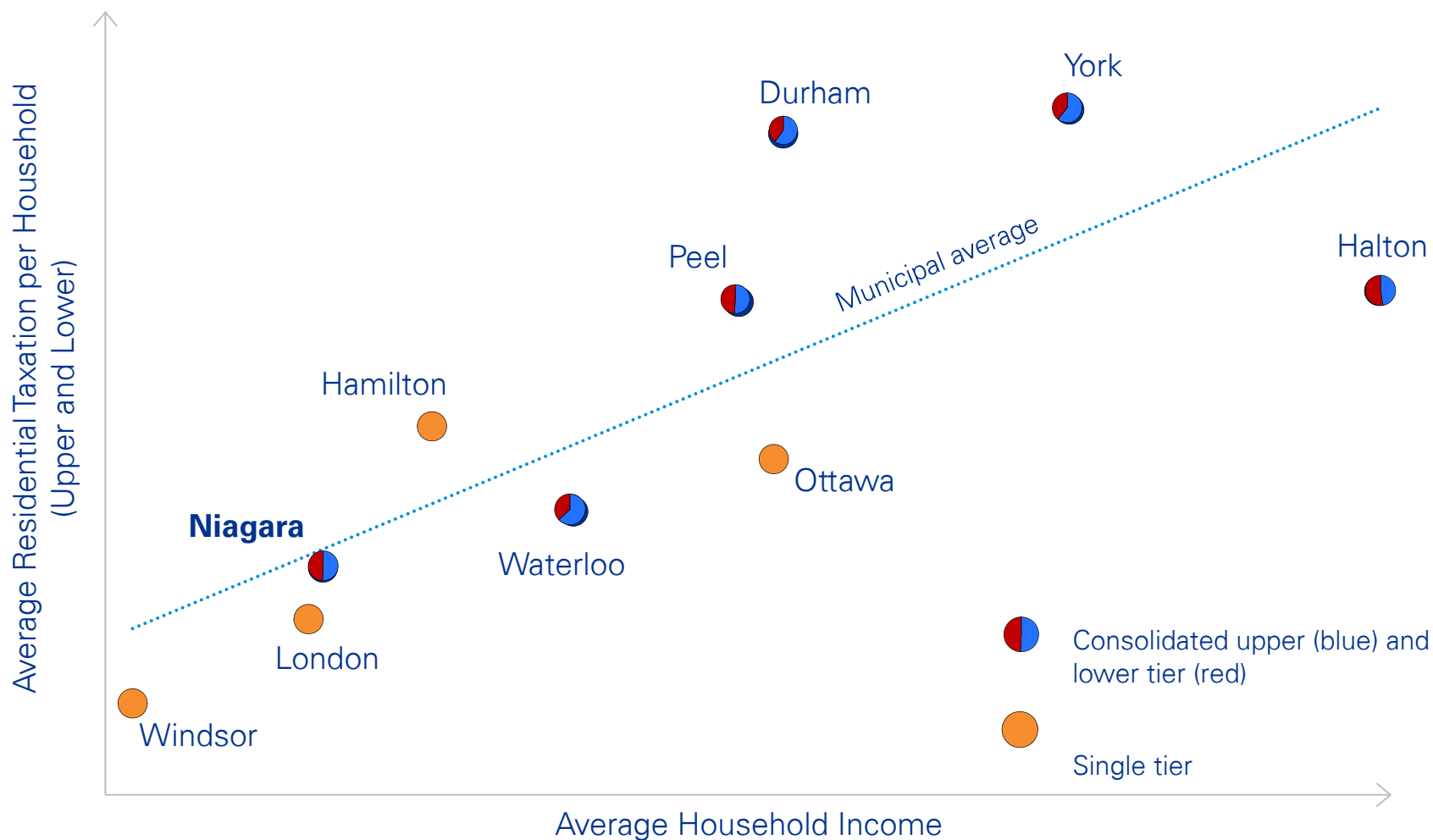
- Even without the pandemic, the external environment will continue to challenge the Region's longer term sustainability
  - Regulatory changes
  - Infrastructure reinvestment requirements
  - Operating cost increases

# Key Themes from the Review

- Even without the pandemic, the external environment will continue to challenge the Region's longer term sustainability
  - Regulatory changes
  - Infrastructure reinvestment requirements
  - Operating cost increases
- In comparison to larger Ontario municipalities, there does not appear to be an affordability issue with respect to upper and lower tier taxation



# Key Themes from the Review

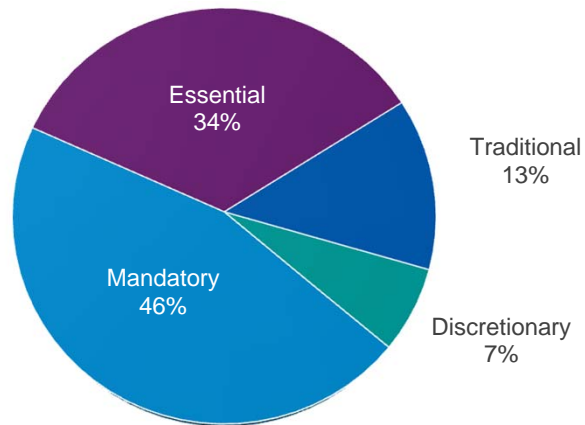


# Key Themes from the Review

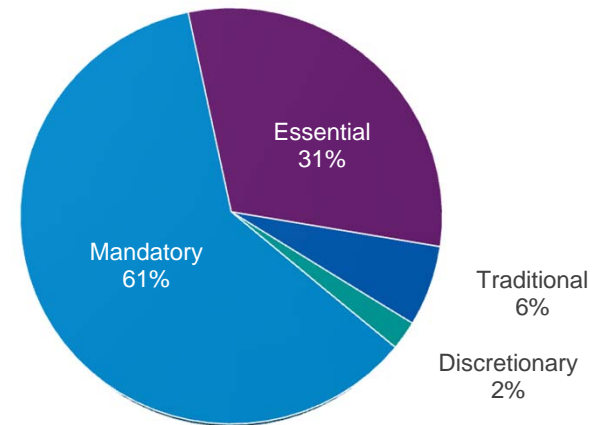
- Even without the pandemic, the external environment will continue to challenge the Region's longer term sustainability
  - Regulatory changes
  - Infrastructure reinvestment requirements
  - Operating cost increases
- In comparison to larger Ontario municipalities, there does not appear to be an affordability issue with respect to upper and lower tier taxation
- A high proportion of the Region's services are either mandatory or essential, leaving limited opportunities for outright service reductions

# Key Themes from the Review

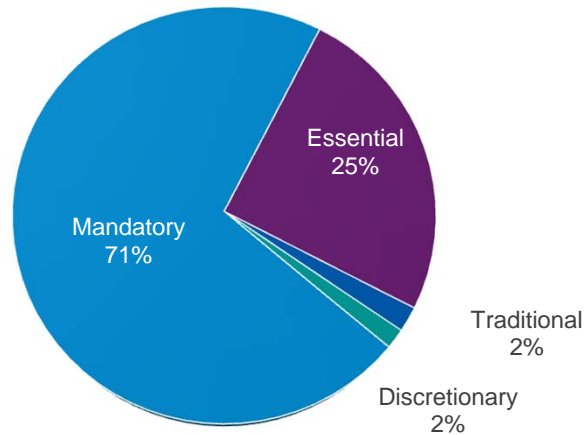
**Number of Services**



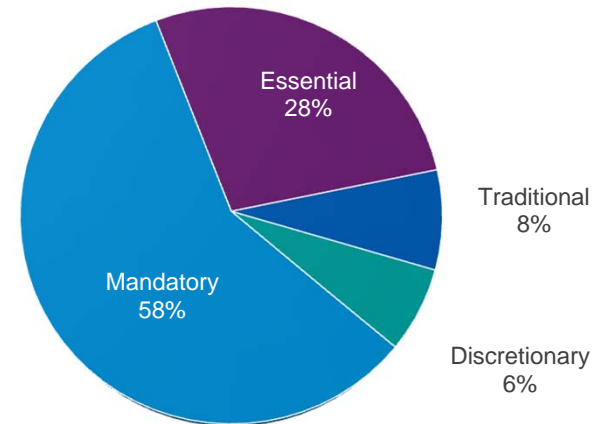
**Operating Expenditures**



**Full-Time Equivalent Employees**



**Levy Requisition**



# Key Themes from the Review

- Even without the pandemic, the external environment will continue to challenge the Region's longer term sustainability
  - Regulatory changes
  - Infrastructure reinvestment requirements
  - Operating cost increases
- In comparison to larger Ontario municipalities, there does not appear to be an affordability issue with respect to upper and lower tier taxation
- A high proportion of the Region's services are either mandatory or essential, leaving limited opportunities for outright service reductions
- The majority of the Region's services appear to be delivered at a level considered to be "at standard"

# Key Themes from the Review

- The Region's operating costs is generally consistent with other municipalities
  - Where differences exist, these are primarily due to differences in the scope of services offered

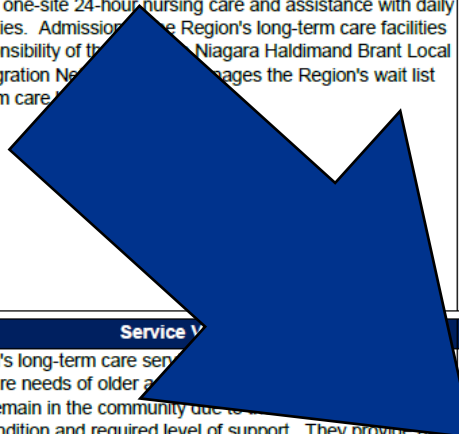



# Key Themes from the Review

## Regional Municipality of Niagara

### Municipal Service Profile

#### Seniors' Services - Long-term Care

<b>Program</b>		<b>Service Overview</b>		<b>Service Level</b>			
Community Services		The Region operates a total of 957 long-term care beds in eight facilities, offering medical, nursing, personal, therapeutic, recreational and social services to older adults and other residents that require one-site 24-hour nursing care and assistance with daily living activities. Admission to the Region's long-term care facilities is the responsibility of the Niagara Haldimand Brant Local Health Integration Network. The Region manages the Region's wait list for long-term care.			Below Standard	At Standard	Above Standard
<b>Organizational Unit</b>				<b>Basis of Delivery</b>	  The Region is compliant with applicable Provincial legislation and regulations, with a standard of care that is consistent with other municipalities.		
Seniors' Services							
<b>Type of Service</b>							
External							
<b>Budget (in thousands)</b>		<b>Service V</b>					
Operating Costs	\$ 83,066	The Region's long-term care services provide personal care needs of older adults who are unable to remain in the community due to their physical condition and required level of support. They provide an environment for residents to live and age with dignity, providing reassurance and comfort to their families. The Region's long-term care homes also provide a safe environment for younger residents that are unable to remain in the community due to their medical and physical care requirements.		The wait time for placement in the Region's long-term care homes from all locations averaged 118 days in 2018, compared to the Provincial average of 146 days. With respect to other quality indicators for long-term care homes, including the use of anti-psychotic and pain medication and instances of falls, depression and pressure ulcers, the Region's homes are generally consistent with the Provincial average.			
Revenues	\$ (74,722)	<b>Basis for Delivery</b> <b>Mandatory</b> – Section 119(1) of the Long-Term Care Homes Act requires every southern Ontario single or upper-tier municipality to establish and maintain a municipal long-term care home, either singly or jointly with other municipalities.		In comparison to selected municipalities for which publicly-available information is available (Halton, Durham, Waterloo Region, Hamilton, Windsor), the Region's long-term care costs and levy requirement on a per bed basis are the lowest of the comparator group. This is consistent with the 2018 MBNCanada Performance Measurement Report, which indicates that the Region has the second lowest cost per facility bed day of the 11 municipalities included in the analysis.			
Net Levy	\$ 8,344						
Permanent FTEs	755.7						
Student FTEs	-						
Temporary FTEs	6.3			<b>Coordination with Local Area Municipalities</b> Seniors' services are delivered exclusively by the Region, with no operational involvement by LAMs. However, decisions relating to capital investment and operational aspects of seniors' programs are of interest to, and are influenced by input from, LAMs.			

# Key Themes from the Review

- The Region's operating costs is generally consistent with other municipalities
  - Where differences exist, these are primarily due to differences in the scope of services offered
- Corporate-level financial indicators, when compared to selected upper tier municipalities, are indicative of potential concerns

# Key Themes from the Review

**2<sup>nd</sup> Lowest**

Reserves and reserve  
funds per household

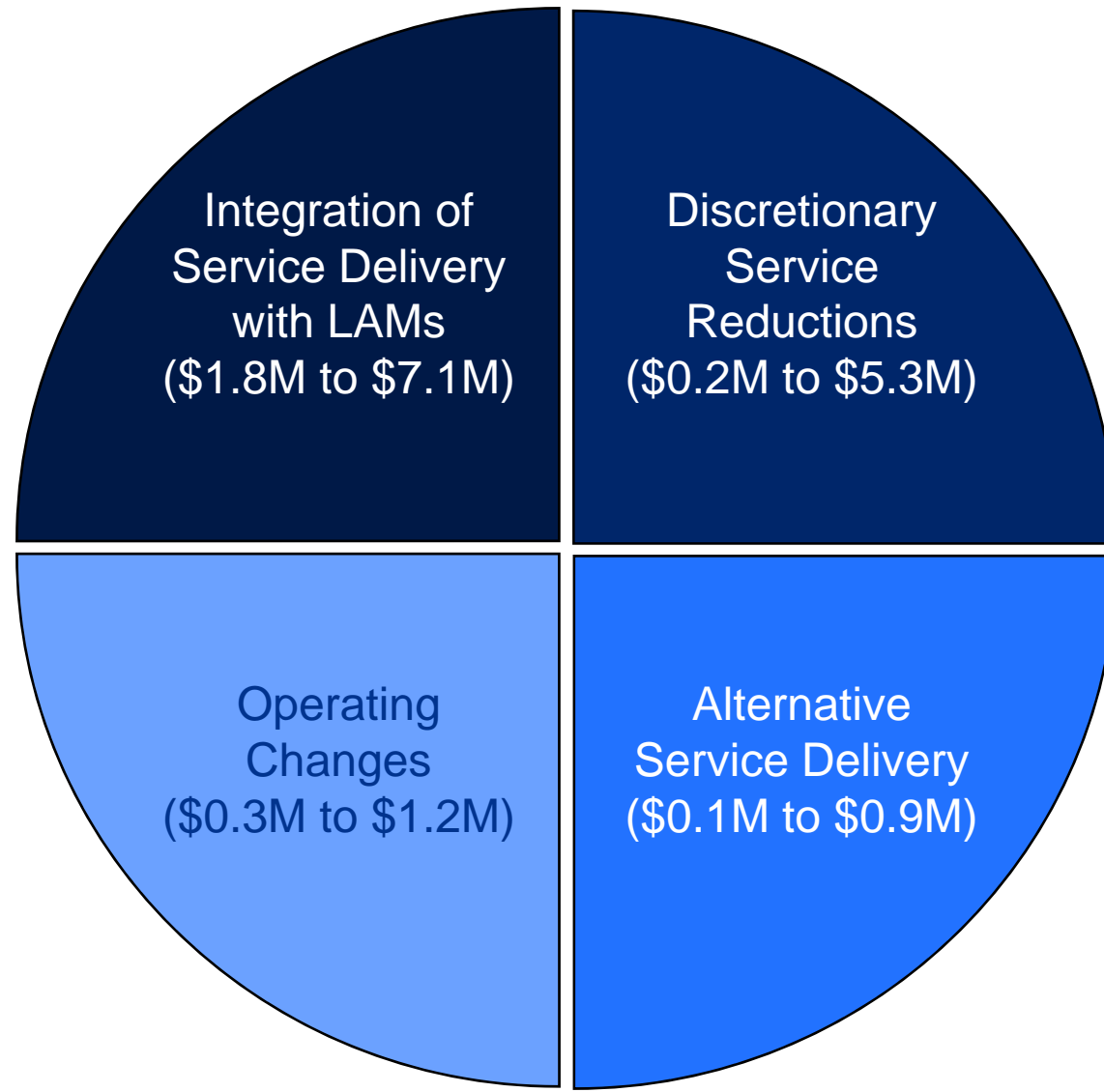
**2<sup>nd</sup> Highest**

Long-term  
debt per household

**Lowest**

Capital additions as a  
percentage of  
amortization expense

# Opportunities for Consideration



# Implementation

- Opportunities have been ranked based on evaluation criteria:
  - Financial
  - Customer service
  - Employee
  - Other (regulatory, technology, etc.)
- Formal business cases have been prepared for the top six priorities
- Opportunities are in different stages of implementation
  - Implemented (*ICOPS restructuring*)
  - Under review (*Private sector incentive program*)
  - Deferred due to pandemic
  - To be addressed





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The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

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**Subject:** Sustainability Review Final Report

**Report to:** Regional Council

**Report date:** Thursday, August 20, 2020

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## Recommendations

1. That the final KPMG Sustainability Review Report attached as Appendix 1 **BE RECEIVED** for information.

## Key Facts

- The purpose of this report is to provide Regional Council with the final KPMG Service Sustainability Review Summary Report attached as Appendix 1.
- Companion report Confidential CSD 53-2020 also reports on the Sustainability Review however the KPMG report in the Appendix 1 to CSD 53-2020 is the full report inclusive of items of a confidential nature.
- On November 7<sup>th</sup>, 2019, confidential report CSD 73-2019, sought Regional Council approval on the implementation of six cost savings opportunities identified by KPMG from the Service Sustainability Review ("SSR"). Staff was directed to develop an implementation plan for four of the cost savings opportunities.
- The KPMG Review, reflects work undertaken from February 2019 to February 2020 and as such, may not necessarily reflect more recent changes to the Region and its operations.
- The balance of the work effort will be staff research and implementation of opportunities which may require the engagement of external experts if necessary.

## Financial Considerations

The budget for the Niagara Region Service Sustainability Review was \$400,000, which included \$285,500 for consulting and \$114,500 for project management. The final contract award for the consulting was \$248,035 plus an additional \$5,000 for incremental work pertaining to the Grants and Incentives program. The total project cost to the Niagara Region, including internal compensation, is \$363,663. In addition to the original budget, NR applied for and received \$50,000 in additional funding through the Provincial Audit and Accountability Fund. This funding allowed for KPMG to

complete an additional business cases from the list of opportunities identified under the SSR; therefore increasing the project value from \$363,663 to \$419,630.

The purpose of the report was to measure the cost of the region's service delivery to that of other municipalities or service providers and to identify any opportunities for savings. The savings identified under the SSR were to be reinvested in the Region's infrastructure funding gap. The report identifies a number of opportunities that KPMG estimates could possibly provide, a range of savings between \$2.4M to \$15.5M annually. The total cost to implement all 22 identified opportunities is estimated at \$3.9M, the majority of this cost, \$2.5M, is associated with opportunities for shared services between the Region and lower tier Municipalities.

Actual savings will depend on the decisions of council with respect to prioritization of opportunities and more detailed analysis and implementation plans to be prepared by staff.

This confidential report includes all of the elements of the scope of the engagement however a Confidential report CSD 53-2020 has also been provided which includes all matters pertaining to confidential matters.

## **Analysis**

As outlined in the RFP, the Region is faced with substantial fiscal challenges as it attempts to implement a long term sustainable asset management plan and support the increasing cost of the delivery of services in an environment where tax increases remain relatively modest. Specific project deliverables of the Review include:

- Establishing a finite list of services provided by the Region and accompanying service profiles developed through the application of the Municipal Reference Model ("MRM");
- Developing performance metrics and benchmarking information for the Region's services;
- Identifying and evaluating alternative service delivery methods and/or changes to services and service levels; and
- Developing a framework for opportunity implementation, including high-level business cases for prioritized opportunities.
- Adaptability to allow for changes based on future decisions of Council, the Province and other stakeholders;

The following timeline outlines the major milestones and deliverables for the SSR:

- February 2019: KPMG commenced project work and developed guiding principles, including Senior-Executive interviews and approval from Steering Team
- March – April 2019: KPMG facilitated 2 workshops to develop and finalize service profiles framework
- June 2019: KPMG
  - Develop performance metrics for service profile comparisons (efficiency and effectiveness indicators) including selection of comparator municipalities for benchmarking analysis
  - Develop opportunities listing and facilitate working session with PM's /Directors and other Region staff
- July – November 2019:
  - Rank opportunities
  - Draft report including opportunities and ranking for approval from Steering Team
  - Identified 22 potential opportunities for cost savings. These opportunities were prioritized using four criteria approved by CLT:
    - Levy Impact, Public Perception and Impact, Personnel, and Internal Considerations (including, alignment to Regional Council priorities, technology hurdles, timing, risk transference, and contingency planning).
  - The top 10 opportunities based on this ranking were further considered by CLT and 5 were chosen for the detailed business cases contemplated in the RFP.
  - During this period the Province announced the Audit and Accountability Fund and the Region submitted an application for more detailed business cases for 4 projects from the KPMG list of opportunities that most closely met the criteria of the fund of which one ( Rationalization of the Region's ICOPs division) received funding approval.
  - KPMG Developed 6 business cases for top 5 opportunities along with the additional project approved for Audit and Accountability Funding with a 3-4 year implementation roadmap
  - Presentations to managers, directors, and other stakeholders including Steering Team
- November 2019: KPMG
  - Presentation/Report to Committee of the Whole on 6 business cases seeking approval for execution and implementation planning
- December 2019

- Execute restructure of the Internal Controls and Organizational Performance (“ICOPS”) Division
- January – March 2020:
  - Presentations to managers, directors, and other stakeholders including Steering Team on opportunities, service profiles and benchmarking results
  - Complete Final Report
- September 2020: Final Report presented to Council

### **Alternatives Reviewed**

Options have been considered as part of the business case analysis ranging from status quo to partial or staged implementation. Status quo is not recommended because this will not accomplish the goal of identifying cost savings in order to help reduce the Niagara Region’s infrastructure deficit.

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

This projects supports the following Strategic Priorities

- Supporting Businesses and Economic Growth
- Responsible Growth and Infrastructure Planning
- Sustainable and Engaging Government

### **Other Pertinent Reports**

- [CSD 73-2019](#) A matter Respecting Labour Relations or Employee Negotiations: Niagara Region Service Sustainability Review
- PDS 34-2019 Grants and Incentives Review
- CSD 45-2017 2018 Budget Planning



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Planning/Deputy Treasurer  
Corporate Services

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**Recommended by:**

Todd Harrison, CPA, CMA  
Commissioner/Treasurer  
Corporate Services

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

**Appendices**

Appendix 1            KPMG Service Sustainability Review Summary Report





Regional Municipality of Niagara

# Service Sustainability Review

Final Report

August 20, 2020





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# Executive Summary

Pursuant to the terms of RFP 2018-RFP-67, the Regional Municipality of Niagara (the “Region”) has engaged KPMG to assist with the completion of a service sustainability review (the “Review”). The overall goal of the Review is to provide an avenue through which the community, Council and staff have the opportunity to better understand the services provided by the Region, and to assist Council in making better informed, strategic choices regarding those services and the resources required to provide them. In doing so, the outcomes of the Review are intended to support strategies that will sustain service delivery in an efficient and effective manner, as well as demonstrate value-for-money to Council, residents and other stakeholders.

Specific project deliverables of the Review include the following:

- Establishing a finite list of services provided by the Region;
- Developing performance metrics and benchmarking information for the Region’s services;
- Identifying and evaluating alternative service delivery methods and/or changes to services and service levels; and
- Developing a framework for opportunity implementation, including high-level business cases for prioritized opportunities.

This report summarizes the results of the Review, which reflects work undertaken from February 2019 to February 2020. Except where noted, our analysis has not been adjusted to reflect the implications of the COVID-19 pandemic.

## **A. Background to the Review**

With a total reported population of just over 472,000 residents, the Region is the sixth largest upper tier municipality in the Province (in terms of population), with more than 201,000 households located within its 1,854 km<sup>2</sup> geographic area. On an annual basis, the Region spends in excess of \$1 billion on operating and capital expenditures, of which just under \$700 million is incurred with respect to services included in the scope of the Review. Overall, the Region directly employs more than 2,700 full-time equivalent staff (“FTE’s”), with additional staff employed by outside agencies, boards and commissions such as the Niagara Regional Police Service and Niagara Region Housing which were not included in the scope of our review.

Consistent with other Ontario municipalities, the Region is faced with substantial fiscal challenges as it attempts to implement a long term sustainable asset management plan and support the increasing cost of the delivery of services in an environment where tax increases remain relatively modest. The Review was undertaken to assist in identifying potential opportunities for cost savings which could be redirected towards the maintenance of capital assets and essential services.



# Executive Summary

## B. Key Themes

Our review of the Region's operations involved three primary approaches to gathering information and identifying potential opportunities for cost reductions and financial reinvestment:

- A review of relevant documentation concerning the Region's operations, including but not limited to financial reports and operational data;
- A comparison of financial and other performance indicators to selected municipalities; and
- Consultation with Regional personnel through a series of working sessions held throughout the Review. We would like to acknowledge the assistance and cooperation provided by staff of the Region that participated in the Review. We appreciate that reviews such as this require a substantial contribution of time and effort on the part of Region employees and we would be remiss if we did not express our appreciation for the cooperation afforded to us.

As the scope of our review was intended to focus on areas for potential improvements and/or cost reductions, we have not provided commentary on the numerous positive aspects of the Region's operations identified during the course of our review. Rather, we have outlined below a number of common themes that have emerged from the Review that we believe could be considered by Regional staff and Council:

- **A number of issues exist that pose potential challenges the Region's long-term sustainability and flexibility**, including but not limited to an evolving and challenging regulatory and legislative environment, significant capital investment requirements as assets reach the end of their useful lives, operating cost increases that exceed the general rate of inflation and limited resources that constrain the Region's ability to deliver services effectively.
- Our analysis of taxation and household income levels indicates that, **in comparison to other larger Ontario municipalities, there does not appear to be an affordability issue with respect to residential property taxes**. As noted in our analysis, while the Region has a lower level of household income than other Ontario municipalities, the average residential taxes per household is among the lowest of the selected comparative municipalities.
- **A high proportion of the Region's services are classified as either mandatory or essential**, which reduces the degree to which the Region could eliminate services as a potential cost reduction strategy (although discretionary programming such as grants and incentives could be eliminated or reduced). While the Region can potentially change how the service is delivered, including revising service levels and/or adopting alternative delivery models, the delivery of a number of mandatory programs is heavily influenced by Provincial regulation and other requirements, which potentially constrain the Region's ability to realize significant financial savings through changes to service delivery, including service level changes.



# Executive Summary

- **The majority of the Region's services appear to be delivered at a level that we consider to be "at standard"**, reflecting either service levels mandated by the Province or service levels adopted by comparable municipalities. While opportunities do exist to realize cost savings through service level reductions, these are not widespread.
- Generally, **the Region's operating performance appears to be consistent with the Provincial average and/or the performance of other municipalities.**
- For the majority of services, **the Region's operating costs and levy requirement are comparable to or towards the lower end of the range of operating costs incurred by comparable municipalities.** In addition, the 2018 MBNCanada Performance Measurement Report indicates that **the Region is a low cost provider of services when compared to other municipalities.** In a number of instances where the Region has a higher level of operating costs, we do not consider these to reflect operating inefficiencies, but rather additional services provided by the Region, which are predominantly funded through non-taxation revenues (i.e. do not increase the amount of the levy requisition).
- A comparison of financial indicators to selected upper-tier municipalities indicates that:
  - **The Region has a lower rate of capital investment than the comparator municipalities**, which likely translates into a higher infrastructure deficit;
  - **The Region's level of reserves is towards the lower end of the range**, indicating a lower level of financial flexibility;
  - **The Region's long-term debt and associated debt servicing costs, are towards the upper range** of the comparator municipalities; and
  - **The Region's taxation levels (upper tier only) are the lowest in terms of residential taxation per household and taxation as a percentage of total assessment.** From an affordability perspective, residential taxes as a percentage of household income are the second lowest of the four upper tier municipalities included in the analysis.

We suggest that these factors, both individually and collectively, may increase the Region's potential risk with respect to long-term sustainability and flexibility.

# Executive Summary

## C. Opportunities for Consideration

During the course of the Review, a total of 22 potential opportunities for cost reductions were identified, which we have grouped into four categories as summarized on the following page. Each of the opportunities identified during the Review were prioritized based on the following considerations:

- What are the potential **financial impacts** of the opportunity?
- What are the **public impacts** of the opportunity? This considers public perception, customer service and potential impacts on the relationship with senior levels of government.
- What are the **personnel impacts** of the opportunity?

In addition to these categories, internal considerations – consistency with Council priorities, technology implications, timing, risk transference and contingency planning – were also included in the evaluation criteria.

# Executive Summary

Category	Description	Range of Potential Savings
<i>Integration of Service Delivery with LAMs</i>	Further integration of the delivery of municipal services by the Region and LAMs is expected to provide enhanced efficiencies and economies of scale, leading to cost reductions. These strategies do not necessarily envision the transfer of responsibility between the upper and lower tier. Rather, the potential exists to establish shared service organizations to deliver the services on a consolidated basis.	\$1.8 million to \$7.1 million
<i>Discretionary Service Reductions</i>	While discretionary services represent a minority of the Region's services and spending, there are certain areas where the Region's services are either (i) discretionary in nature; and/or (ii) delivered at a level that is higher than mandated requirements and/or service levels adopted by other municipalities. As a means of reducing operating costs and the levy requisition, the Region could consider a reduction in these areas.	\$0.2 million to \$5.3 million
<i>Alternative Service Delivery</i>	The potential exists to change how the Region delivers a service, specifically with respect to the use of its own staff vs. external service providers. In some cases, the potential exists to bring services "in-house", while other opportunities exist for contracting out.	\$0.1 million to \$0.9 million
<i>Operating Changes</i>	During the course of the Review, operational changes were identified that could result in reduced operating costs and enhanced efficiencies.	\$0.3 million to \$1.2 million

# Executive Summary

Consistent with the terms of reference for the Review, the highest priority opportunities were further analyzed through the development of individual business cases that included additional analysis and due diligence with respect to the opportunities. A total of six business cases were developed, which have been provided to the Region for review.





## Region of Niagara Service Sustainability Review

# Chapter I Background to the Review





# Introduction

## A. Introduction

The terms of reference for the Review were established in the Region's Request for Proposal 2018 RFP-67 dated October 23, 2018 (the "RFP") and the Region's subsequent contract with KPMG.

As outlined in the RFP, the Region is faced with substantial fiscal challenges as it attempts to implement a long term sustainable asset management plan and support the increasing cost of the delivery of services in an environment where tax increases remain relatively modest. The Review is intended to identify potential opportunities for cost savings which could be redirected towards the maintenance of capital assets and essential services.

Specific project deliverables of the Review include:

- Establishing a finite list of services provided by the Region and accompanying service profiles developed through the application of the Municipal Reference Model ("MRM");
- Developing performance metrics and benchmarking information for the Region's services;
- Identifying and evaluating alternative service delivery methods and/or changes to services and service levels;
- Developing a framework for opportunity implementation, including high-level business cases for prioritized opportunities; and
- Are subject to change based on future decisions of Council, the Province and other stakeholders.

## B. Structure of the Report

This document summarizes the results of the Review, including potential courses of action that could be adopted by the Region as a means of realizing cost savings or repurposing to contribute towards the longer-term sustainability of the Region. In addition to this introductory paragraph, we have structured our report as follows:

- **Chapter II** provides an overview of the Region, the services it delivers and the operational challenges that could impact the sustainability of its services;
- **Chapter III** highlights common themes that emerged from our Review relating to the Region's operational and financial performance;
- **Chapter IV** summarizes potential courses of action that could be considered by the Region as a means of achieving cost reductions that could be redirected towards capital investment and/or service sustainability; and
- **Chapter V** outlines implementation considerations for the Region.



# Introduction

## **C. Acknowledgements**

We would like to take the opportunity to acknowledge the assistance and cooperation provided by staff of the Region that participated in the service review. We appreciate that reviews such as this require a substantial contribution of time and effort on the part of Region employees and we would be remiss if we did not express our appreciation for the cooperation afforded to us.

As the scope of our review is intended to focus on areas for potential improvements and/or cost reductions, we have not provided commentary on the numerous positive aspects of the Region's operations identified during the course of our review.

## **D. Restrictions**

This report is based on information and documentation that was made available to KPMG at the date of this report. We had access to information up to August 14, 2020 in order to arrive at our observations but, should additional documentation or other information become available which impacts upon the observations reached in our report, we will reserve the right, if we consider it necessary, to amend our report accordingly. This report and the observations and recommendations expressed herein are valid only in the context of the whole report. Selected observations and recommendations should not be examined outside of the context of the report in its entirety.

Our observations and full report are confidential and are intended for the use of the Region. Our review was limited to, and our recommendations are based on, the procedures conducted. The scope of our engagement was, by design, limited and therefore the observations and recommendations should be in the context of the procedures performed. In this capacity, we are not acting as external auditors and, accordingly, our work does not constitute an audit, examination, attestation, or specified procedures engagement in the nature of that conducted by external auditors on financial statements or other information and does not result in the expression of an opinion.

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and opportunities as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the Region. Accordingly, KPMG will assume no responsibility for any losses or expenses incurred by any party as a result of the reliance on our report.

This report includes or makes reference to future oriented financial information. Readers are cautioned that since these financial projections are based on assumptions regarding future events, actual results will vary from the information presented even if the hypotheses occur, and the variations may be material.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in the Region nor are we an insider or associate of the Region or its management team. Our fees for this engagement are not contingent upon our findings or any other event. Accordingly, we believe we are independent of the Region and are acting objectively.







## Region of Niagara Service Sustainability Review

# Chapter II Overview of the Region



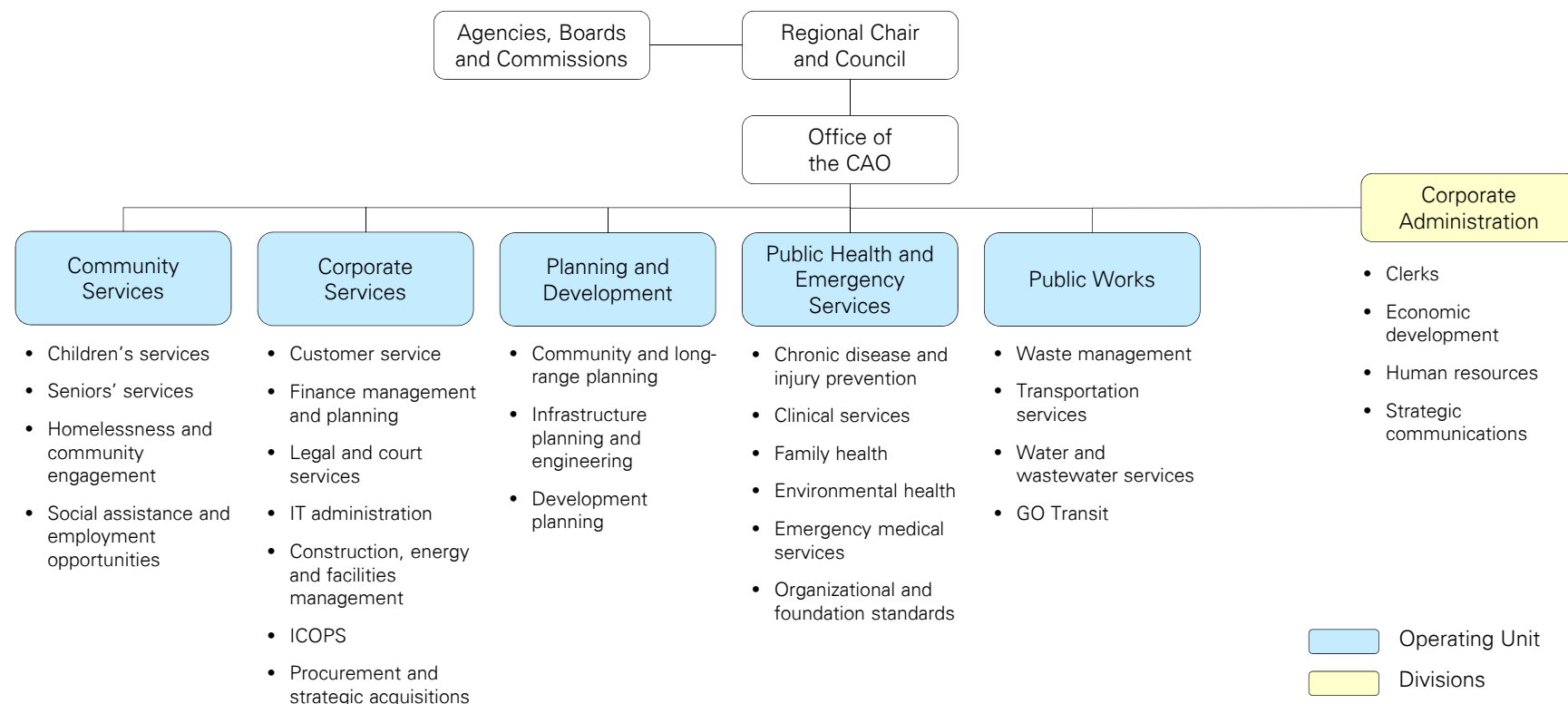


# Overview of the Region

## A. Corporate Overview

With a total reported population of just over 472,000 residents, the Region is the sixth largest upper tier municipality in the Province (in terms of population), with more than 201,000 households located within its 1,854 km<sup>2</sup> geographic area.

From an organizational perspective, the Region's operations are divided into five operating units, each headed by a Commissioner and reporting to the Chief Administrative Officer ("CAO"). In addition, four divisions (which encompass a more focused scope of services than operating units) report to the CAO, each of which is overseen by a director. The Region's organizational structure during the Review is summarized below:



# Overview of the Region

## B. Regional Services

During 2019, the Region was budgeted to spend almost \$663 million on the direct delivery of services (with additional expenses incurred by outside agencies, boards and commissions such as the Niagara Regional Police Service and Niagara Region Housing), with more than 2,700 full-time equivalent staff (“FTE’s”) employed by the Region.

Our presentation of the Region’s services is based on service profiles, which summarize salient aspects of the Region’s services, including:

- An overall description of the service, including the nature of the activities undertaken by the Region;
- The public policy objective addressed by the service and the resultant value to residents and other stakeholders;
- The rationale for the Region’s delivery of the service;
- An assessment of the Region’s current service level in comparison to a standard benchmark, determined by legislation or service levels established by comparator municipalities;
- Key performance indicators that consider (i) the performance of the service over time; and (ii) the cost of delivering the service in comparison to other municipalities;
- The extent to which the Region collaborates with local area municipalities (“LAMs”) in delivering the service;
- The direct and indirect clients receiving the benefit of the service;
- The type and quantum of outputs delivered by the service;
- The primary delivery model used by the Region to deliver the service (e.g. own resources, contracted out, transfer payment arrangement); and
- The operating costs, non-taxation revenues, levy requirement and staffing levels associated with the service.

Overall, a total of 81 service profiles were developed for the Region’s services, which are included as Appendix A to our report. Please note that for the purposes of presenting the Region’s services, we have utilized the Municipal Reference Model (“MRM”), which is a standardized approach to grouping municipal services based on the nature of the activities and the type of customer. This presentation will differ from other approaches to presenting the Region’s services. For example, in a report dated June 25, 2020, the Region presented its services based on the BCP Essential Services Guide when discussing the impact of the COVID-19 pandemic on its operations. This basis of presentation identified a total of 301 services as opposed to the 81 services identified within this Review.

The primary difference between these two presentations is that services identified through the BCP Essential Services Guide are considered to be sub-services under MRM, which are grouped into broader categories of services. This grouping is intended to assist readers in understanding the full scope of services provided by the Region by providing a summary of subservices.

# Overview of the Region

As noted below, approximately 91% of the Region's total operating costs and 61% of the municipal levy requirement for in-scope services<sup>1</sup> related to so-called client facing services, with administrative and corporate costs accounting for approximately 9% of total operating costs. The disparity between operating costs and the levy requirement reflects three primary factors:

- The majority of operating costs for Community Services and Public Health and Emergency Services are funded by the Province of Ontario;
- The Region's solid waste services, which have budgeted operating costs of approximately \$55 million in 2019, are funded through a special levy as opposed to the tax levy; and
- The Region's water and wastewater services, which have budgeted operating costs of approximately \$120 million in 2019, are funded through water billing requisitions as opposed to the tax levy.

Functional Unit <i>(predominantly client-facing services highlighted in pale yellow)</i>	Number of Profiles	Operating Costs (in millions)		Levy Requirement (in millions)		FTE's	
		Total	Percentage	Total	Percentage	Total	Percentage
Governance <sup>2</sup>	2	\$2.562	0.39%	\$2.561	1.69%	6.0	0.22%
Corporate Administration <sup>3</sup>	14	\$24.447	3.69%	\$23.880	15.77%	97.3	3.54%
Community Services	17	\$288.110	43.46%	\$27.942	18.45%	1,167.5	42.48%
Corporate Services	18	\$36.629	5.53%	\$34.893	23.04%	212.2	7.72%
Planning and Development	3	\$6.099	0.92%	\$3.704	2.45%	52.5	1.91%
Public Health and Emergency Services	12	\$88.718	13.38%	\$24.896	16.44%	678.7	24.70%
Public Works	15	\$216.343	32.64%	\$33.592	22.18%	534.0	19.43%
Total (in-scope services)	81	\$662.908	100.00%	\$151.468	100.00%	2,748.2	100.00%

We have included on the following pages summaries of the Region's services by functional unit.

<sup>1</sup> Outside agencies, boards and commissions (e.g. Niagara Police Services, Niagara Region Housing) as well as debt servicing costs have been excluded from the scope of the review. As such, the information relating to operating costs, staffing and levy requisition does not represent the entirety of the Region's operations.

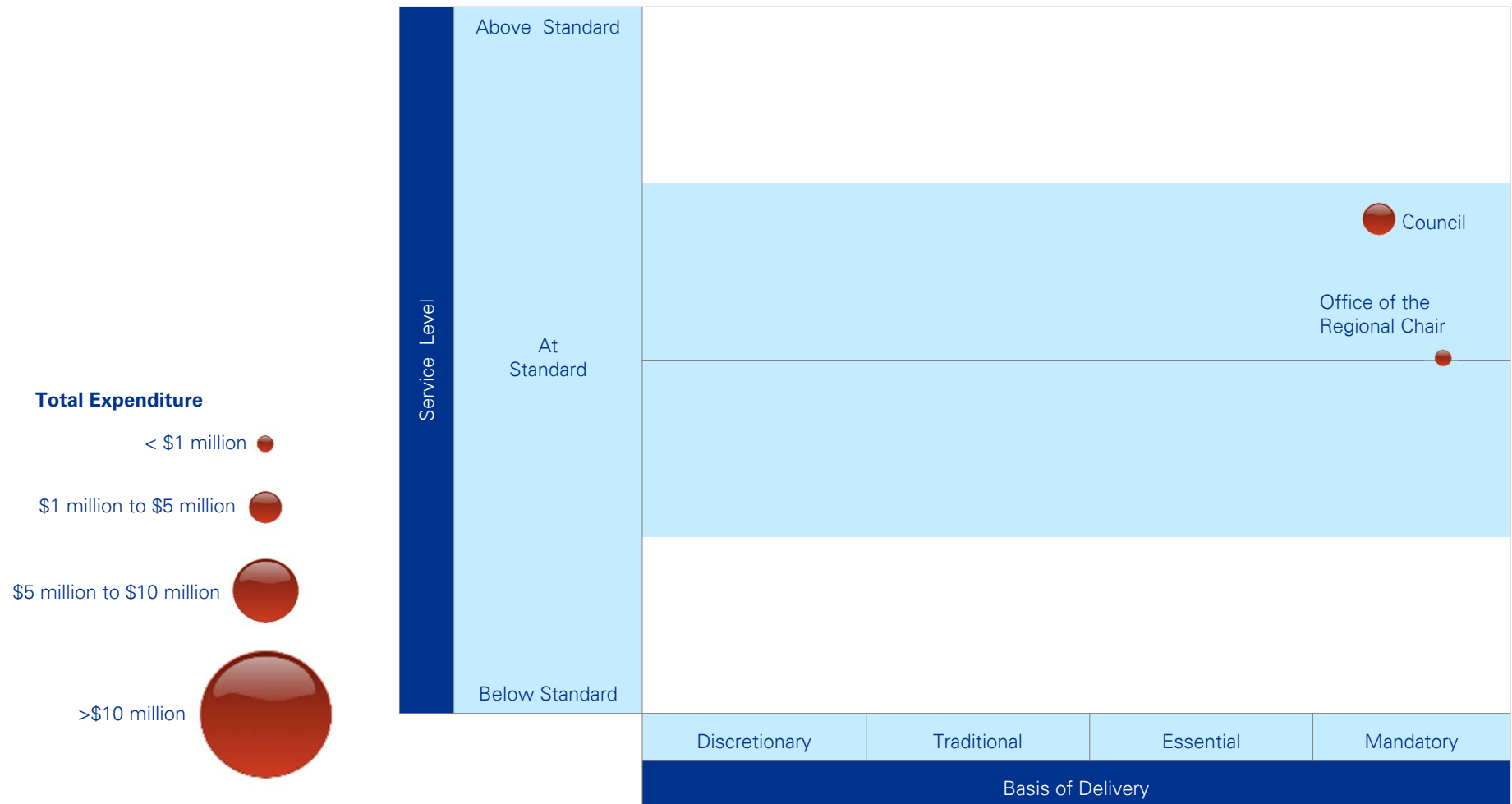
<sup>2</sup> Includes Regional Council and the Office of the Regional Chair.

<sup>3</sup> Includes the Office of the CAO, Human Resources, Economic Development, Clerks and Strategic Communications.



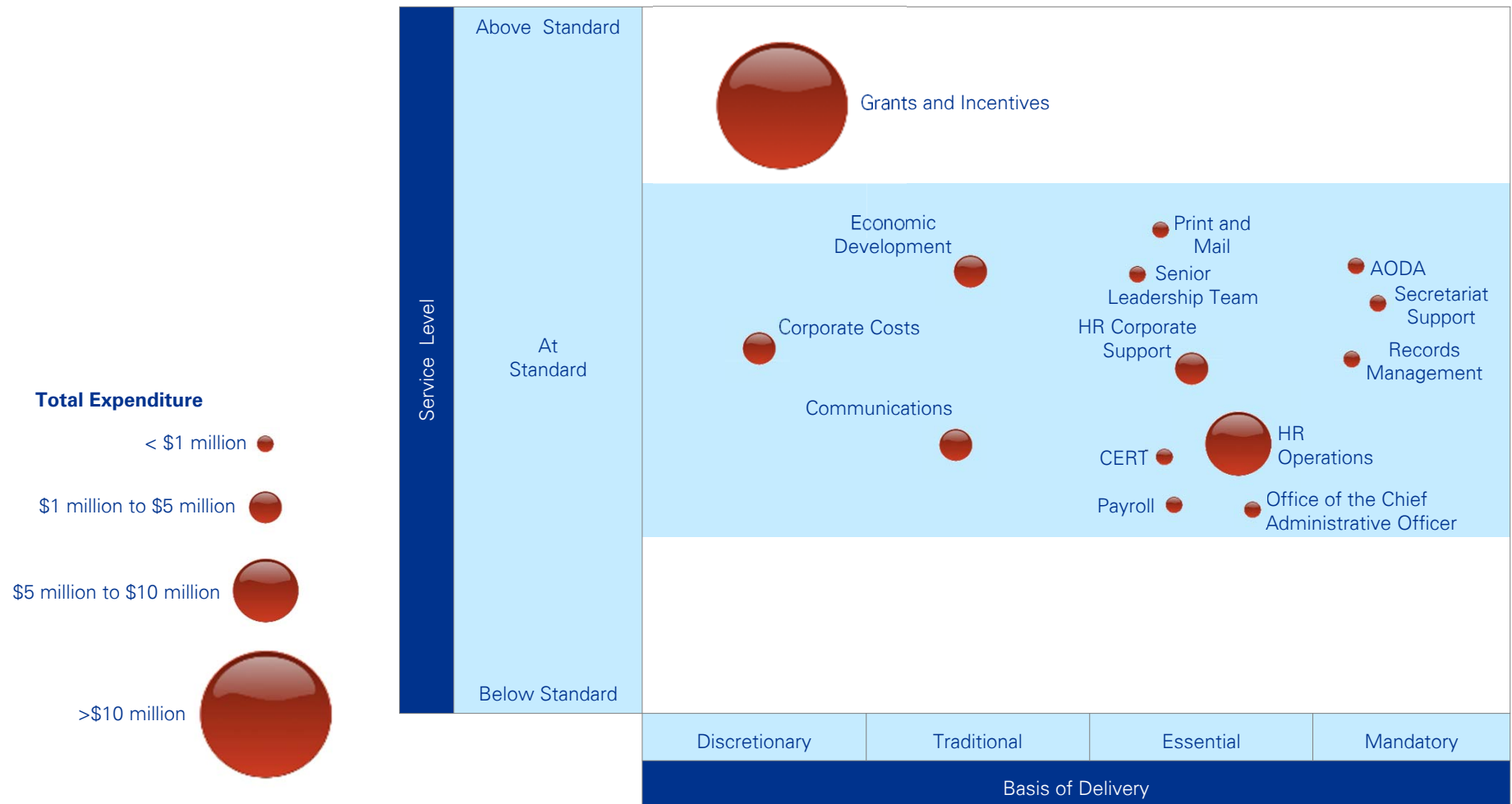
# Overview of the Region Governance (Operating Expenditures)

Services by Basis of Delivery, Service Level and Total Expenditure



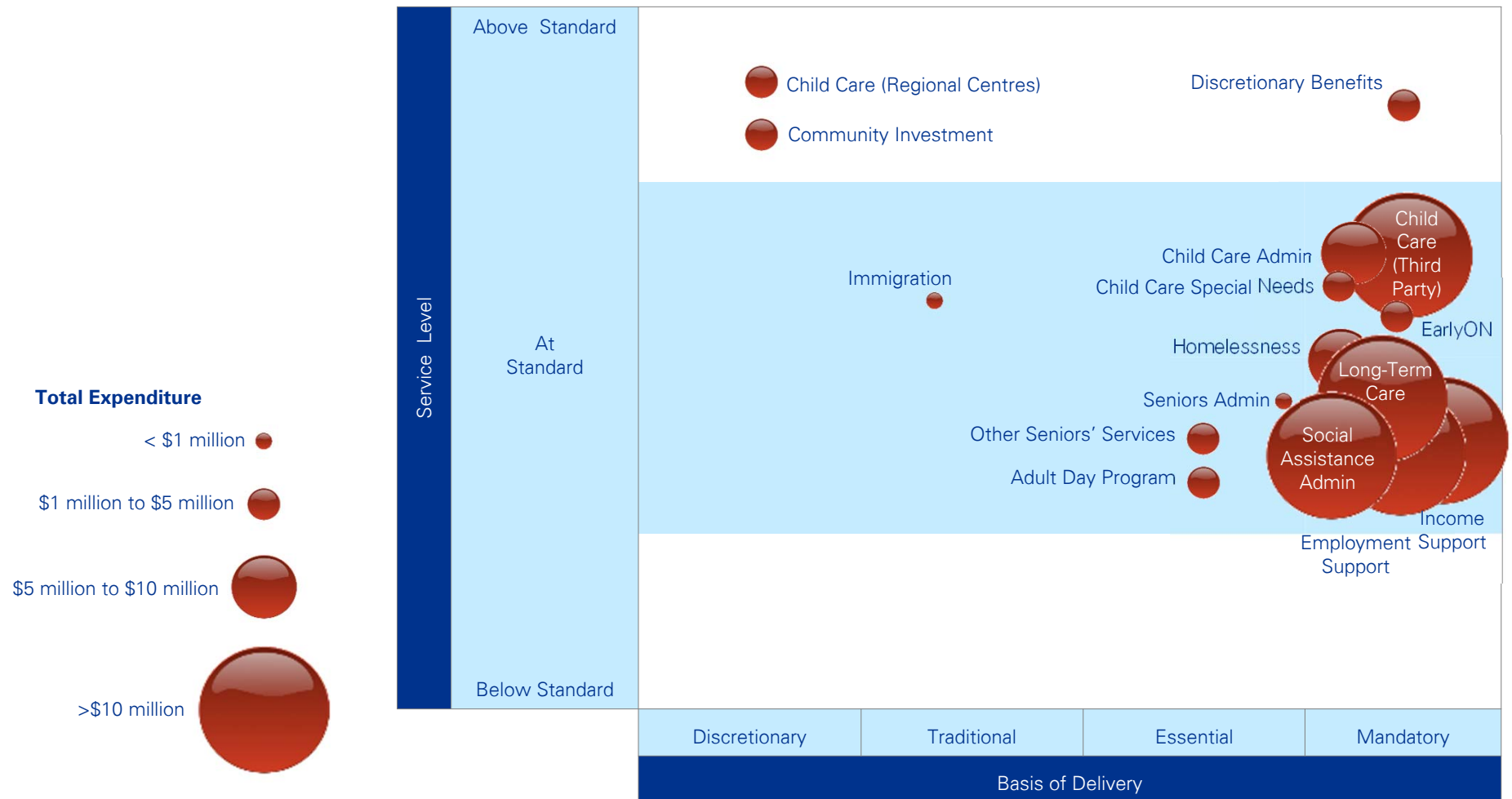
# Overview of the Region Corporate Administration (Operating Expenditures)

Services by Basis of Delivery, Service Level and Total Expenditure



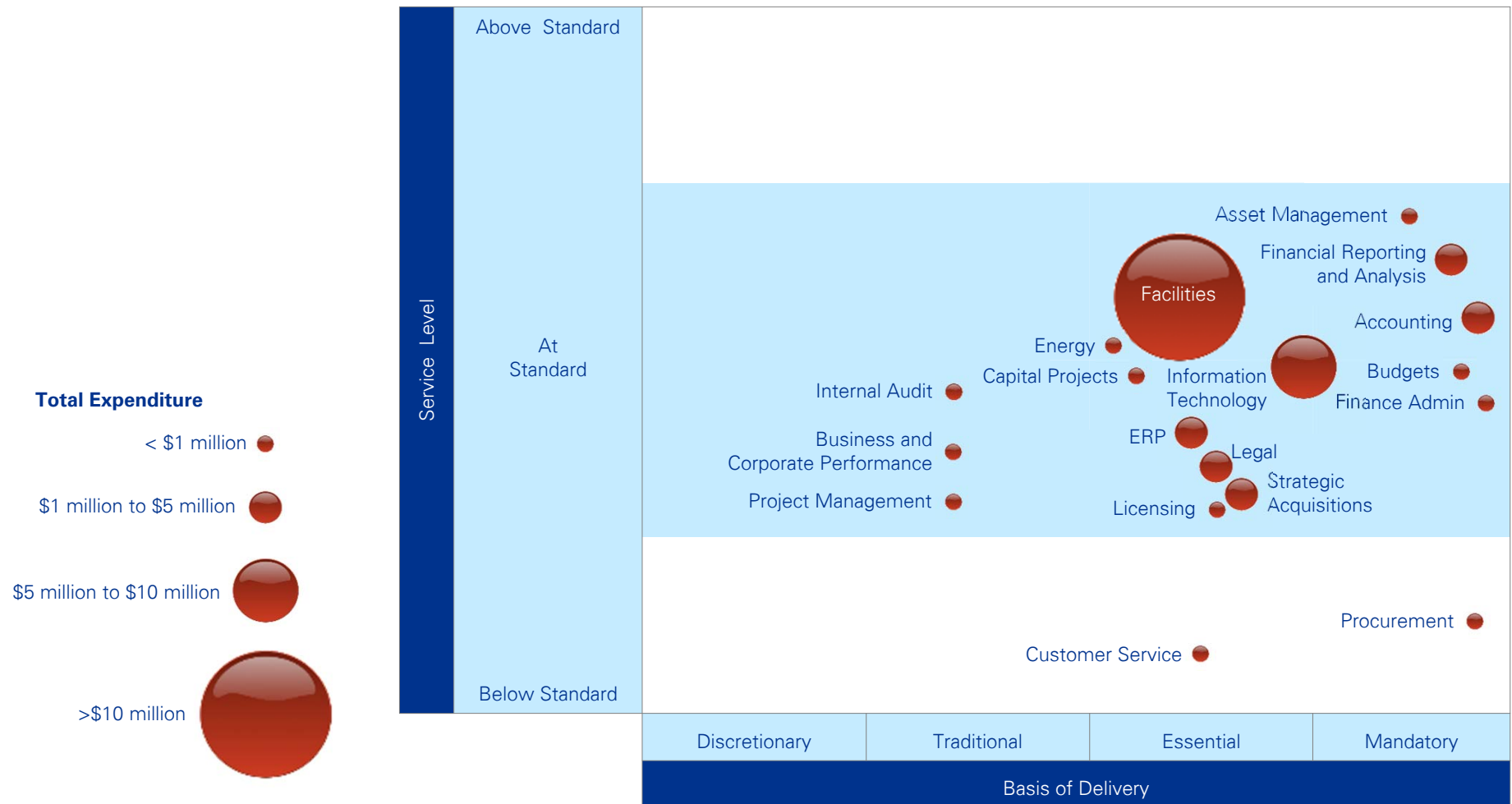
# Overview of the Region Community Services (Operating Expenditures)

Services by Basis of Delivery, Service Level and Total Expenditure



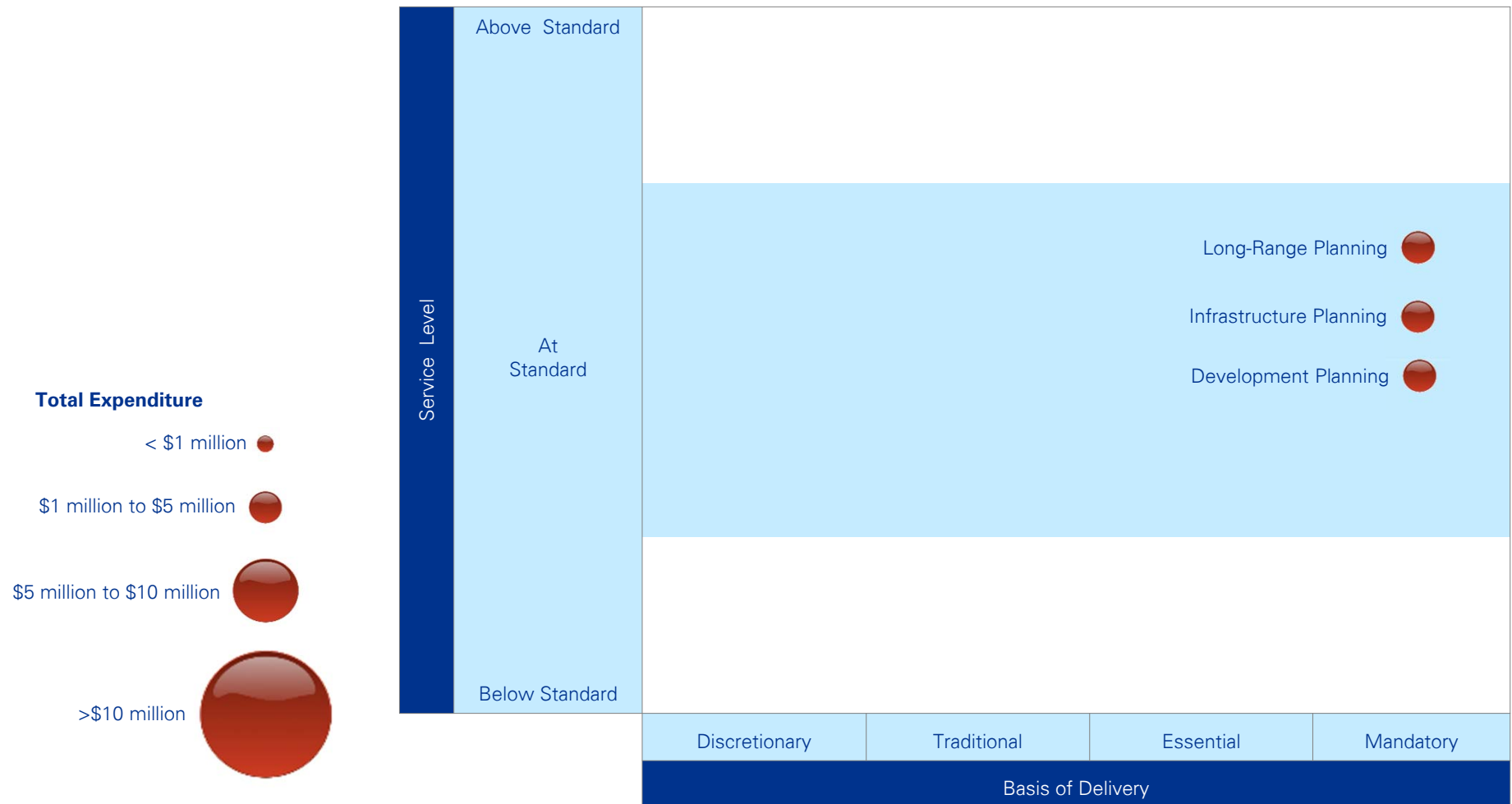
# Overview of the Region Corporate Services (Operating Expenditures)

Services by Basis of Delivery, Service Level and Total Expenditure



# Overview of the Region Planning and Development (Operating Expenditures)

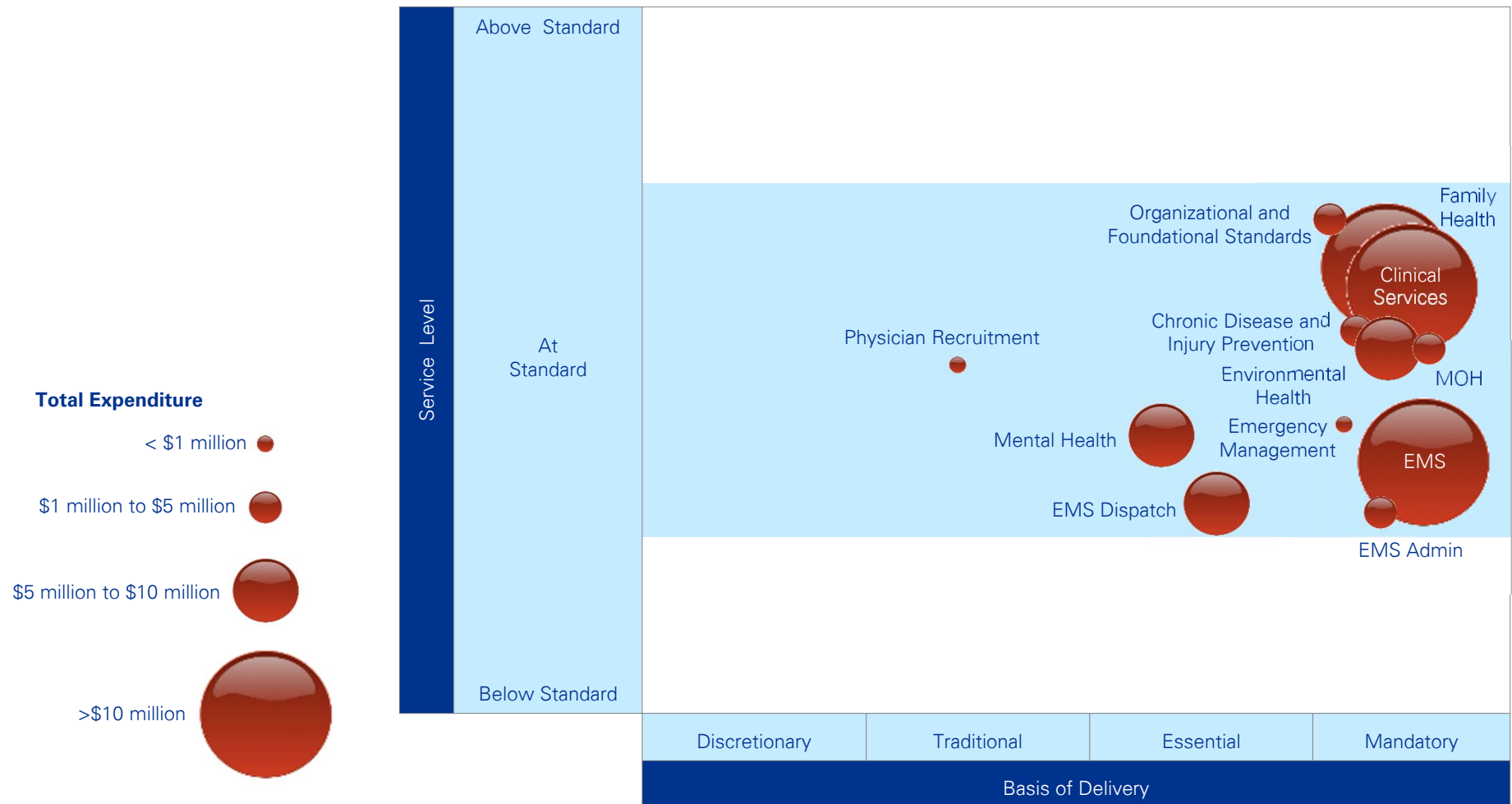
Services by Basis of Delivery, Service Level and Total Expenditure





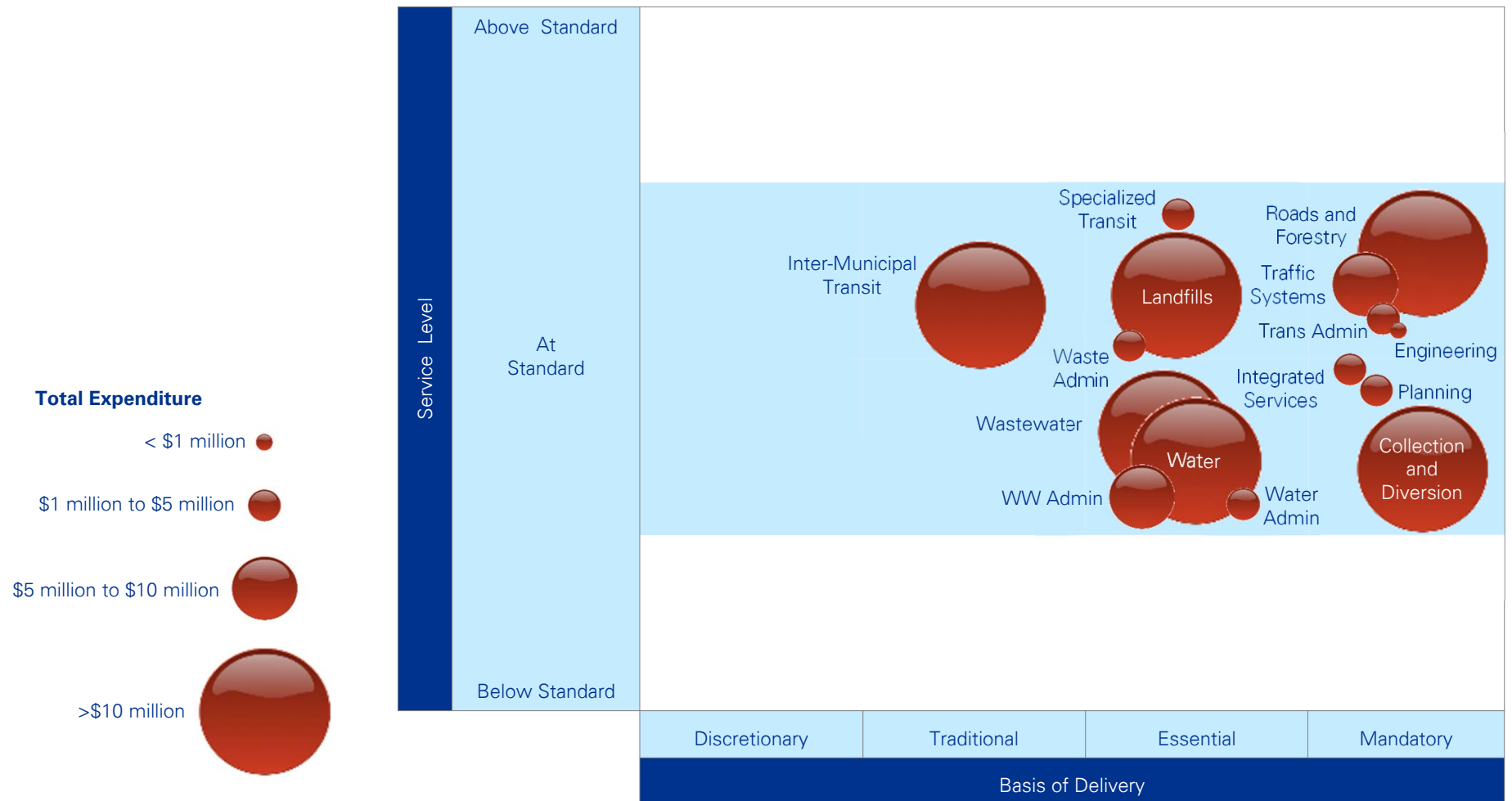
# Overview of the Region Public Health and Emergency Services (Operating Expenditures)

Services by Basis of Delivery, Service Level and Total Expenditure



# Overview of the Region Public Works (Operating Expenditures)

Services by Basis of Delivery, Service Level and Total Expenditure



# Overview of the Region

## C. Operational Challenges

Consistent with other municipalities and public sector organizations, there are a number of factors that compromise the sustainability of the Region's current services and service levels, some of which are internal to the Region while others originate from external parties.

During the course of our review, a number of major challenges and constraints were identified through our interviews with Region personnel and other analysis, the more significant of which are outlined below.

- The Region continues to face an evolving and challenging regulatory environment, with new Provincial legislation expected to impact significantly on certain departments. Similarly, changes to the assignment of responsibilities between the Province and municipalities are also expected to impact resource demands and allocations for the Region. The recent Provincial focus on upper and lower tier municipalities is expected to further impact the Region, its services and financial environment.
- The Region faces significant capital investment requirements over the short to medium term, some of which relate to the replacement of existing infrastructure that has reached end of useful life, while other investments are necessary to support growth that is occurring within the Region. In certain instances, the Region's current capital funding sources (i.e. existing reserves and annual capital contributions) are seen as insufficient to meet these requirements, the consequences of which include (i) the need to prioritize the allocation of financial resources, resulting in some projects being deferred; (ii) increased operating costs due to the poor condition of infrastructure; and/or (iii) the need for the Region to forego certain activities due to the absence of supporting technology and other systems.
- The Region is experiencing operating cost increases that go beyond rate of general inflation (as measured by the Consumer Price Index), with rising fuel costs (including carbon tax impacts) cited as a specific and significant cost pressure.
- As directed by the previous Regional Council, the Region has operated under occasional hiring freezes which we understand has resulted in a consistent and prolonged sensitivity to hiring and a focus on managing staffing levels. The overall effect of this focus appears to have been for staff to focus on more immediate and operational tasks and functions, with higher-value, more strategic activities (e.g. data analysis, operational planning and forecasting) either (i) not undertaken; or (ii) performed on a piece-meal basis when staff have available capacity.
- The degree of interaction between the Region and the lower-tier municipalities will vary by department, ranging from little to no interaction to good collaboration and coordination of efforts. In certain instances, the absence of effective coordination is perceived as impacting operational and financial efficiencies. For example, the relatively high rate of infiltration and inflow experienced by the Region's wastewater treatment system has been attributed, at least in part, to infrastructure issues that are not being addressed due to the absence of a coordinated approach to wastewater infrastructure management.

Additional information concerning operational challenges faced by the Region are included as Appendix B.





## Region of Niagara Service Sustainability Review

# Chapter III Key Findings





# Key Findings

## A. Affordability

The cost of municipal services, particularly taxation levels, is arguably one of the most important areas of focus for elected officials, municipal staff and ratepayers. The perception that a municipality has an affordability issue can influence ongoing decision making, with future budgets limited by the perceived need to control tax levels.

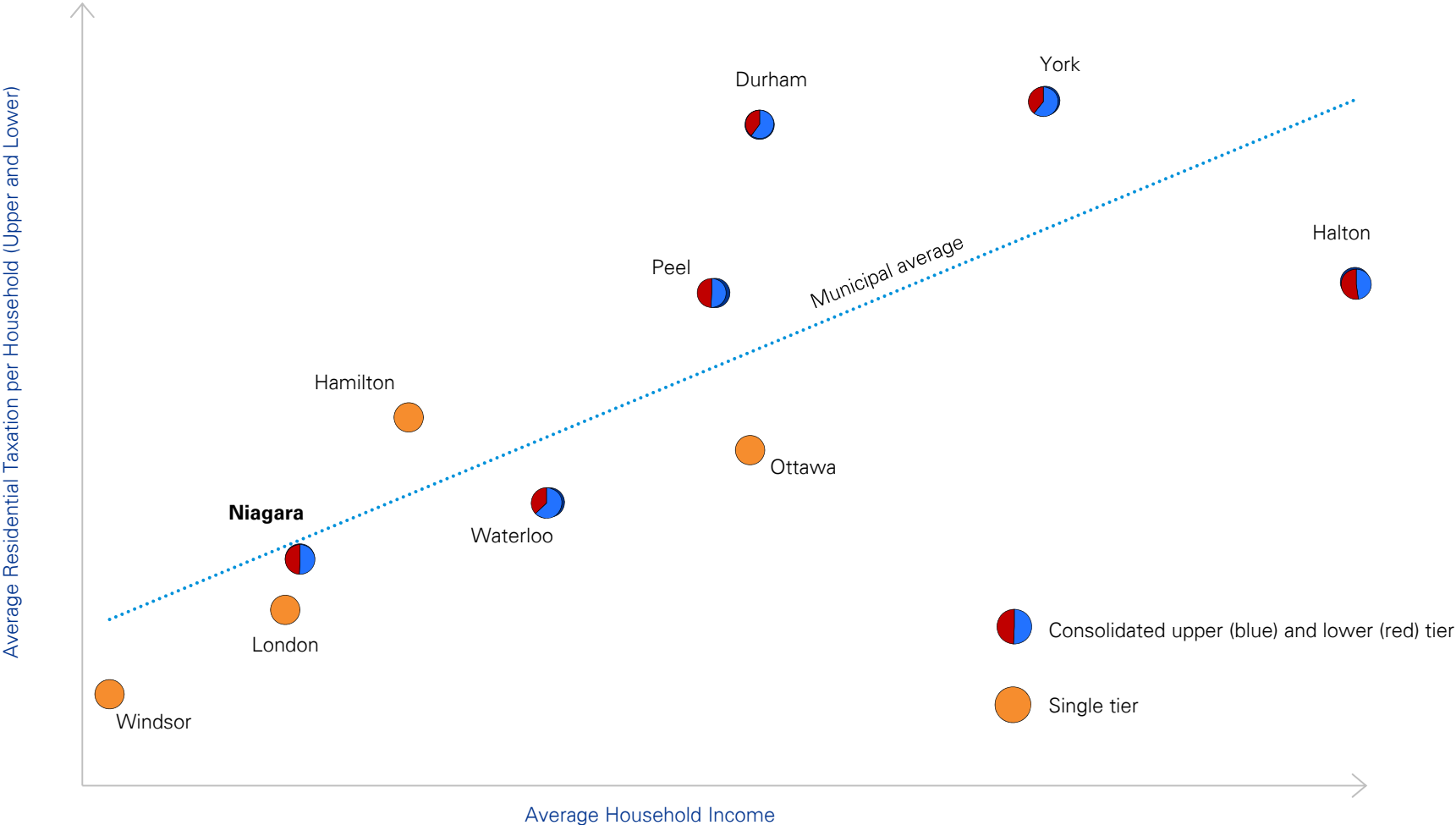
While there are a number of different ways to assess the affordability of property taxes, we have considered the relationship between the average residential taxation per household and household income, which provides an indication as to the percentage of household income that is used to pay municipal taxes. For the purposes of our analysis, we have combined upper and lower tier taxation, reflecting the fact that taxpayers often view their tax bills on a consolidated basis, without differentiation between upper and lower tier levies. At the same time, the consolidation of upper and lower tier taxation levels allows for a comparison to single tier municipalities, providing a broader populations against which to evaluate the Region's level of taxation.

We have summarized on the following page the relationship between residential property taxes and household income for the Region, other upper tier municipalities (Durham, Halton, Peel, Waterloo, York) and larger single tier municipalities (Hamilton, London, Ottawa, Windsor). As noted on the following pages, while the Region has a lower level of household income, the average residential taxes per household (upper and lower tier) is also among the lowest of the comparator municipalities (on a consolidated upper and lower tier basis). Overall, the relationship between residential taxes and residential income is consistent with the average of the comparator municipalities, which suggests the absence of an affordability issue in comparison to other municipalities when viewed on a combined upper and lower tier basis. When viewed from the perspective of upper tier taxation only, our analysis also indicates that the Region's level of residential taxation, as percentage of household income, is less than the average of the comparator upper tier municipalities. This reflects that fact that residential taxes charged by LAMS represent a higher percentage of total residential taxes.

A similar comparison of non-residential taxation levels to income cannot be provided as the necessary data is not available for the purposes of analysis. Specifically, we have requested, but have been unable to obtain, information concerning the number of properties classified as commercial or industrial for the comparator municipalities.

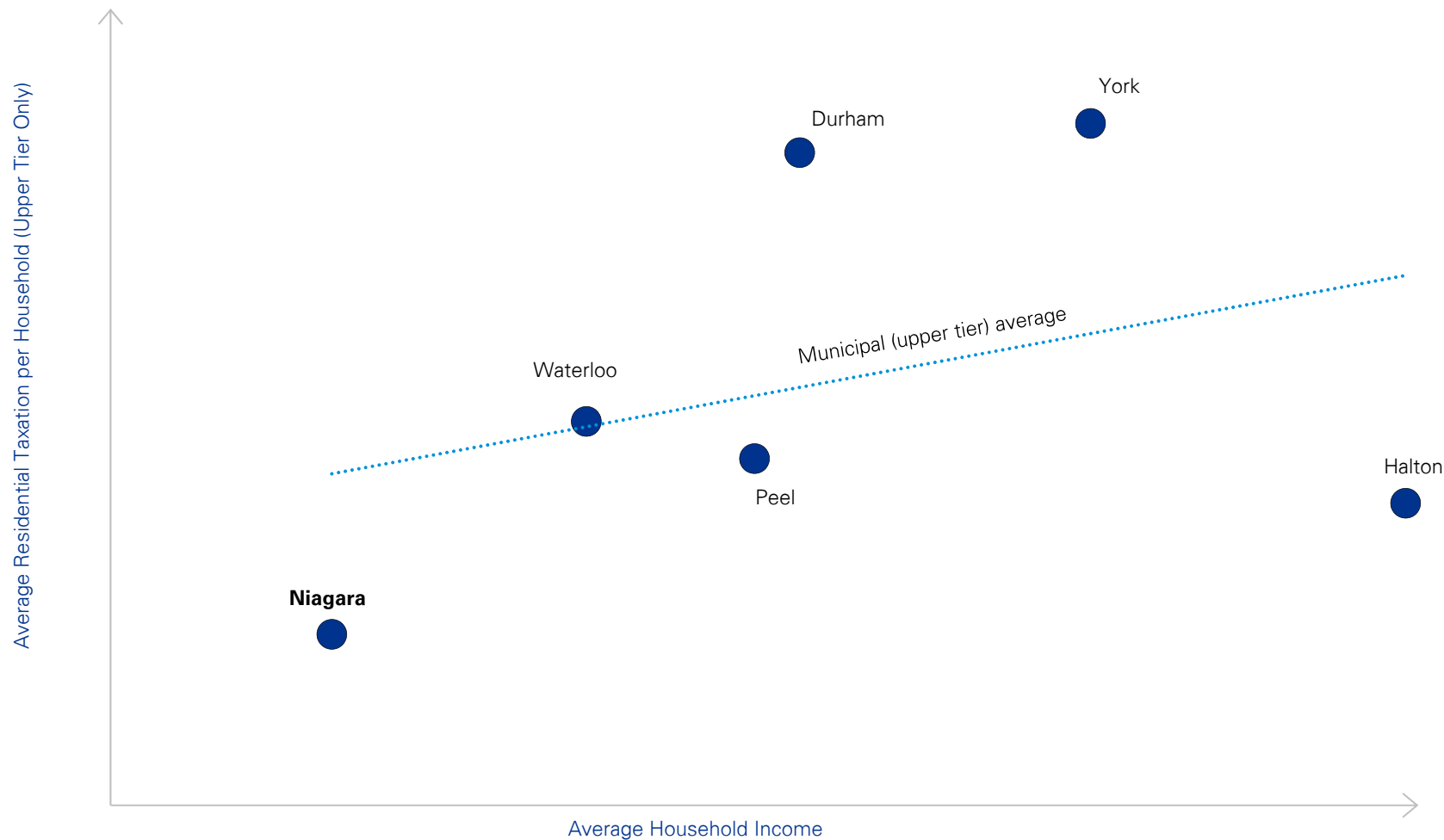
# Key Findings

Average Residential Property Taxation and Household Income



# Key Findings

Average Residential Property Taxation and Household Income (Upper Tier Only)



# Key Findings

## B. Mandatory vs. Discretionary Services

As part of the Review, the Region's services were grouped into one of four categories, reflecting the rationale for the Region's delivery of the specific service.

- **Mandatory Services** – Services that are required to be delivered by regulation or legislation
- **Essential Services** – Services that, while not mandatory, are required to be delivered in order to ensure public health and safety and/or the effective functioning the Region as a corporate body
- **Traditional Services** – Non-mandatory, non-essential services that are typically delivered by municipalities of comparable size and complexity and for which a public expectation exists that the service will be provided
- **Other Discretionary Services** – Services that are delivered at the direction of the Region without a formal requirement or expectation, including services that may not be delivered by other municipalities of comparable size and complexity

As noted on the following pages, 80% of the Region's services<sup>4</sup>, which account for 92% of operating costs, are classified as either mandatory or essential services, with 96% of the Region's staffing complement (based on FTE's) involved in the delivery of these services. Overall, traditional and discretionary services account for a relatively low percentage of the Region's operating costs (6% and 2% respectively) but represent a slightly higher percentage of the Region's levy requisition (8% and 6% respectively). This difference in the composition of the levy requisition vs. operating expenditures reflects the fact that a number of mandatory programs receive significant levels of funding from the Province, most notably social assistance and employment support, childcare and public health. Similarly, water, wastewater and solid waste services, which are classified as essential services for the purposes of the Review, have no associated levy requisition requirement as these are funded through separate requisitions to the LAMs.

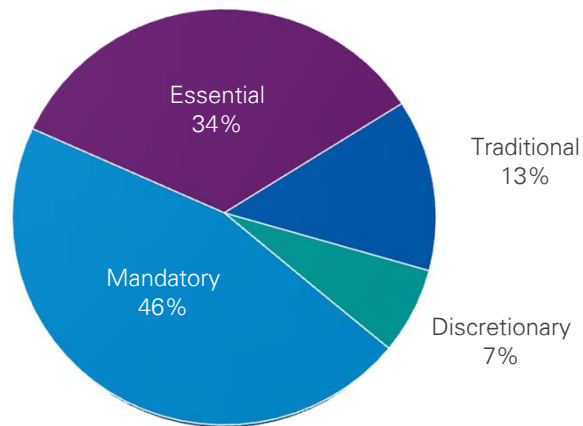
The high proportion of services – and associated operating costs, levy requisition and staffing – that are classified as either mandatory or essential reduces the potential for the Region to eliminate services as a potential cost reduction strategy. While the Region can potentially change how the service is delivered, including revising service levels and/or adopting alternative delivery models, the delivery of a number of mandatory programs is heavily influenced by Provincial regulation and other requirements, which potentially constrain the Region's ability to realize significant financial savings through changes to service delivery, including service level changes. Additionally, given the nature of residents and organizations receiving the benefit of the Region's services, the customer service implications of potential reductions in service levels may, in certain instances, be significant.

<sup>4</sup> In certain instances, a service may include components that have different rationales for delivery (e.g. mandatory and traditional). For the purposes of our report, we have reflected these components as separate services based on the respective rationale for delivery.

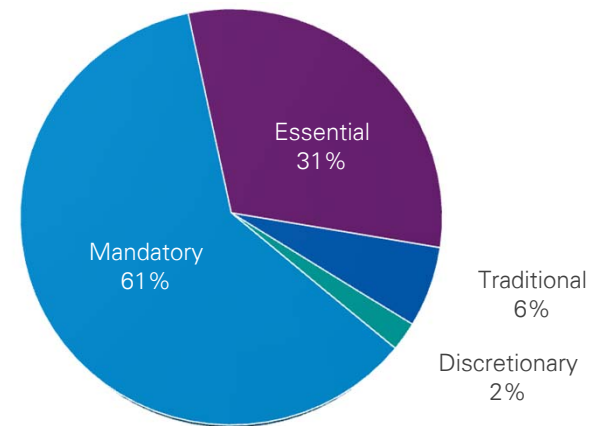


# Key Findings

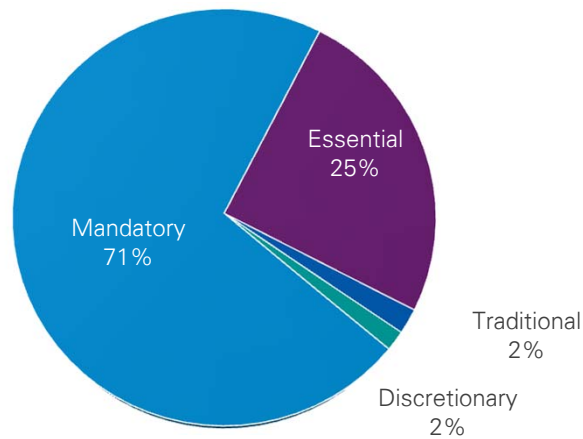
**Number of Services**



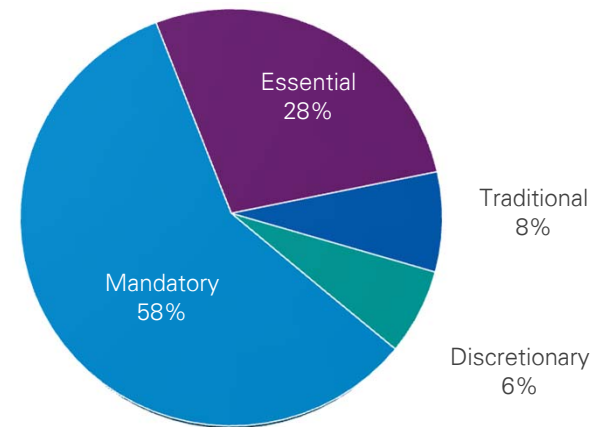
**Operating Expenditures**



**Full-Time Equivalent Employees**



**Levy Requisition**



# Key Findings

## C. Service Levels

The majority of the Region's services appear to be delivered at a level that we consider to be "at standard", reflecting either:

- Service levels mandated by the Province; or
- Service levels adopted by comparable communities.

Examples of services not delivered at standard include the following:

- Services delivered above standard – ProKids, Niagara Prosperity Initiative, Grants and Incentives, Discretionary Social Assistance Benefits and Regional Operated Child Care Centres
- Services delivered below standard – Customer Service and Procurement

## D. Comparative Performance

Included in the service profiles is an analysis of key performance indicators for the Region's services, as well as financial indicators that compare the Region's cost of delivering services to selected comparator municipalities. The service profiles also make reference to the Region's performance in the 2018 MBNCanada Performance Measurement Report, which provides financial and non-financial benchmarking for the participating municipalities.

From an overall perspective, the analysis of the Region's performance contained in the service profiles indicates the following:

- In recent years, a number of services have seen an improvement in their key performance indicators, including but not limited to increased utilization of Regional services (transit), increased energy efficiency (capital, energy and facilities management) and reduced instances of errors (payroll processing);
- Generally, the Region's operating performance appears to be consistent with or lower than, the Provincial average and/or the performance of other municipalities. For example, the Region's quality indicators for long-term care are generally consistent with the Provincial average, which the Region's key performance indicators for social assistance are consistent with or better than the Provincial average.
- For the majority of services, the Region's operating costs are comparable to or towards the lower end of the range of operating costs incurred by comparable municipalities. In addition, the 2018 MBNCanada Performance Measurement Report indicates that the Region is a low cost provider of services when compared to other municipalities.
- In certain instances where the results of the comparative analysis indicate that the Region has a higher level of operating costs, we note that these do not necessarily translate into a comparable levy requirement. For example, the Region's Emergency Medical Services maintain a dispatch function for land ambulance, which is typically provided by the Province and not municipalities, while the Region's Public Health includes mental health programming that we note is typically not delivered by municipalities. While both of these services increase the Region's operating costs, they are both funded almost exclusively by the Province, resulting in little to no impact on the levy requisition. Similarly, while the Region's ownership of a multi-use recycling facility will result in a higher cost for waste management when compared to municipalities that do not own a similar facility, the associated revenues from the sale of recycled products results in a levy requisition for solid waste that is consistent with or lower than the selected comparator municipalities.



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# Key Findings

## E. Financial Sustainability, Flexibility and Vulnerability

In Canada, the development and maintenance of principles for financial reporting fall under the responsibility of the Accounting Standards Oversight Council ('AcSOC'), a volunteer body established by the Canadian Institute of Chartered Accountants in 2000. In this role, AcSOC provides input to and monitors and evaluates the performance of the two boards that are tasked with established accounting standards for the private and public sector:

- The Public Sector Accounting Board ('PSAB') establishes accounting standards for the public sector, which includes municipal governments; and
- The Accounting Standards Board ('AcSB'), which is responsible for the establishment of accounting standards for Canadian entities outside of the public sector.

In May 2009, PSAB released a Statement of Recommended Practice that provided guidance on how public sector bodies should report on indicators of financial condition. As defined in the statement, financial condition is *'a government's financial health as assessed by its ability to meet its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others'*. In reporting on financial condition, PSAB also recommended that three factors, at a minimum, need to be considered:

- **Sustainability.** Sustainability is the degree to which the Region can deliver services and meet its financial commitments without increasing its debt or tax burden relative to the economy in which it operates. To the extent that the level of debt or tax burden grows at a rate that exceeds the growth in the Region's assessment base, there is an increased risk that the Region's current spending levels (and by association, its services, service levels and ability to meet creditor obligations) cannot be maintained.
- **Flexibility.** Flexibility reflects the Region's ability to increase its available sources of funding (debt, taxes or user fees) to meet increasing costs. Municipalities with relatively high flexibility have the potential to absorb cost increases without adversely impacting on affordability for local residents and other ratepayers. On the other hand, municipalities with low levels of flexibility have limited options with respect to generating new revenues, requiring an increased focus on expenditure reduction strategies.
- **Vulnerability.** Vulnerability represents the extent to which the Region is dependent on sources of revenues, predominantly grants from senior levels of government, over which it has no discretion or control. The determination of vulnerability considers (i) unconditional operating grants such as OMPF; (ii) conditional operating grants such as Provincial Gas Tax for transit operations; and (iii) capital grant programs. Municipalities with relatively high indicators of vulnerability are at risk of expenditure reductions or taxation and user fee increases in the event that senior levels of funding are reduced. This is particularly relevant for municipalities that are vulnerable with respect to operating grants from senior levels of government, as the Municipal Act does not allow municipalities to issue long-term debt for operating purposes (Section 408(2.1)).

# Key Findings

As a means of reporting the Region's financial condition, we have considered the following financial indicators (\*denotes PSAB recommended financial indicator).

Financial Condition Category	Financial Indicators
Sustainability	<ol style="list-style-type: none"> <li>1. Financial assets to financial liabilities*</li> <li>2. Total reserves and reserve funds per household</li> <li>3. Capital additions as a percentage of amortization expense</li> </ol>
Flexibility	<ol style="list-style-type: none"> <li>4. Residential taxes per household</li> <li>5. Total long-term debt per household</li> <li>6. Residential taxation as a percentage of average household income</li> <li>7. Debt servicing costs (interest and principal) as a percentage of total revenues*</li> <li>8. Net book value of tangible capital assets as a percentage of historical cost of tangible capital assets*</li> </ol>
Vulnerability	<ol style="list-style-type: none"> <li>9. Operating grants as a percentage of total revenues*</li> <li>10. Capital grants as a percentage of total capital expenditures*</li> </ol>

An overview of these financial indicators, including a comparison of the Region's performance and position against selected upper-tier municipalities (Durham, Halton and Waterloo), is included as Appendix C.

As noted on the following pages, the Region's financial indicators compare favourably with the selected peer municipalities. From an overall perspective, we note that:

- The Region has a lower rate of capital investment than the comparator municipalities, which likely translates into a higher infrastructure deficit;
- The Region's level of reserves is towards the lower end of the range, indicating a lower level of financial flexibility;
- The Region's long-term debt and associated debt servicing costs, are towards the upper range of the comparator municipalities; and
- The Region's taxation levels (upper tier only) are the lowest in terms of residential taxation per household and taxation as a percentage of total assessment. From an affordability perspective, residential taxes as a percentage of household income are the second lowest of the four upper tier municipalities included in the analysis.

We suggest that these factors, both individually and collectively, may increase the Region's potential risk with respect to long-term sustainability and flexibility.





## Region of Niagara Service Sustainability Review

# Chapter IV Opportunities for Consideration





# Opportunities for Consideration

## A. Potential Opportunities for Cost Reductions

During the course of our Review, a total of 22 potential opportunities for cost reductions were identified, which we have grouped into four categories and have summarized below.

Category	Description	Range of Potential Savings
<i>Integration of Service Delivery with LAMs</i>	Further integration of the delivery of municipal services by the Region and LAMs is expected to provide enhanced efficiencies and economies of scale, leading to cost reductions. These strategies do not necessarily envision the transfer of responsibility between the upper and lower tier. Rather, the potential exists to establish shared service organizations to deliver the services on a consolidated basis.	\$1.8 million to \$7.1 million
<i>Discretionary Service Reductions</i>	While discretionary services represent a minority of the Region's services and spending, there are certain areas where the Region's services are either (i) discretionary in nature; and/or (ii) delivered at a level that is higher than mandated requirements and/or service levels adopted by other municipalities. As a means of reducing operating costs and the levy requisition, the Region could consider a reduction in these areas.	\$0.2 million to \$5.3 million
<i>Alternative Service Delivery</i>	The potential exists to change how the Region delivers a service, specifically with respect to the use of its own staff vs. external service providers. In some cases, the potential exists to bring services "in-house", while other opportunities exist for contracting out.	\$0.1 million to \$0.9 million
<i>Operating Changes</i>	During the course of the Review, operational changes were identified that could result in reduced operating costs and enhanced efficiencies.	\$0.3 million to \$1.2 million

Additional information concerning the potential opportunities is included as Appendix E. Please note that those opportunities that qualify for discussion during a closed session of Regional Council have been presented under separate cover.

# Opportunities for Consideration

## B. Prioritized Opportunities

Each of the opportunities identified during the Review were prioritized based on the following considerations:

- What are the potential **financial impacts** of the opportunity?
- What are the **public impacts** of the opportunity? This considers public perception, customer service and potential impacts on the relationship with senior levels of government.
- What are the **personnel impacts** of the opportunity?

In addition to these categories, internal considerations – consistency with Council priorities, technology implications, timing, risk transference and contingency planning – were also included in the evaluation criteria.

Each of the categories noted above were comprised of individual criteria each with a minimum and maximum score that reflected their relative importance to the overall evaluation. In certain cases, criteria scores ranged from negative to positive (e.g. -10 to +10), with negative scores indicating adverse impacts and/or risks associated with the opportunities. The use of negative/positive scoring has been employed successfully by KPMG in similar reviews conducted elsewhere in Ontario and Canada.

The maximum score available under the proposed ranking framework is 400, with potential financial impacts representing 50% of the maximum available score (200 points out of 400 available). Public and customer impacts account for 25% of the available score (100 points), while employee impacts account for 15% of the available score (60 points). Other considerations comprise the remaining 10% of the available score.

Additional information concerning the criteria used to rank the identified opportunities is included as Appendix E.



# Opportunities for Consideration

## C. Estimating Financial Impacts

As noted earlier in our report, the outcomes of the service sustainability review are intended to support strategies that will sustain service delivery in an efficient and effective manner, as well as demonstrate value-for-money to Council, residents and other stakeholders. Given the financial focus of the service sustainability review, the prioritization criteria for the identified opportunities places a high degree of emphasis on the quantum of the potential levy impact, with financial impact accounting for 200 of the 400 available points. In turn, this approach requires some form of quantification of the estimated financial impact.

Consistent with the terms of reference for the service sustainability review, a detailed business-case level analysis of priority opportunities for savings will occur during the development of more detailed business cases. As such, any quantification of financial impact at the opportunity identification/prioritization stage is intended to provide a high level order-of-magnitude estimate. The ultimate financial impact, if any, of the identified opportunities may vary significantly from the estimates provided in this report due to a number of factors and additional analysis is required to provide a more precise estimate of savings.

In order to provide an indication of the possible financial impacts of the opportunities, our approach considered the following approaches which vary based on the nature of the opportunity:

- Where opportunities involve the **discontinuance of a municipal service**, the financial impact was estimated based on the budgeted net levy of the service for 2019. This approach assumes that the costs currently incurred by the Region, net of any non-taxation revenue, would cease upon the discontinuation of the service.
- Where opportunities involve the **reduction of service levels**, the financial impact was estimated based on the differential between the Region's costs and an indicative benchmark, most often the level of costs incurred by other municipalities.
- Where opportunities envisioned **changes to service delivery** (e.g. contracting out, contracting in, increased use of technology), we have estimated the potential financial impact based on (i) an indicative benchmark based on the cost of providing the service in a different manner by either another municipality or the private sector; or (ii) where an indicative benchmark is not available, an assumed cost savings percentage, which is disclosed in the individual opportunity overview.
- Where opportunities focus on **collaboration with local area municipalities**, we have estimated the potential financial impact based on the difference between (a) the costs incurred by the Region and the local area municipalities; and (b) the costs incurred by municipalities that deliver at a single tier.

For other opportunities not listed above, the financial impacts reflect the approach and assumptions listed in the opportunity overview.

# Opportunities for Consideration

Other key assumptions relating to the quantification of the estimated financial impacts assume the following:

- For the purpose of our analysis, we have not differentiated between so-called “hard” impacts – representing incremental cost reductions and/or revenue increases – and “soft” impacts – instances where the opportunities will create greater capacity that can be redirected elsewhere, without achieving incremental cost reductions. To the extent that the Region chooses to reduce staffing levels in response to capacity gains, this would transform soft impacts into hard impacts.
- In a number of instances, the potential opportunities are expected to have one-time costs associated with their implementation. Consistent with our overall quantification of potential financial benefits, we have not undertaken a detailed analysis of one-time costs and as such, their quantum can vary significantly from the amounts presented in our report.
- Our analysis is intended to reflect the current operations of the Region. To the extent that opportunities are implemented over a long-term period, the potential financial impacts will vary significantly from the amounts presented in this report due to changes in the Region’s operations, changes in its regulatory environment, inflationary impacts and/or future decisions of management and Council.
- Our analysis is based on the Provincial funding framework in place at the time of our report and does not reflect proposed or anticipated changes. Accordingly, the financial impact of the identified opportunities may be higher or lower than identified in this report depending on the nature of Provincial and Federal funding changes, if any.
- The financial analysis does not consider any potential changes from the ongoing governance review being conducted by the Province.

In light of these considerations and assumptions, it is important to recognize that the financial impacts identified in our report:

- Are indicative order of magnitude estimates;
- Are subject to change based on future decisions of Council, the Province and other stakeholders;
- Require refinement as part of the implementation of the opportunities; and
- Are prepared primarily for the purposes of ranking the opportunities and determining the relative financial impacts from one opportunity to another.





## Region of Niagara Service Sustainability Review

# Chapter V Implementation





# Implementation

Consistent with the terms of reference for the Review, the highest priority opportunities were further analyzed through the development of individual business cases that included additional analysis and due diligence with respect to the opportunities. A total of six business cases were developed, which have been provided to the Region for its review.





## Region of Niagara Service Sustainability Review

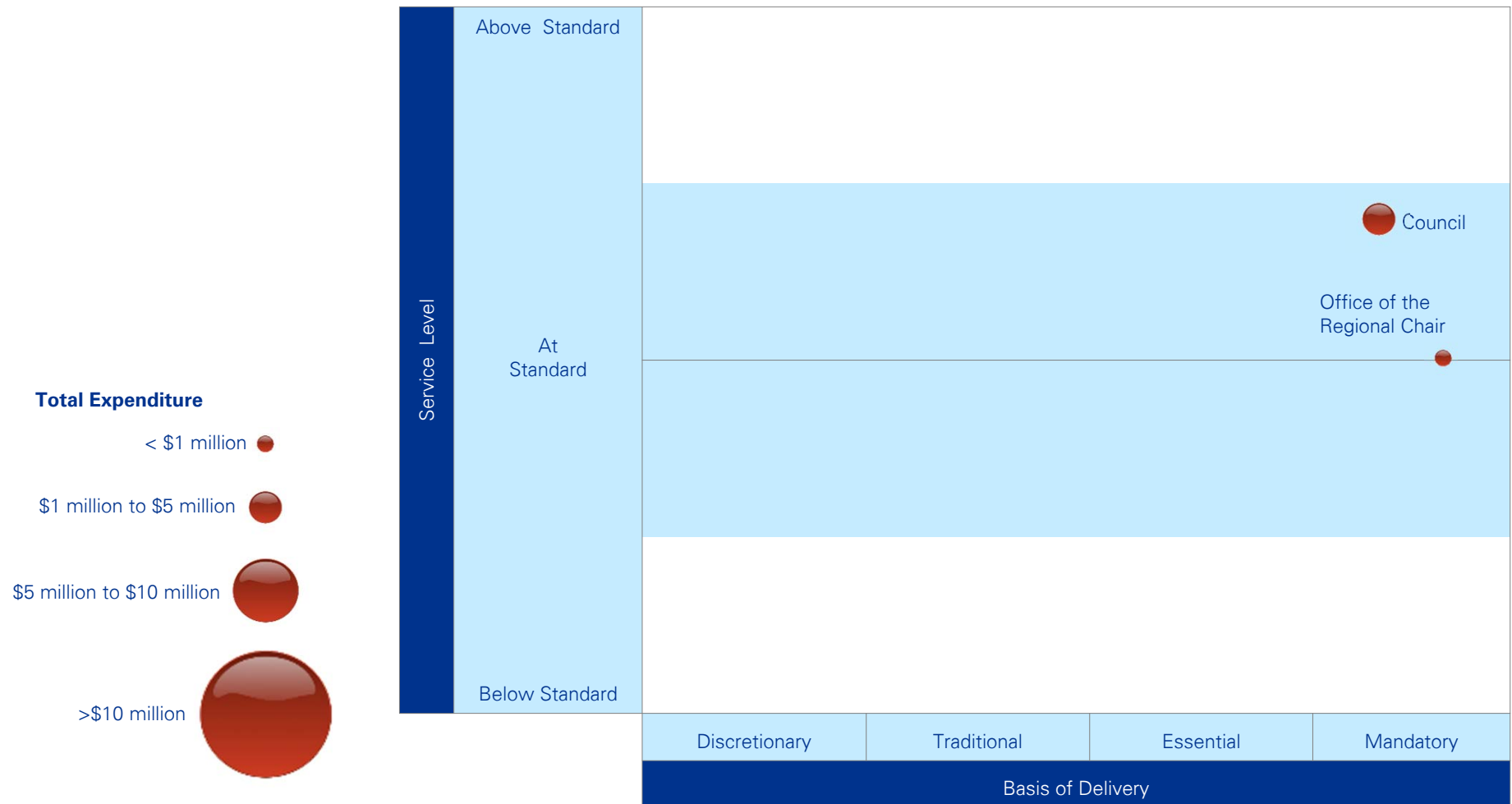
# Appendix A1 Service Profiles Governance



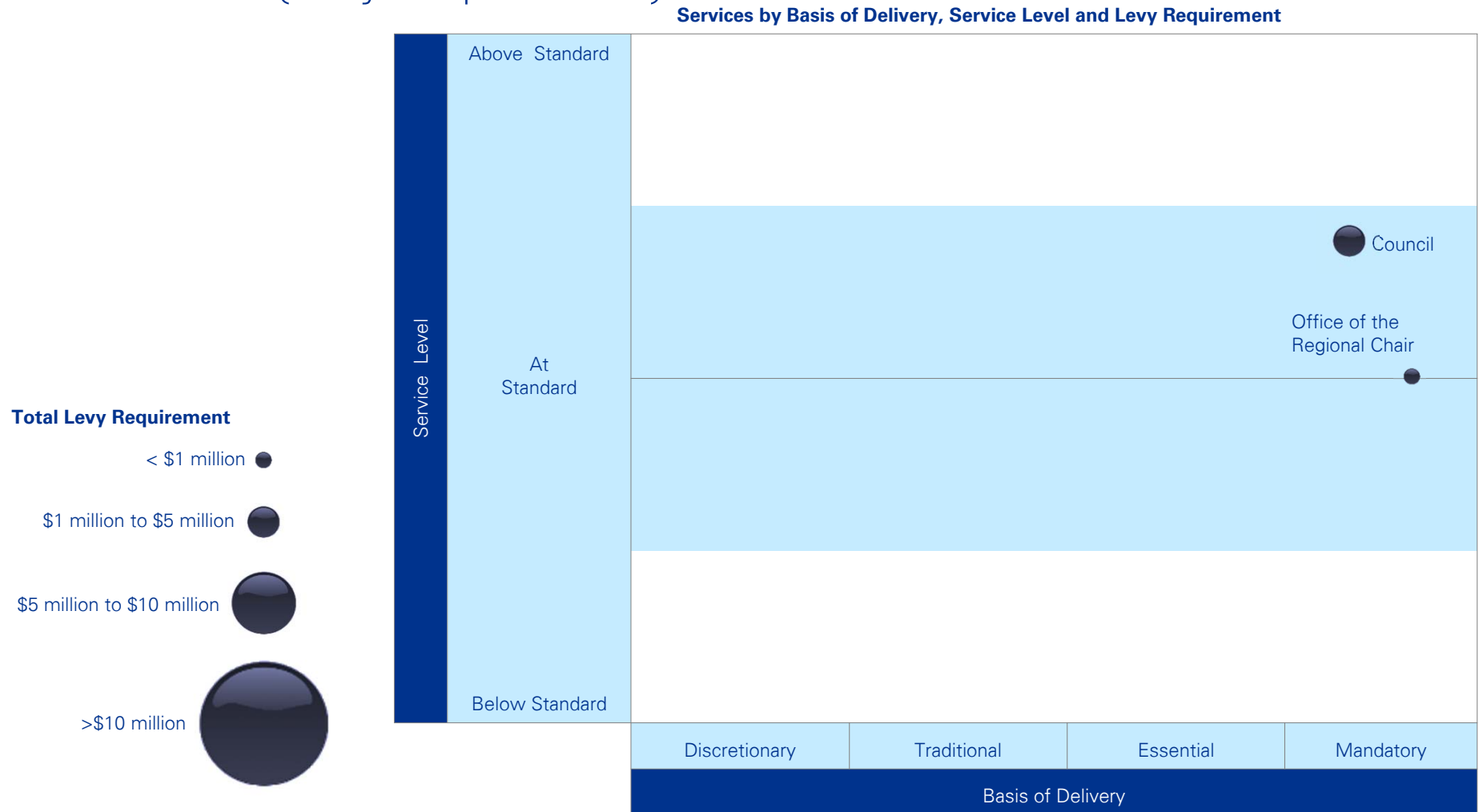


# Overview of the Region Governance (Operating Expenditures)

Services by Basis of Delivery, Service Level and Total Expenditure






# Overview of the Region Governance (Levy Requirement)



# Regional Municipality of Niagara

## Municipal Service Profile Office of the Regional Chair

<table><tr><th colspan="2">Program</th></tr><tr><td colspan="2">Regional Council</td></tr><tr><th colspan="2">Organizational Unit</th></tr><tr><td colspan="2">Office of the Regional Chair</td></tr><tr><th colspan="2">Type of Service</th></tr><tr><td colspan="2">Internal and External</td></tr><tr><th colspan="3">Budget (in thousands)</th></tr><tr><td>Operating Costs</td><td>\$</td><td>584</td></tr><tr><td>Revenues</td><td>\$</td><td>-</td></tr><tr><td>Net Levy</td><td>\$</td><td>584</td></tr><tr><td>Permanent FTEs</td><td></td><td>1.0</td></tr><tr><td>Student FTEs</td><td></td><td>-</td></tr><tr><td>Temporary FTEs</td><td></td><td>2.0</td></tr></table>	Program		Regional Council		Organizational Unit		Office of the Regional Chair		Type of Service		Internal and External		Budget (in thousands)			Operating Costs	\$	584	Revenues	\$	-	Net Levy	\$	584	Permanent FTEs		1.0	Student FTEs		-	Temporary FTEs		2.0	<table><tr><th colspan="2">Service Overview</th></tr><tr><td colspan="2">The Office of the Regional Chair provides leadership to Regional Council in fulfilling the requirements of governing legislation, as well as the strategic goals and objectives identified by Council. The Office also represents the Region, both in the community and externally. The Office of the Regional Chair also works with other levels of government with respect to Regional matters.</td></tr></table>	Service Overview		The Office of the Regional Chair provides leadership to Regional Council in fulfilling the requirements of governing legislation, as well as the strategic goals and objectives identified by Council. The Office also represents the Region, both in the community and externally. The Office of the Regional Chair also works with other levels of government with respect to Regional matters.		<table><tr><th colspan="2" rowspan="2"></th><th colspan="3">Service Level</th></tr><tr><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The scope of the Region's activities with respect to the Office of the Regional Chair is consistent with other municipalities.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>			Service Level			Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The scope of the Region's activities with respect to the Office of the Regional Chair is consistent with other municipalities.</p>			Essential	Traditional	Discretionary
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# Regional Municipality of Niagara

## Municipal Service Profile Office of the Regional Chair

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Regional Council</li> <li>Residents of the Region</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>None identified</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	(1) Leadership to Regional Council (2) Advocacy and promotion of the Region (3) Collaboration on regional issues impacting residents
Service Output Level	The quantum of service outputs provided to direct clients.	The Regional Chair oversees the Region's regularly scheduled Council meetings, as well as Committee of the Whole and special Council meetings (as required).
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - The Office of the Regional Chair is a governance function and therefore, delivered through own resources.

**Municipal Service Profile**  
**Office of the Regional Chair**

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## Region of Niagara Service Sustainability Review

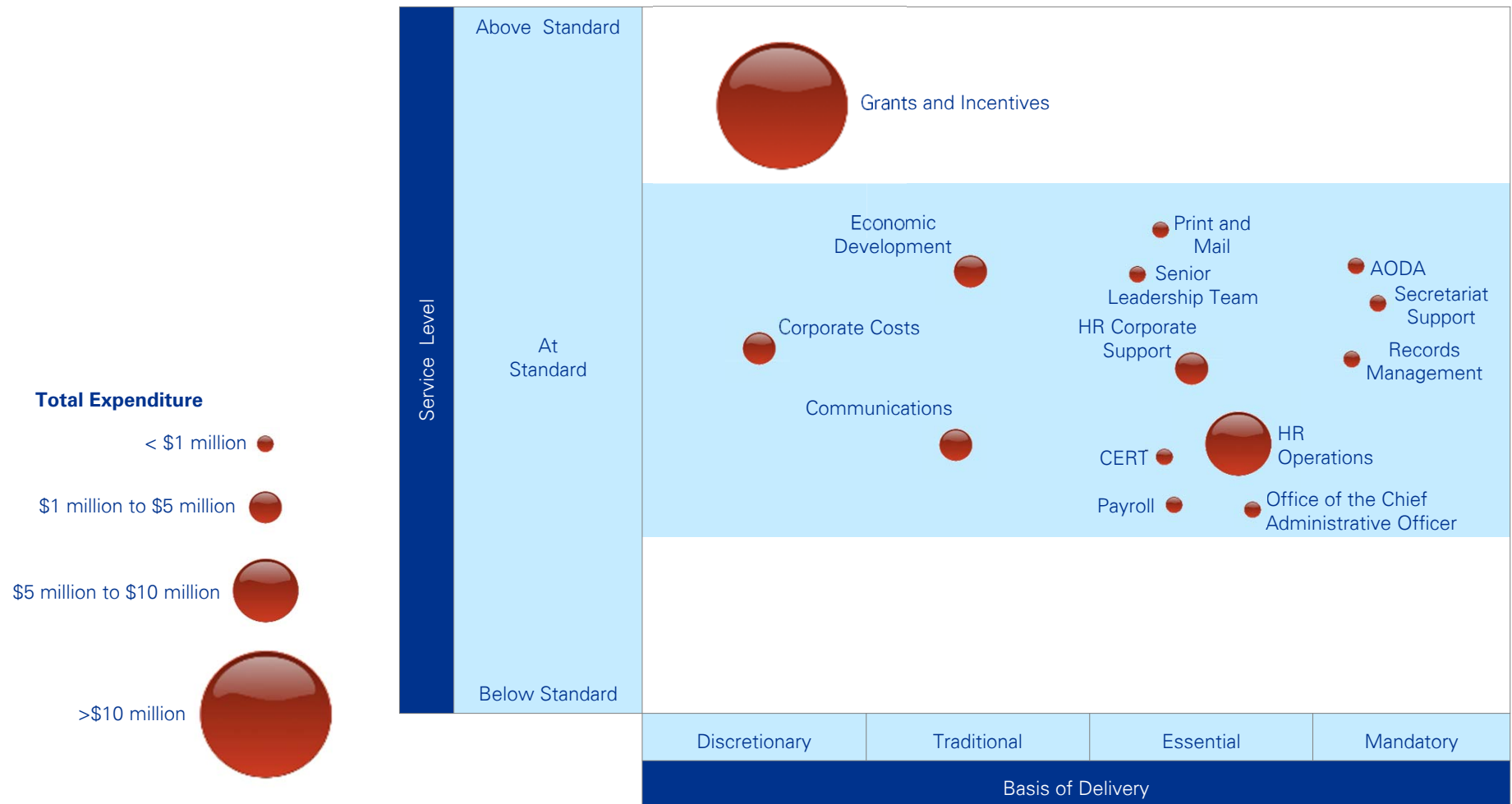
# Appendix A2 Service Profiles Corporate Administration





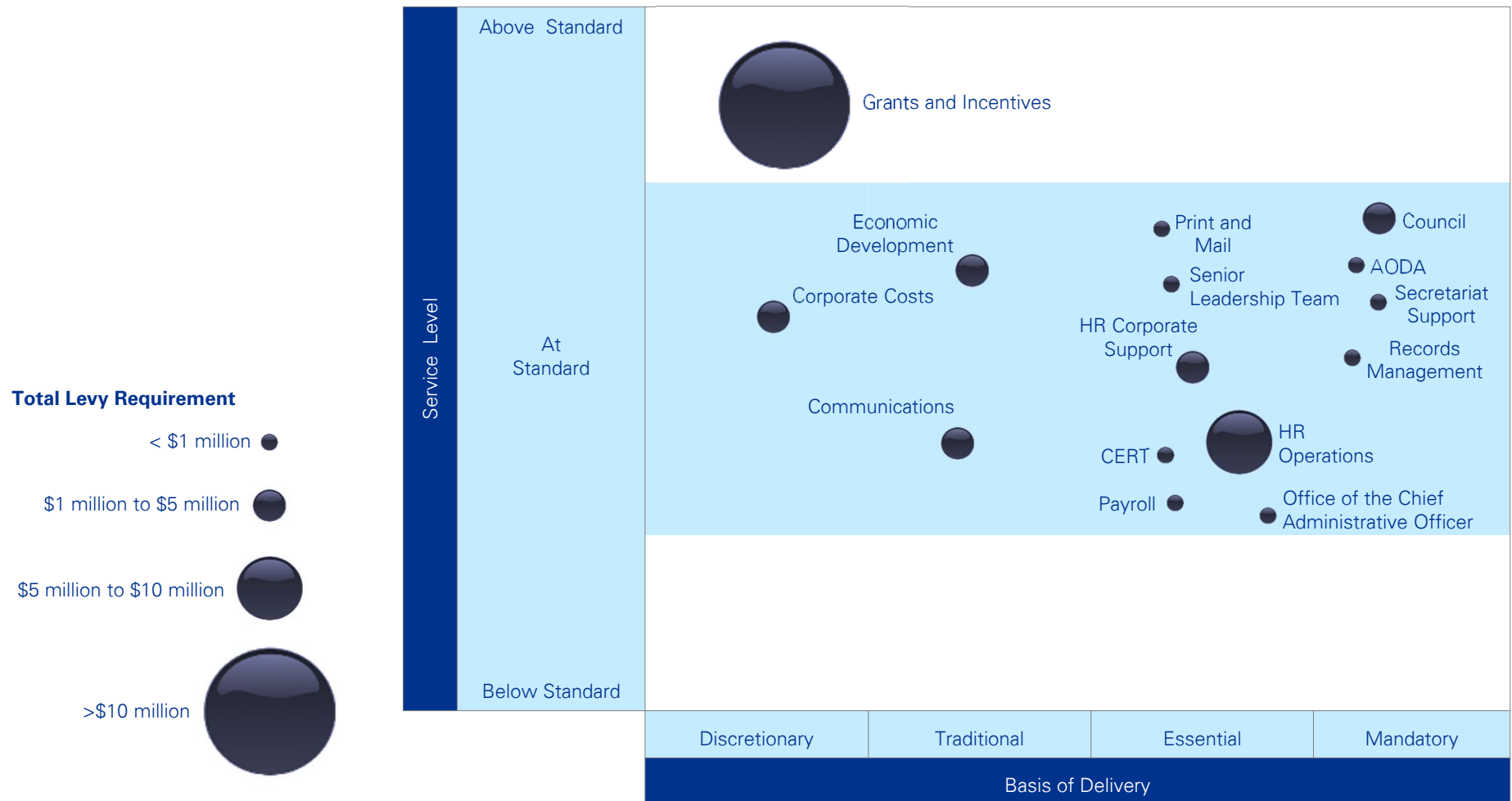
# Overview of the Region Corporate Administration (Operating Expenditures)

Services by Basis of Delivery, Service Level and Total Expenditure






# Overview of the Region Corporate Administration (Levy Requirement)

Services by Basis of Delivery, Service Level and Levy Requirement



# Regional Municipality of Niagara

## Municipal Service Profile Office of the Chief Administrative Officer

<table><tr><th colspan="3">Program</th></tr><tr><td colspan="3">Office of the Chief Administrative Officer</td></tr><tr><th colspan="3">Organizational Unit</th></tr><tr><td colspan="3">Office of the Chief Administrative Officer</td></tr><tr><th colspan="3">Type of Service</th></tr><tr><td colspan="3">Internal</td></tr><tr><th colspan="3">Budget (in thousands)</th></tr><tr><td>Operating Costs</td><td>\$</td><td>513</td></tr><tr><td>Revenues</td><td>\$</td><td>-</td></tr><tr><td>Net Levy</td><td>\$</td><td>513</td></tr><tr><td>Permanent FTEs</td><td></td><td>2.0</td></tr><tr><td>Student FTEs</td><td></td><td>-</td></tr><tr><td>Temporary FTEs</td><td></td><td>-</td></tr></table>	Program			Office of the Chief Administrative Officer			Organizational Unit			Office of the Chief Administrative Officer			Type of Service			Internal			Budget (in thousands)			Operating Costs	\$	513	Revenues	\$	-	Net Levy	\$	513	Permanent FTEs		2.0	Student FTEs		-	Temporary FTEs		-	<table><tr><th colspan="2">Service Overview</th></tr><tr><td colspan="2">The Office of the Chief Administrative Officer ('CAO') provides operational leadership and direction to the organization. The CAO is the most senior employee within the Region and is the connection between Council as a governance body and Regional staff responsible for operational functions.</td></tr><tr><th colspan="2">Service Value</th></tr><tr><td colspan="2">The Office of the CAO focuses and aligns all activities to the vision, mission and focus areas of the Regional Council's strategic plan. The Office of the CAO serves residents by ensuring the delivery of a well-managed municipal government and ensuring the provision of the Region's municipal services to its residents.</td></tr><tr><th colspan="2">Basis for Delivery</th></tr><tr><td colspan="2"><b>Essential</b> – Pursuant to Section 229 of the Municipal Act, municipalities may (but are not required to) appoint a CAO. However, the senior leadership requirements associated with large municipalities requires the appointment of a CAO.</td></tr></table>	Service Overview		The Office of the Chief Administrative Officer ('CAO') provides operational leadership and direction to the organization. The CAO is the most senior employee within the Region and is the connection between Council as a governance body and Regional staff responsible for operational functions.		Service Value		The Office of the CAO focuses and aligns all activities to the vision, mission and focus areas of the Regional Council's strategic plan. The Office of the CAO serves residents by ensuring the delivery of a well-managed municipal government and ensuring the provision of the Region's municipal services to its residents.		Basis for Delivery		<b>Essential</b> – Pursuant to Section 229 of the Municipal Act, municipalities may (but are not required to) appoint a CAO. However, the senior leadership requirements associated with large municipalities requires the appointment of a CAO.		<table><tr><th colspan="2" rowspan="2"></th><th colspan="3">Service Level</th></tr><tr><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The scope of the Region's activities with respect to the Office of the CAO is consistent with other municipalities.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table> <table><tr><th colspan="2">Performance and Benchmarking</th></tr><tr><td colspan="2">Publicly-available information for other Regional governments combines costs relating to the Office of the CAO with other functions, including communications and strategy development. Given the differences in budget formats, a comparison of costs for the Office of the CAO has not been provided.</td></tr><tr><th colspan="2">Coordination with Local Area Municipalities</th></tr><tr><td colspan="2">The CAO will coordinate as required with LAMs on matters of mutual interest.</td></tr></table>			Service Level			Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The scope of the Region's activities with respect to the Office of the CAO is consistent with other municipalities.</p>			Essential	Traditional	Discretionary	Performance and Benchmarking		Publicly-available information for other Regional governments combines costs relating to the Office of the CAO with other functions, including communications and strategy development. Given the differences in budget formats, a comparison of costs for the Office of the CAO has not been provided.		Coordination with Local Area Municipalities		The CAO will coordinate as required with LAMs on matters of mutual interest.	
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# Regional Municipality of Niagara

## Municipal Service Profile Office of the Chief Administrative Officer




Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Regional Council</li> <li>Region senior management</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Region employees, who may not necessarily interact with the CAO but are impacted by corporate decisions</li> <li>Residents of the Region who benefit from the services provided</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Strategic and operational decision making and problem resolution</li> <li>(2) Linkages between Council's strategic plan and the Region's operations</li> <li>(3) Oversight and management of Regional operations</li> </ol>							
Service Output Level	The quantum of service outputs provided to direct clients.	The CAO participates in Regional Council and Committee meetings, as well as regularly scheduled senior leadership team meetings.							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - The Office of the CAO represents the linkage between Regional Council and the Region's operations and is done so with own resources.							

**Municipal Service Profile**  
**Office of the Chief Administrative Officer**

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# Regional Municipality of Niagara

## Municipal Service Profile Regional Clerk - Council

<table><tr><th colspan="2">Program</th></tr><tr><td colspan="2">Office of the Chief Administrative Officer</td></tr><tr><th colspan="2">Organizational Unit</th></tr><tr><td colspan="2">Clerks</td></tr><tr><th colspan="2">Type of Service</th></tr><tr><td colspan="2">Internal and External</td></tr><tr><th colspan="2">Budget (in thousands)</th></tr><tr><td>Operating Costs</td><td>\$ 1,978</td></tr><tr><td>Revenues</td><td>\$ (1)</td></tr><tr><td>Net Levy</td><td>\$ 1,977</td></tr><tr><td>Permanent FTEs</td><td>3.0</td></tr><tr><td>Student FTEs</td><td>-</td></tr><tr><td>Temporary FTEs</td><td>-</td></tr></table>	Program		Office of the Chief Administrative Officer		Organizational Unit		Clerks		Type of Service		Internal and External		Budget (in thousands)		Operating Costs	\$ 1,978	Revenues	\$ (1)	Net Levy	\$ 1,977	Permanent FTEs	3.0	Student FTEs	-	Temporary FTEs	-	<table><tr><th colspan="2">Service Overview</th></tr><tr><td colspan="2">The Region provides support to elected officials, allowing them to exercise their responsibilities as regional councillors. 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# Regional Municipality of Niagara

## Municipal Service Profile Regional Clerk - Council

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Regional Councillors receiving support from the Regional Clerk function</li> <li>Residents of the Region receiving the benefit of political representation</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents and organizations of the Region benefitting from Regional services</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>Political representation, including resolution of constituency matters and issues</li> <li>Administrative and clerical support provided to Regional councillors</li> <li>Compliance with public accountability and transparency requirements</li> </ol>							
Service Output Level	The quantum of service outputs provided to direct clients.	Regional Council is comprised of 32 individuals, including the Regional Chair, the Mayors of the 12 LAMs and 19 elected representatives from Niagara's LAMs. Regional Council is scheduled to meet monthly, with additional committee and special meetings held throughout the year.							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - Council support is provided through the use of the Region's own resources.							

# Regional Municipality of Niagara




## Municipal Service Profile Regional Clerk - Council

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Members of Council	13100	Mandatory	Own Resources	\$ 1,551,500	\$ -	\$ 1,551,500	0.0	0.0	0.0
Clerks Administration	14260	Mandatory	Own Resources	\$ 426,291	\$ (500)	\$ 425,791	3.0	0.0	0.0
						\$ -			
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Total				\$ 1,977,791	\$ (500)	\$ 1,977,291	3.0	-	-



# Regional Municipality of Niagara

## Municipal Service Profile Regional Clerk - AODA

<b>Program</b>  Office of the Chief Administrative Officer		<b>Service Overview</b>  The service works with stakeholders across the Region to meet the legislative requirements under the Accessibility for Ontarians with Disabilities Act ('AODA') and other regulations.		<table><tr><th colspan="2"></th><th colspan="3">Service Level</th></tr><tr><th colspan="2"></th><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div> The Region is compliant with the legislative requirements.</td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>					Service Level					Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> The Region is compliant with the legislative requirements.			Essential	Traditional	Discretionary
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	Discretionary																							
<b>Organizational Unit</b>  Clerks																								
<b>Type of Service</b>  Internal and External		<b>Service Value</b>  The Region's AODA activities contribute to providing quality goods, services and facilities that are accessible to all persons receiving services in a manner that ensures dignity, independence, integration and equal opportunity of all persons with disabilities. This function also ensures that functional units within the Region are compliant with AODA requirements and promote accessibility in their respective service areas.		<b>Performance and Benchmarking</b>  The Region is fully compliant with the provisions of the AODA.  Please refer to the service profile for Regional Clerk - Secretariat Support for an analysis of the Region's costs associated with Clerk services.																				
<b>Budget (in thousands)</b> <table><tr><td>Operating Costs</td><td>\$</td><td>110</td></tr><tr><td>Revenues</td><td>\$</td><td>-</td></tr><tr><td><b>Net Levy</b></td><td><b>\$</b></td><td><b>110</b></td></tr><tr><td><b>Permanent FTEs</b></td><td></td><td><b>1.0</b></td></tr><tr><td><b>Student FTEs</b></td><td></td><td>-</td></tr><tr><td><b>Temporary FTEs</b></td><td></td><td>-</td></tr></table>		Operating Costs	\$	110	Revenues	\$	-	<b>Net Levy</b>	<b>\$</b>	<b>110</b>	<b>Permanent FTEs</b>		<b>1.0</b>	<b>Student FTEs</b>		-	<b>Temporary FTEs</b>		-	<b>Basis for Delivery</b>  <b>Mandatory</b> – The Region's responsibilities with respect to accessibility are mandated by the Accessibility for Ontarians with Disabilities Act.		<b>Coordination with Local Area Municipalities</b>  The focus of the Region's AODA's activities is specific to the Region, with no coordination with the Local Area Municipalities. There is, however, a Memorandum of Understanding with the Region and the Conservation Authority as well as Niagara Regional Police Services.		
Operating Costs	\$	110																						
Revenues	\$	-																						
<b>Net Levy</b>	<b>\$</b>	<b>110</b>																						
<b>Permanent FTEs</b>		<b>1.0</b>																						
<b>Student FTEs</b>		-																						
<b>Temporary FTEs</b>		-																						

# Regional Municipality of Niagara

## Municipal Service Profile Regional Clerk - AODA

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Individuals accessing Regional services</li> <li>Region employees</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Individuals and organizations benefiting from the Region's services</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	(1) AODA Policy and procedure development (2) Assessment of compliance with legislative requirements (3) Training and development (4) Support to functional units to ensure accessibility
Service Output Level	The quantum of service outputs provided to direct clients.	The Region is fully compliant with the required provisions of legislation relating to accessibility.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - Compliance with AODA is performed with the use of internal resources


## Municipal Service Profile

### Regional Clerk - AODA

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# Regional Municipality of Niagara

## Municipal Service Profile Regional Clerk - Print Shop

<div>Program</div> <div>Office of the Chief Administrative Officer</div>	<div>Service Overview</div> <div>The Region owns and operates a print shop for the purposes of producing materials on behalf of the organization. Mail and courier services are responsible for the receipt and delivery of materials.</div>	<div><div></div><div><div>Below Standard</div><div>At Standard</div><div>Above Standard</div></div><div><div>Basis of Delivery</div><div><div>Mandatory</div><div>Essential</div><div>Traditional</div><div>Discretionary</div></div><div><div></div><div>The scope of the Region's activities with respect to print and mail services is consistent with other municipalities.</div></div></div></div>																		
<div>Organizational Unit</div> <div>Clerks</div>																				
<div>Type of Service</div> <div>Internal and External</div>	<div>Service Value</div> <div>The print shop assists the Region in communicating with its residents through the production of physical media. The effective and efficient delivery of mail and courier services contributes to the effective and efficient service delivery.</div>	<div>Performance and Benchmarking</div> <div>Given the relatively small size of the Region's expenditures for print and mail services and the absence of financial information for other comparative regional governments, we have not provided an analysis of performance and benchmarking indicators.</div>																		
<div>Budget (in thousands)</div> <table><tr><td>Operating Costs</td><td>\$</td><td>727</td></tr><tr><td>Revenues</td><td>\$</td><td>-</td></tr><tr><td>Net Levy</td><td>\$</td><td>727</td></tr><tr><td>Permanent FTEs</td><td></td><td>6.3</td></tr><tr><td>Student FTEs</td><td></td><td>-</td></tr><tr><td>Temporary FTEs</td><td></td><td>-</td></tr></table>	Operating Costs	\$	727	Revenues	\$	-	Net Levy	\$	727	Permanent FTEs		6.3	Student FTEs		-	Temporary FTEs		-	<div>Basis for Delivery</div> <div>Essential – The operation of a print shop is a municipal function that contributes to the Region's ability to deliver services. There is also an aspect of the operations that require compliance with the Accessibility for Ontarians with Disabilities Act.</div>	<div>Coordination with Local Area Municipalities</div> <div>The focus of the Region's print and mail activities is specific to the Region, with no coordination with the Local Area Municipalities.</div>
Operating Costs	\$	727																		
Revenues	\$	-																		
Net Levy	\$	727																		
Permanent FTEs		6.3																		
Student FTEs		-																		
Temporary FTEs		-																		

# Regional Municipality of Niagara

## Municipal Service Profile Regional Clerk - Print Shop

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Region departments</li> <li>Residents and organizations receiving communications from the Region</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents and organizations that benefit from Regional services</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	(1) Production of goods on behalf of the Region (2) Mail and courier services							
Service Output Level	The quantum of service outputs provided to direct clients.	During 2018, the Region's print shop processed 2,507 print orders and produced 440 sets of business cards.							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Combined</b> - The Region operates its print shop with the use of internal resources but will purchase services from third party providers dependent on internal capacity.							



# Regional Municipality of Niagara




## Municipal Service Profile Regional Clerk - Print Shop

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Print Shop Services	14202	Essential	Own Resources	\$ 218,389	\$ -	\$ 218,389	3.0	0.0	0.0
Courier Services	14200	Essential	Own Resources	\$ 268,643	\$ -	\$ 268,643	2.3	0.0	0.0
Mail Services	14201	Essential	Own Resources	\$ 240,392	\$ -	\$ 240,392	1.0	0.0	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
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						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
Total				\$ 727,424	\$ -	\$ 727,424	6.3	-	-

# Regional Municipality of Niagara

## Municipal Service Profile

### Regional Clerk - Records Management, Access to Information and Privacy

<table><tr><th colspan="2">Program</th></tr><tr><td colspan="2">Office of the Chief Administrative Officer</td></tr><tr><th colspan="2">Organizational Unit</th></tr><tr><td colspan="2">Clerks</td></tr><tr><th colspan="2">Type of Service</th></tr><tr><td colspan="2">Internal and External</td></tr><tr><th colspan="2">Budget (in thousands)</th></tr><tr><td>Operating Costs</td><td>\$ 310</td></tr><tr><td>Revenues</td><td>\$ (4)</td></tr><tr><td>Net Levy</td><td>\$ 306</td></tr><tr><td>Permanent FTEs</td><td>4.0</td></tr><tr><td>Student FTEs</td><td>-</td></tr><tr><td>Temporary FTEs</td><td>-</td></tr></table>	Program		Office of the Chief Administrative Officer		Organizational Unit		Clerks		Type of Service		Internal and External		Budget (in thousands)		Operating Costs	\$ 310	Revenues	\$ (4)	Net Levy	\$ 306	Permanent FTEs	4.0	Student FTEs	-	Temporary FTEs	-	<table><tr><th colspan="2">Service Overview</th></tr><tr><td colspan="2">The Regional Clerk is responsible for record management from creation through retention to disposition. It also administers the Municipal Freedom of Information and Protection of Privacy Act ("MFIPPA"), handling access to information requests and privacy related matters. It manages the documentation execution process for all formal documents. The Clerk is responsible for coordination and implementation of the privacy program for all personal health information collected, used or disclosed by Community Services and Public Health.</td></tr><tr><th colspan="2">Service Value</th></tr><tr><td colspan="2">The MFIPPA, Records Management and Privacy programs contribute towards the efficiency, effectiveness and transparency of governance by maintaining appropriate records and documentation of governance decisions and providing a right to access to information under the Act. It also ensures that privacy related matters are appropriately dealt with in accordance with legislation and best practice.</td></tr><tr><th colspan="2">Basis for Delivery</th></tr><tr><td colspan="2">Mandatory – Documentation management, including responding to information requests, is required to be delivered by regulation or legislation (MFIPPA, PHIPA and Municipal Act).</td></tr></table>	Service Overview		The Regional Clerk is responsible for record management from creation through retention to disposition. It also administers the Municipal Freedom of Information and Protection of Privacy Act ("MFIPPA"), handling access to information requests and privacy related matters. It manages the documentation execution process for all formal documents. The Clerk is responsible for coordination and implementation of the privacy program for all personal health information collected, used or disclosed by Community Services and Public Health.		Service Value		The MFIPPA, Records Management and Privacy programs contribute towards the efficiency, effectiveness and transparency of governance by maintaining appropriate records and documentation of governance decisions and providing a right to access to information under the Act. It also ensures that privacy related matters are appropriately dealt with in accordance with legislation and best practice.		Basis for Delivery		Mandatory – Documentation management, including responding to information requests, is required to be delivered by regulation or legislation (MFIPPA, PHIPA and Municipal Act).		<table><tr><th colspan="2"></th><th colspan="3">Service Level</th></tr><tr><th colspan="2"></th><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The scope of the Region's administrative activities with respect to records management is consistent with other municipalities and Provincial requirements.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>			Service Level					Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The scope of the Region's administrative activities with respect to records management is consistent with other municipalities and Provincial requirements.</p>			Essential	Traditional	Discretionary	<table><tr><th colspan="2">Performance and Benchmarking</th></tr><tr><td colspan="2">During 2018, the Region completed 93.2% of MFIPPA requests, with 88.2% completed within 30 days of the receipt of the request and 9.1% completed within 31 to 60 days of the request. The 2018 MBNCanada Performance Measurement Report indicates that the Region had the fourth highest rate of completion within 30 days of the 16 municipalities included in the analysis.</td></tr><tr><td colspan="2">Please refer to the service profile for Regional Clerk - Secretariat Support for an analysis of the Region's costs associated with Clerk services.</td></tr></table>	Performance and Benchmarking		During 2018, the Region completed 93.2% of MFIPPA requests, with 88.2% completed within 30 days of the receipt of the request and 9.1% completed within 31 to 60 days of the request. The 2018 MBNCanada Performance Measurement Report indicates that the Region had the fourth highest rate of completion within 30 days of the 16 municipalities included in the analysis.		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# Regional Municipality of Niagara

## Municipal Service Profile

### Regional Clerk - Records Management, Access to Information and Privacy




Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Region employees</li> <li>• Regional Council</li> <li>• Individuals requesting access to information under MFIPPA</li> <li>• LAMs that participate in training with, and receive support from, the Region</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Residents of the Region, who benefit from the services delivered by the Region</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	(1) Records management (creation, retention, disposition) (2) Processing of MFIPPA requests (3) Privacy training, privacy breach management							
Service Output Level	The quantum of service outputs provided to direct clients.	During 2018, the Region received 118 requests under the MFIPPA.							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - Records management is provided with the use of internal resources with the exception of offsite storage of records which is provided by a third party.							

**Municipal Service Profile**  
**Regional Clerk - Records Management, Access to Information and Privacy**

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# Regional Municipality of Niagara

## Municipal Service Profile Regional Clerk- Secretariat Support

<table><tr><th colspan="2">Program</th></tr><tr><td colspan="2">Office of the Chief Administrative Officer</td></tr></table>	Program		Office of the Chief Administrative Officer		<table><tr><th colspan="2">Service Overview</th></tr><tr><td colspan="2">Secretariat Support provides agenda, report and minute production for Regional Council, its Committees, Advisory Committees and any other working groups.</td></tr></table>	Service Overview		Secretariat Support provides agenda, report and minute production for Regional Council, its Committees, Advisory Committees and any other working groups.		<table><tr><th colspan="2" rowspan="2"></th><th colspan="3">Service Level</th></tr><tr><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The scope of the Region's administrative activities with respect to secretariat support is consistent with other municipalities and Provincial requirements.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>			Service Level			Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The scope of the Region's administrative activities with respect to secretariat support is consistent with other municipalities and Provincial requirements.</p>			Essential	Traditional	Discretionary					
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<table><tr><th colspan="3">Budget (in thousands)</th></tr><tr><td>Operating Costs</td><td>\$</td><td>577</td></tr><tr><td>Revenues</td><td>\$</td><td>-</td></tr><tr><td>Net Levy</td><td>\$</td><td>577</td></tr><tr><td>Permanent FTEs</td><td></td><td>6.0</td></tr><tr><td>Student FTEs</td><td></td><td>-</td></tr><tr><td>Temporary FTEs</td><td></td><td>-</td></tr></table>	Budget (in thousands)			Operating Costs	\$	577	Revenues	\$	-	Net Levy	\$	577	Permanent FTEs		6.0	Student FTEs		-	Temporary FTEs		-	<table><tr><th colspan="2">Service Value</th></tr><tr><td colspan="2">Secretariat Support contributes towards the efficiency, effectiveness and transparency of governance by maintaining appropriate records and documentation of governance decisions. It also ensures compliance with notice of meeting and other regulatory requirements relating to governance of the Region.</td></tr></table>	Service Value		Secretariat Support contributes towards the efficiency, effectiveness and transparency of governance by maintaining appropriate records and documentation of governance decisions. It also ensures compliance with notice of meeting and other regulatory requirements relating to governance of the Region.		<table><tr><th colspan="2">Performance and Benchmarking</th></tr><tr><td colspan="2">In comparison to selected municipalities for which comparable publicly-available information is available (Halton, Durham), the Region's cost per household for elected officials is towards the lower end of the comparative municipalities.</td></tr></table>	Performance and Benchmarking		In comparison to selected municipalities for which comparable publicly-available information is available (Halton, Durham), the Region's cost per household for elected officials is towards the lower end of the comparative municipalities.	
Budget (in thousands)																															
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	<table><tr><th colspan="2">Basis for Delivery</th></tr><tr><td colspan="2"><b>Mandatory</b> – The Municipal Act establishes the requirement for a Clerk.</td></tr></table>	Basis for Delivery		<b>Mandatory</b> – The Municipal Act establishes the requirement for a Clerk.		<table><tr><th colspan="2">Coordination with Local Area Municipalities</th></tr><tr><td colspan="2">The Regional Clerk will provide support to LAMs during times of legislative change, as part of the election cycle and at area clerk meetings.</td></tr></table>	Coordination with Local Area Municipalities		The Regional Clerk will provide support to LAMs during times of legislative change, as part of the election cycle and at area clerk meetings.																						
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# Regional Municipality of Niagara

## Municipal Service Profile Regional Clerk- Secretariat Support




Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Regional Council</li> <li>Region management</li> <li>LAMs that receive support from the Region</li> <li>Residents of the Region interacting with Regional Council</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents and organizations that benefit from Regional services</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Clerical and administrative support for Council meetings and committees</li> <li>(2) Records of all meetings of Council and other governance bodies</li> <li>(3) Communication of governance matters to the general public and civic administration via agendas, minutes, and correspondence</li> <li>(4) Compliance to public accountability and transparency matters</li> </ol>							
Service Output Level	The quantum of service outputs provided to direct clients.	To be determined							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - Secretariat support is provided with the Region's own resources.							

**Municipal Service Profile**  
**Regional Clerk- Secretariat Support**

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# Regional Municipality of Niagara

## Municipal Service Profile Human Resources - Operations

<table><tr><th colspan="2">Program</th></tr><tr><td colspan="2">Office of the Chief Administrative Officer</td></tr></table>	Program		Office of the Chief Administrative Officer		<table><tr><th colspan="2">Service Overview</th></tr><tr><td colspan="2">Human Resources is responsible for the provision of all human resource services to all Service Areas. Human Resources services include but are not limited to occupational health and safety, attendance &amp; disability management, employee and labour relations, recruitment and staffing, leadership development, performance management, organizational design, pension and benefits, compensation management and recognition and corporate learning, as well as internal employee change management and communications. Human Resources also provides support to Niagara Regional Housing through a service level agreement, and additionally on request will provide support to the local area municipalities.</td></tr></table>	Service Overview		Human Resources is responsible for the provision of all human resource services to all Service Areas. Human Resources services include but are not limited to occupational health and safety, attendance & disability management, employee and labour relations, recruitment and staffing, leadership development, performance management, organizational design, pension and benefits, compensation management and recognition and corporate learning, as well as internal employee change management and communications. Human Resources also provides support to Niagara Regional Housing through a service level agreement, and additionally on request will provide support to the local area municipalities.		<table><tr><th colspan="2"></th><th colspan="3">Service Level</th></tr><tr><th colspan="2"></th><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The scope of the Region's activities with respect to human resources is consistent with other municipalities.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>			Service Level					Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The scope of the Region's activities with respect to human resources is consistent with other municipalities.</p>			Essential	Traditional	Discretionary					
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# Regional Municipality of Niagara

## Municipal Service Profile Human Resources - Operations

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Region employees</li> <li>• Region management</li> <li>• Collective bargaining units</li> <li>• Council</li> <li>• Niagara Regional Housing</li> <li>• Local Area Municipalities</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Residents of the Region who benefit from the services delivered by the Region</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	(1) Employee and client relations (2) Occupational health and safety, disability management (3) Learning and development (4) Internal employee communications (5) Employee and Labour relations (6) Recruitment and retention (7) Leadership development							
Service Output Level	The quantum of service outputs provided to direct clients.	Human Resources currently provides support for more than 2,700 full-time equivalent employees directly employed by the Region, with additional support provided to Niagara Regional Housing and the Niagara Regional Police Service. During the period 2016 to 2018, Human Resources assisted with 5,764 individual job postings, including 252 postings for leadership positions.							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - Human resources related services are provided by the Region through its own resources.							

## Municipal Service Profile




### Human Resources - Operations

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# Regional Municipality of Niagara

## Municipal Service Profile Human Resources - Payroll

<b>Program</b>  Office of the Chief Administrative Officer		<b>Service Overview</b>  Human Resources provides core payroll processing including benefits and pension administration for the Region including payroll processing, processing of identified entitlements and deductions, T4 and ROE reporting, statutory payroll reporting and the payment and reconciliation of payroll liabilities, as well as HR technology management, all human capital reporting. Full payroll services, including T4, ROE, statutory remittances and g/l reconciliations are also provided to the Niagara Regional Police Services and Niagara Regional Housing.		<table><tr><th colspan="2"></th><th colspan="3">Service Level</th></tr><tr><th colspan="2"></th><th>Below Standard</th><th>At Standard</th><th colspan="2">Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="4" rowspan="4"><div></div> The scope of the Region's activities with respect to payroll services is consistent with other municipalities.</td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>					Service Level					Below Standard	At Standard	Above Standard		Basis of Delivery	Mandatory	<div></div> The scope of the Region's activities with respect to payroll services is consistent with other municipalities.				Essential	Traditional	Discretionary
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<b>Organizational Unit</b>  Human Resources																										
<b>Type of Service</b>  Internal		<b>Service Value</b>  Payroll services ensures that the Region's employees are paid accurately and on time, along with applicable remittances to other level of government and required garnishments. It ensures legislative compliance with Canada Revenue, Ministry of Finance, ESA, Public Sector Salary Disclosure Act and the OMERS Act.		<b>Performance and Benchmarking</b>  During the period 2016 to 2018, the Region has experienced a reduction in the amount of payroll errors, with the total value of payroll errors decreasing from 0.05% of gross payroll in 2016 to 0.02% of gross payroll in 2018.  The 2018 MBNCanada Performance Measurement Report indicates that during 2018 the Region had the fifth lowest payroll cost per payroll direct deposit or cheque of the 16 municipalities included in the comparative analysis.																						
<b>Budget (in thousands)</b> <table><tr><td>Operating Costs</td><td>\$</td><td>698</td></tr><tr><td>Revenues</td><td>\$</td><td>-</td></tr><tr><td><b>Net Levy</b></td><td><b>\$</b></td><td><b>698</b></td></tr><tr><td><b>Permanent FTEs</b></td><td></td><td><b>8.0</b></td></tr><tr><td><b>Student FTEs</b></td><td></td><td><b>2.0</b></td></tr><tr><td><b>Temporary FTEs</b></td><td></td><td><b>-</b></td></tr></table>		Operating Costs	\$	698	Revenues	\$	-	<b>Net Levy</b>	<b>\$</b>	<b>698</b>	<b>Permanent FTEs</b>		<b>8.0</b>	<b>Student FTEs</b>		<b>2.0</b>	<b>Temporary FTEs</b>		<b>-</b>							
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		<b>Basis for Delivery</b>  <b>Essential</b> - Effective payroll processing is essential for ensuring that the Region can deliver municipal services as planned.		<b>Coordination with Local Area Municipalities</b>  The Region provides full payroll services to both Niagara Regional Police Services and Niagara Regional Housing. The City of St. Catharines receives time and attendance technology services from the Region on an ongoing basis.																						

# Regional Municipality of Niagara

## Municipal Service Profile Human Resources - Payroll

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Region employees</li> <li>• Collective bargaining units</li> <li>• Government and all third party agencies (remittances and reporting)</li> <li>• NRPS employees</li> <li>• NRH employees</li> <li>• City of St. Catharines employees</li> <li>• Council</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Residents of the Region who benefit from the services delivered by the Region</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	(1) Payroll processing (2) Payment remittances, entitlements, and withholdings to third parties (3) Payroll-related reporting (4) Assistance and advice to other Region departments (5) Collective bargaining implementation
Service Output Level	The quantum of service outputs provided to direct clients.	During 2018, the Region's gross payroll amounted to just under \$320 million.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - Payroll services are provided by the Region through its own resources.

## Municipal Service Profile




### Human Resources - Payroll

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# Regional Municipality of Niagara

## Municipal Service Profile

### Human Resources - Corporate Employee Relations Team

<b>Program</b>  Office of the Chief Administrative Officer		<b>Service Overview</b>  Recognition is a key element of driving employee engagement, making it a core component of the Niagara Region's strategic people strategy initiative. The Corporate Employee Recognition Team ("CERT") is a cross-functional team of advocates responsible for supporting HR with corporate wide recognition deliverables including performance awards/program and length of service recognition events.		<table><tr><th colspan="2"></th><th colspan="3">Service Level</th></tr><tr><th colspan="2"></th><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div> The scope of the Region's activities with respect to human resources is consistent with other municipalities.</td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>					Service Level					Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> The scope of the Region's activities with respect to human resources is consistent with other municipalities.			Essential	Traditional	Discretionary
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<b>Organizational Unit</b>  Human Resources																								
<b>Type of Service</b>  External and Internal		<b>Service Value</b>  Human Resources is responsible for maintaining an engaged and productive workforce that serves the community and delivers on council priorities, by providing programs and supports to the employees of the Corporation. It ensures legislative compliance in many areas including Ontario Human Rights, Labour Relations, ESA, Occupational Health and Safety, Canada Revenue and the OMERS Act, and mindful of our client compliance requirements to additional legislation such as Long Term Act and Ambulance Act.		<b>Performance and Benchmarking</b>  During the period 2016 to 2018, the percentage of Regional employees nominated for a performance award by their peers has averaged just over 3%: <ul style="list-style-type: none"><li>• 2016 - 2.99%</li><li>• 2017 - 3.79%</li><li>• 2018 - 2.60%</li></ul>																				
<b>Budget (in thousands)</b> <table><tr><td>Operating Costs</td><td>\$</td><td>66</td></tr><tr><td>Revenues</td><td>\$</td><td>-</td></tr><tr><td><b>Net Levy</b></td><td><b>\$</b></td><td><b>66</b></td></tr><tr><td><b>Permanent FTEs</b></td><td></td><td>-</td></tr><tr><td><b>Student FTEs</b></td><td></td><td>-</td></tr><tr><td><b>Temporary FTEs</b></td><td></td><td>-</td></tr></table>		Operating Costs	\$	66	Revenues	\$	-	<b>Net Levy</b>	<b>\$</b>	<b>66</b>	<b>Permanent FTEs</b>		-	<b>Student FTEs</b>		-	<b>Temporary FTEs</b>		-	<b>Basis for Delivery</b>  <b>Essential</b> - An effective human resources function is seen as essential to the needs of both employees and the Corporation allowing it to deliver services to residents.		<b>Coordination with Local Area Municipalities</b>  The focus of CERT is specific to the Region and does not involve LAMs.		
Operating Costs	\$	66																						
Revenues	\$	-																						
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# Regional Municipality of Niagara

## Municipal Service Profile

### Human Resources - Corporate Employee Relations Team

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Region employees</li> <li>Region management</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents of the Region who benefit from the services delivered by the Region</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	(1) Employee and Labour relations							
Service Output Level	The quantum of service outputs provided to direct clients.	On an annual basis, approximately 3% of the Region's employees are recognized for performance awards by their peers.							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - Human resources related services are provided by the Region through its own resources.							

# Regional Municipality of Niagara

## Municipal Service Profile

**Human Resources - Corporate Employee Relations Team**




Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
CERT	14455	Essential	Own Resources	\$ 66,180	\$ -	\$ 66,180	0.0	0.0	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
Total				\$ 66,180	\$ -	\$ 66,180	-	-	-



# Regional Municipality of Niagara

## Municipal Service Profile

### Human Resources - Corporate Support

<b>Program</b>  Office of the Chief Administrative Officer		<b>Service Overview</b>  Human Resources is responsible to work within the established corporate Labour Relations Cost Administration policy framework that supports a reporting and funding structure whereby Human Resources can oversee, track, analyze and report to the Chief Administrative Officer (CAO) on the costs of severing employment contracts.  Human Resources is also responsible to provide support to other corporate areas in accounting for, tracking, and allocating costs associated with Union executive, employees absent from work on long term disability (LTD), retiree employee benefits, and the vested sick leave payout.		<table><tr><td colspan="2"></td><th colspan="3">Service Level</th></tr><tr><td colspan="2"></td><th>Below Standard</th><th>At Standard</th><th>Above Standard</th><td colspan="2"></td></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="5" rowspan="4"><div></div> The scope of the Region's activities with respect to human resources is consistent with other municipalities.</td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>					Service Level					Below Standard	At Standard	Above Standard			Basis of Delivery	Mandatory	<div></div> The scope of the Region's activities with respect to human resources is consistent with other municipalities.					Essential	Traditional	Discretionary
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<b>Organizational Unit</b>  Human Resources																												
<b>Type of Service</b>  Internal and external		<b>Service Value</b>  Human Resources is responsible for maintaining an engaged and productive workforce that serves the community and delivers on council priorities, by providing programs and supports to the employees of the Corporation. It ensures legislative compliance in many areas including Ontario Human Rights, Labour Relations, ESA, Occupational Health and Safety, Canada Revenue and the OMERS Act, and mindful of our client compliance requirements to additional legislation such as Long Term Act and Ambulance Act.		<b>Performance and Benchmarking</b>  Please refer to the service profile for Human Resources - Operations for an analysis of performance and financial benchmarking of the Region's Human Resources function.																								
<b>Budget (in thousands)</b> <table><tr><td>Operating Costs</td><td>\$</td><td>1,296</td></tr><tr><td>Revenues</td><td>\$</td><td>(99)</td></tr><tr><td><b>Net Levy</b></td><td><b>\$</b></td><td><b>1,197</b></td></tr><tr><td><b>Permanent FTEs</b></td><td></td><td><b>2.0</b></td></tr><tr><td><b>Student FTEs</b></td><td></td><td>-</td></tr><tr><td><b>Temporary FTEs</b></td><td></td><td>-</td></tr></table>		Operating Costs	\$	1,296	Revenues	\$	(99)	<b>Net Levy</b>	<b>\$</b>	<b>1,197</b>	<b>Permanent FTEs</b>		<b>2.0</b>	<b>Student FTEs</b>		-	<b>Temporary FTEs</b>		-	<b>Basis for Delivery</b>  <b>Essential</b> - An effective human resources function is seen as essential to the needs of both employees and the Corporation allowing it to deliver services to residents.		<b>Coordination with Local Area Municipalities</b>  The focus of HR Corporate Support is specific to the Region and does not involve LAMs.						
Operating Costs	\$	1,296																										
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# Regional Municipality of Niagara

## Municipal Service Profile Human Resources - Corporate Support

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Region employees</li> <li>• Region management</li> <li>• Collective bargaining units</li> <li>• Council</li> <li>• Niagara Regional Housing</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Residents of the Region who benefit from the services delivered by the Region</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	(1) Employee and Labour relations (2) Corporate compensation, benefits and pension							
Service Output Level	The quantum of service outputs provided to direct clients.	The annual cost of LTD, retired employee benefits and sick leave payouts is approximately \$800,000.							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - Human resources related services are provided by the Region through its own resources.							



## Municipal Service Profile

### Human Resources - Corporate Support

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# Regional Municipality of Niagara

## Municipal Service Profile Grants and Incentives

<b>Program</b>		<b>Service Overview</b>		<b>Service Level</b>			
Economic Development		<p>The Region's grants and incentives are intended to support development within the Niagara Region. The Region offers incentives for new and expanding private sector investment, development, redevelopment and construction activity, including: (1) Smarter Niagara incentive program (SNIP) simple grants, which rebate for a variety of eligible projects; (2) SNIP tax increment grants, which provide a grant payment equal to a percentage of the municipal tax increase generated by an eligible project; (3) public realm investment grants, which provide funding for streetscape and other public area improvements; (4) Gateway tax increment grants, which provide a grant payment equal to a percentage of the municipal tax increase generated by an eligible project; and (5) development charge grants, which rebate eligible properties for the cost of Regional development charges.</p>		Below Standard		At Standard	Above Standard
<b>Organizational Unit</b>				<p>Tax incentive and other community grants </p> <p>Development charge rebates are considered to be above standard based on the quantum of the annual expenditures compared to budget. </p>			
Not applicable (funding program only)							
<b>Type of Service</b>							
External							
<b>Budget (in thousands)</b>		<b>Service Value</b>		<b>Performance and Benchmarking</b>			
Operating Costs	\$ 7,679	<p>The Region's Gateway program contributes towards the attractiveness and competitiveness of the employment lands in the Gateway and by doing so:</p> <ul style="list-style-type: none"><li>- Create new employment and retain existing employment;</li><li>- Diversify the Region's economic base; and,</li><li>- Increase property assessment and the Region's non-residential tax base; and,</li><li>- Develop energy efficient, sustainable industrial buildings.</li></ul> <p>The SNIP and Public Realm programs encourage development, beautification, residential conversion and intensification and promote heritage restoration.</p>		<p>During 2018, the Region expended a total of \$13.8 million with respect to all grants and incentives, the majority of which (\$13.2 million) related to development charge rebates. Overall, total grants and incentives in 2018 increased by \$8.6 million from 2017. During the same period (2017 to 2018), the Region's total assessment increased by \$3.11 billion while the value of building permits issued increased by \$7.7 million.</p> <p>Based on our analysis of publicly-available budget information for other similar sized upper tier municipalities (Halton, Durham and Waterloo), we have not identified budget allocations for similar grants and incentive programs. While this does not preclude the presence of similar programs in other regional municipalities, it may suggest that the level of grants and incentives is lower than the Region's investment in these programs.</p>			
Revenues	\$ -						
Net Levy	\$ 7,679						
Permanent FTEs	-						
Student FTEs	-						
Temporary FTEs	-	<b>Basis for Delivery</b>		<b>Coordination with Local Area Municipalities</b>			
		<p>The establishment of community improvement plans and the provision of financial incentives pursuant to these plans are a <b>traditional</b> municipal activity. However, the majority of development charge exemptions provided by the Region are <b>discretionary</b>.</p>		<p>The Region's tax incentive programs are coordinated with Local Area Municipalities, with the determination of the amount of incentive based on the combined upper and lower tier taxation revenues. Similarly, other Region incentives are built upon community investment plans adopted by Local Area Municipalities.</p>			

# Regional Municipality of Niagara

## Municipal Service Profile Grants and Incentives

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Developers receiving financial incentives from the Region</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Property owners that benefit from increased assessment levels</li> <li>Residents that benefit from enhanced employment opportunities</li> <li>Residents and visitors that benefit from property enhancements</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	(1) SNIP simple grants (2) SNIP tax increment grants (3) Public realm investment grants (4) Gateway tax increment grants (5) Development charge rebates
Service Output Level	The quantum of service outputs provided to direct clients.	During 2018, the Region provided a total of \$13.8 million in incentives, including: <ul style="list-style-type: none"> <li>Planning incentive grants - \$0.267 million</li> <li>Tax increment grants - \$0.260 million</li> <li>Public realm investment grants - \$0.124 million</li> <li>Gateway tax increment grants - \$0.019 million</li> <li>Development charge rebates - \$13.179 million</li> </ul>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Other</b> - The provision of grants and incentives is undertaken through financial payments and does not involve the direct delivery of services.

## Municipal Service Profile




### Grants and Incentives

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# Regional Municipality of Niagara

## Municipal Service Profile Economic Development

<table><tr><th colspan="2">Program</th></tr><tr><td colspan="2">Economic Development</td></tr><tr><th colspan="2">Organizational Unit</th></tr><tr><td colspan="2">Office of the Chief Administrative Officer</td></tr></table>	Program		Economic Development		Organizational Unit		Office of the Chief Administrative Officer		<table><tr><th colspan="2">Service Overview</th></tr><tr><td colspan="2">Niagara Region Economic Development serves as the conduit and catalyst to affect positive economic growth in Niagara through the advancement of strategic marketing and initiatives, business development and expedited services, trade and investment, economic research and analysis, economic development to support to local area municipalities, and coordination of the Niagara Foreign Trade Zone, a one stop shop for local companies looking to export their products and serves to foreign markets.</td></tr></table>	Service Overview		Niagara Region Economic Development serves as the conduit and catalyst to affect positive economic growth in Niagara through the advancement of strategic marketing and initiatives, business development and expedited services, trade and investment, economic research and analysis, economic development to support to local area municipalities, and coordination of the Niagara Foreign Trade Zone, a one stop shop for local companies looking to export their products and serves to foreign markets.		<table><tr><th colspan="2"></th><th colspan="3">Service Level</th></tr><tr><th colspan="2"></th><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The scope of the Region's economic development activities is considered to be consistent with other municipalities.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>			Service Level					Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The scope of the Region's economic development activities is considered to be consistent with other municipalities.</p>			Essential	Traditional	Discretionary
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# Regional Municipality of Niagara

## Municipal Service Profile Economic Development

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Region employees and elected officials involved in economic development</li> <li>Local Area Municipalities</li> <li>Business community in the Region</li> <li>Community and industry stakeholders</li> <li>Provincial and Federal governments</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents of the Region who benefit from the effective delivery of economic development services</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) External marketing and investment</li> <li>(2) Assistance with associated approval processes and permitting</li> <li>(3) Research and analysis</li> <li>(4) Support for regional economic development efforts</li> <li>(5) Site selection support</li> <li>(6) Sector support (Agriculture and tourism)</li> <li>(7) Economic development support to Local Area Municipalities without capacity</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>During 2018, the Region's Economic Development Division:</p> <ul style="list-style-type: none"> <li>Engaged 175 companies in relation to the Niagara Foreign Trade Zone (NFTZ), conducted 11 seminars related to the NFTZ and participated in 20 networking events</li> <li>Through the Innovate Niagara initiative, worked with 24 new high performing companies and partners in 38 events reaching 1,596 people</li> <li>Generated 163 qualified leads, with 48 active prospects identified during the year</li> <li>Participated in more than 12 inward and outward investment missions</li> </ul>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Own resources</b> - Regional economic development is delivered through the use of the Region's own internal resources but dependent on the nature of an initiative, may use third party specialists.</p>




## Municipal Service Profile

### Economic Development

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# Regional Municipality of Niagara

## Municipal Service Profile Senior Leadership Team

<b>Program</b>  Public Works Planning and Development Enterprise Resource Management Community Services		<b>Service Overview</b>  The Commissioner Leadership Team ("CLT") is responsible for the operational management of individual programs within the Region. The CLT works with the CAO on matters relating to planning, service delivery, performance monitoring, change management and issue resolution. The CLT also assists Council with the execution of their governance responsibilities through the provision of information and advice.		<table><tr><td colspan="2"></td><td colspan="3"><b>Service Level</b></td></tr><tr><td colspan="2"></td><td>Below Standard</td><td>At Standard</td><td colspan="2">Above Standard</td></tr><tr><td rowspan="4"><b>Basis of Delivery</b></td><td>Mandatory</td><td colspan="4" rowspan="4"><div></div> The scope of the Region's activities with respect to the CLT is consistent with other municipalities.</td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>					<b>Service Level</b>					Below Standard	At Standard	Above Standard		<b>Basis of Delivery</b>	Mandatory	<div></div> The scope of the Region's activities with respect to the CLT is consistent with other municipalities.				Essential	Traditional	Discretionary
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<b>Organizational Unit</b> Commissioner Leadership Team																										
<b>Type of Service</b> Internal		<b>Service Value</b>  The CLT contributions towards the achievement of the vision, mission and focus areas of the Regional Council's strategic plan. The CLT serves residents by ensuring the delivery of services in line with their accountabilities.		<b>Performance and Benchmarking</b>  Costs relating to the individual commissioner's offices are included in the benchmarking analysis provided in the service profiles for their respective functional areas.																						
<b>Budget (in thousands)</b> <table><tr><td>Operating Costs</td><td>\$</td><td>428</td></tr><tr><td>Revenues</td><td>\$</td><td>-</td></tr><tr><td><b>Net Levy</b></td><td><b>\$</b></td><td><b>428</b></td></tr><tr><td><b>Permanent FTEs</b></td><td></td><td><b>9.0</b></td></tr><tr><td><b>Student FTEs</b></td><td></td><td><b>2.0</b></td></tr><tr><td><b>Temporary FTEs</b></td><td></td><td><b>1.0</b></td></tr></table>		Operating Costs	\$	428	Revenues	\$	-	<b>Net Levy</b>	<b>\$</b>	<b>428</b>	<b>Permanent FTEs</b>		<b>9.0</b>	<b>Student FTEs</b>		<b>2.0</b>	<b>Temporary FTEs</b>		<b>1.0</b>	<b>Basis for Delivery</b>  <b>Essential</b> – The establishment of a senior leadership team is required to ensure the effective and efficient delivery of municipal services.		<b>Coordination with Local Area Municipalities</b>  The CLT will coordinate as required with LAMs on matters of mutual interest.				
Operating Costs	\$	428																								
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# Regional Municipality of Niagara

## Municipal Service Profile Senior Leadership Team

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Region staff</li> <li>Regional Council</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents of the Region that receive municipal services</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	(1) Strategic and operational decision making and problem resolution (2) Oversight and management of Regional operations							
Service Output Level	The quantum of service outputs provided to direct clients.	The CLT participates in Regional Council and Committee meetings and also meets as required to address strategic and operational matters within the Region.							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - Senior-level decision making is undertaken by Regional personnel.							

# Regional Municipality of Niagara

## Municipal Service Profile Senior Leadership Team


Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
ERMS Commissioner	20000	Essential	Own Resources	\$ (8,159)	\$ -	\$ (8,159)	2.0	0.0	0.0
Community Services Commissioner	30000	Essential	Own Resources	\$ -	\$ -	\$ -	2.0	2.0	0.0
Public Works Commissioner	60000	Essential	Own Resources	\$ -	\$ -	\$ -	2.0	0.0	0.0
Planning and Development Commissioner	18000	Essential	Own Resources	\$ 436,447	\$ -	\$ 436,447	2.0	0.0	0.0
General Manager's Office	14000	Essential	Own Resources	\$ -		\$ -	1.0	0.0	1.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
Total				\$ 428,288	\$ -	\$ 428,288	9.0	2.0	1.0



# Regional Municipality of Niagara

## Municipal Service Profile

### Strategic Communications and Public Affairs

<b>Program</b>		<b>Service Overview</b>		<b>Service Level</b>				
Office of the Chief Administrative Officer		Strategic Communications and Public Affairs develops communications strategies to inform and engage the community about key initiatives and creates the tactics to execute those strategies. This can include proactive media relations, website management, social media and digital communication tools, advertising and digital analytics, brand management and creative services, strategic communications counsel and planning, public relations research, government relations, crisis communications, internal communications and marketing.			Below Standard	At Standard	Above Standard	
<b>Organizational Unit</b>				<b>Basis of Delivery</b>	<div></div> <p>The scope of the Region's activities with respect to strategic communications and public affairs is consistent with other municipalities.</p>			
Strategic Communications and Public Affairs								
<b>Type of Service</b>		<b>Service Value</b>		<b>Performance and Benchmarking</b>				
Internal and External		Strategic Communications and Public Affairs is responsible for the timely, accurate and transparent dissemination of information, as well as ensuring there is mutual understanding with the Region's various audiences. Through two-way communications, the unit works to make sure that the feedback and ideas of the Region's stakeholders inform the Region's decision-making process.		The Region's 2018 Resident Survey indicated that 51% of residents felt they were receiving the right amount of information from the Region, with 44% indicating that they received too little information. Overall, 80% of residents either completely trust (22%) or somewhat trust (58%) the information they receive from the Region.  In comparison to selected comparator municipalities for which publicly-available information is available (Durham, Hamilton, Brampton and London), the Region's communications costs are the lowest on a per household basis. Please note that the 2018 MBNCanada Performance Measurement Report does not include information concerning municipal communications.				
<b>Budget (in thousands)</b>				<b>Coordination with Local Area Municipalities</b>				
Operating Costs	\$	1,249	<b>Traditional</b> - Municipalities of a similar size typically maintain a corporate/strategic communications function.	Strategic Communications and Public Affairs coordinates with the Local Area Municipalities through quarterly meetings to discuss matters - these meetings are an opportunity to share information.				
Revenues	\$	-						
Net Levy	\$	1,249						
Permanent FTEs		10.0						
Student FTEs		-						
Temporary FTEs		-						

# Regional Municipality of Niagara

## Municipal Service Profile

### Strategic Communications and Public Affairs

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Regional staff and departments (internal)</li> <li>Residents of the Region</li> <li>Media</li> <li>Local Area Municipalities</li> <li>Other levels of government and agencies</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	
Service Output	The output of a service that fulfills a recognized client's need.	(1) Communications and information dissemination with respect to the Region's services, initiatives and other matters
Service Output Level	The quantum of service outputs provided to direct clients.	<p>During 2018, Strategic Communications and Public Affairs provided:</p> <ul style="list-style-type: none"> <li>118 media requests, 71 digital newspapers, 567 Facebook posts and 1,659 tweets</li> <li>Responses to 2,525 requests for graphics and 51 requests for newspaper ads</li> <li>Responses to 288 enquiries from residents through the info@ email address</li> <li>52 surveys</li> <li>A variety of communications material for the Region's website, which attracted 1.91 million visits, 5.86 million page views and 500 web requests</li> </ul>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - Strategic Communications and Public relies exclusively on internal resources.


## Municipal Service Profile

### Strategic Communications and Public Affairs

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# Regional Municipality of Niagara

## Municipal Service Profile Corporate Costs

<b>Program</b>		<b>Service Overview</b>		<b>Service Level</b>				
Corporate Costs		<p>Corporate Costs include various services and funding programs relating to special initiatives and corporate-wide activities not classified elsewhere, including (1) contributions relating to the Niagara Health System Cancer Centre; (2) contributions towards research agreements; (3) Canada Summer Games costs; (4) fibre optic connectivity costs; and (5) corporate membership costs.</p>		<b>Below Standard</b>			<b>At Standard</b>	<b>Above Standard</b>
<b>Organizational Unit</b>				<p>The Region's corporate costs are considered to be discretionary as there is no formal requirement for these expenditures and the initiatives are specific to the Region.</p> 				
Corporate Costs								
<b>Type of Service</b>								
Internal and External								
<b>Budget (in thousands)</b>		<b>Service Value</b>		<b>Performance and Benchmarking</b>				
Operating Costs	\$ 2,805	<p>Corporate costs contribute towards various public policy priorities within the Region, including healthcare, internet connectivity and sports tourism.</p>		<p>Given the discretionary nature of corporate costs, we have not provided a comparative analysis involving other municipalities.</p>				
Revenues	\$ (228)							
Net Levy	\$ 2,577							
Permanent FTEs	-							
Student FTEs	-							
Temporary FTEs	-	<b>Basis for Delivery</b>		<b>Coordination with Local Area Municipalities</b>				
		<p><b>Discretionary</b> – With the exception of corporate memberships, corporate costs are incurred based on the Region's priorities and are not considered to be mandatory, essential or traditional activities.</p>		<p>The Region will collaborate with LAMs as appropriate with respect to special initiatives such as the Canada Summer Games.</p>				

# Regional Municipality of Niagara

## Municipal Service Profile

### Corporate Costs

Profile Component	Definition						
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Organizations receiving funding from the Region</li> <li>Regional employees benefiting from corporate memberships</li> <li>Students that retain employment with the Region</li> </ul>					
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents of the Region utilizing or otherwise benefiting from organizations and activities funded by the Region</li> </ul>					
Service Output	The output of a service that fulfills a recognized client's need.	(1) Financial contributions towards Niagara Health System Cancer Centre (2) Research grants (3) Financial contributions towards the Canada Summer Games (4) Financial contributions towards fibre optic connectivity (5) Corporate memberships (6) Youth retention program					
Service Output Level	The quantum of service outputs provided to direct clients.	<p>The Region's Corporate Costs provide financial support for a range of initiatives, including annual financial contributions extending over multiple years.</p> <ul style="list-style-type: none"> <li>- Niagara College Agri-Food - commitment extends to 2020</li> <li>- Connect-to-Innovate Fibre Optic initiative - commitment extends to 2021</li> <li>- Canada Summer Games - commitment extends to 2021</li> <li>- Niagara Health System Facility - commitment extends to 2040</li> </ul>					
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Financial contributions</b> - With the exception of corporate memberships and youth retention, corporate costs represent financial contributions to other parties.					

## Municipal Service Profile

### Corporate Costs

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## Region of Niagara Service Sustainability Review

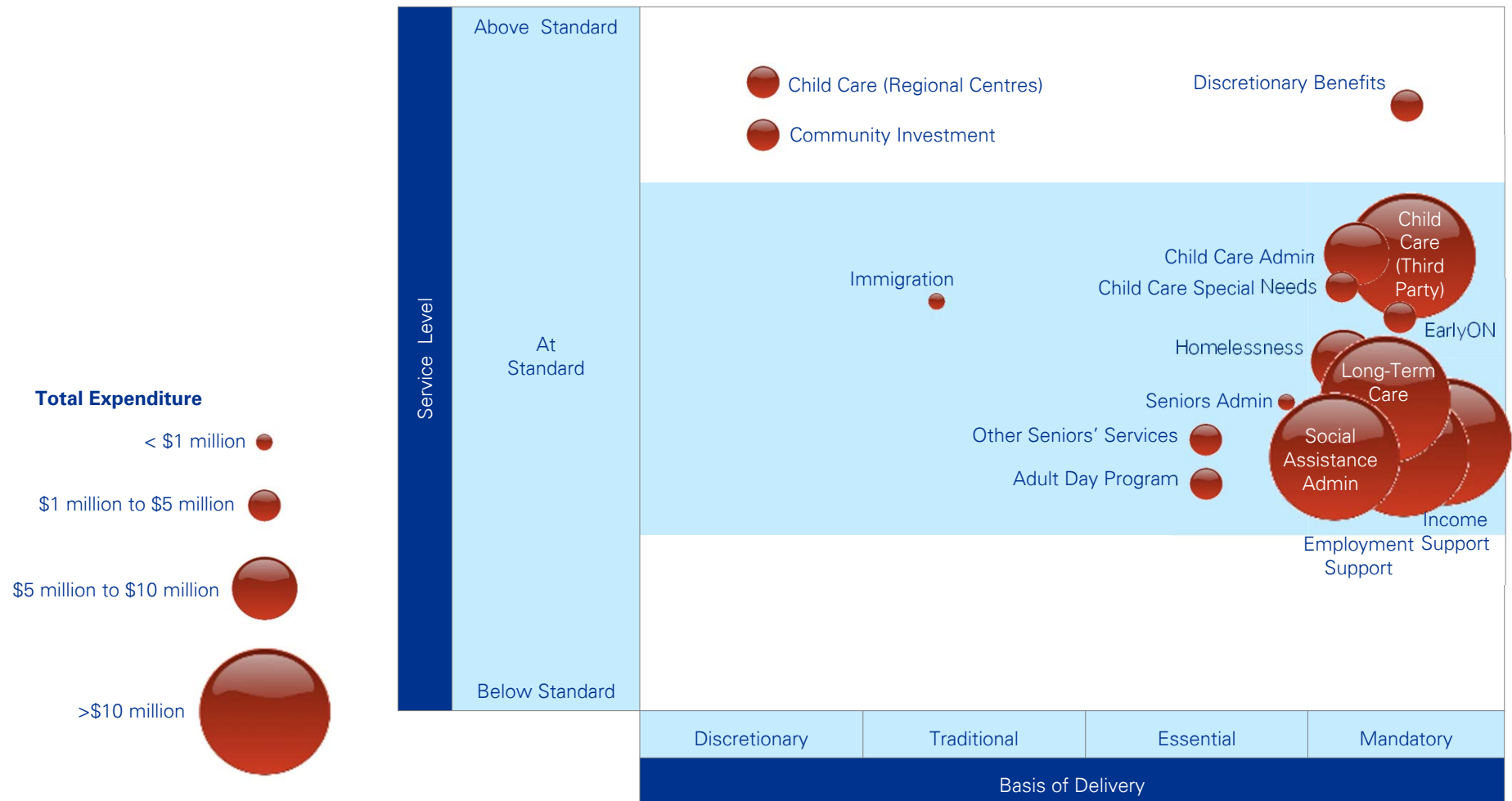
# Appendix A3 Service Profiles Community Services





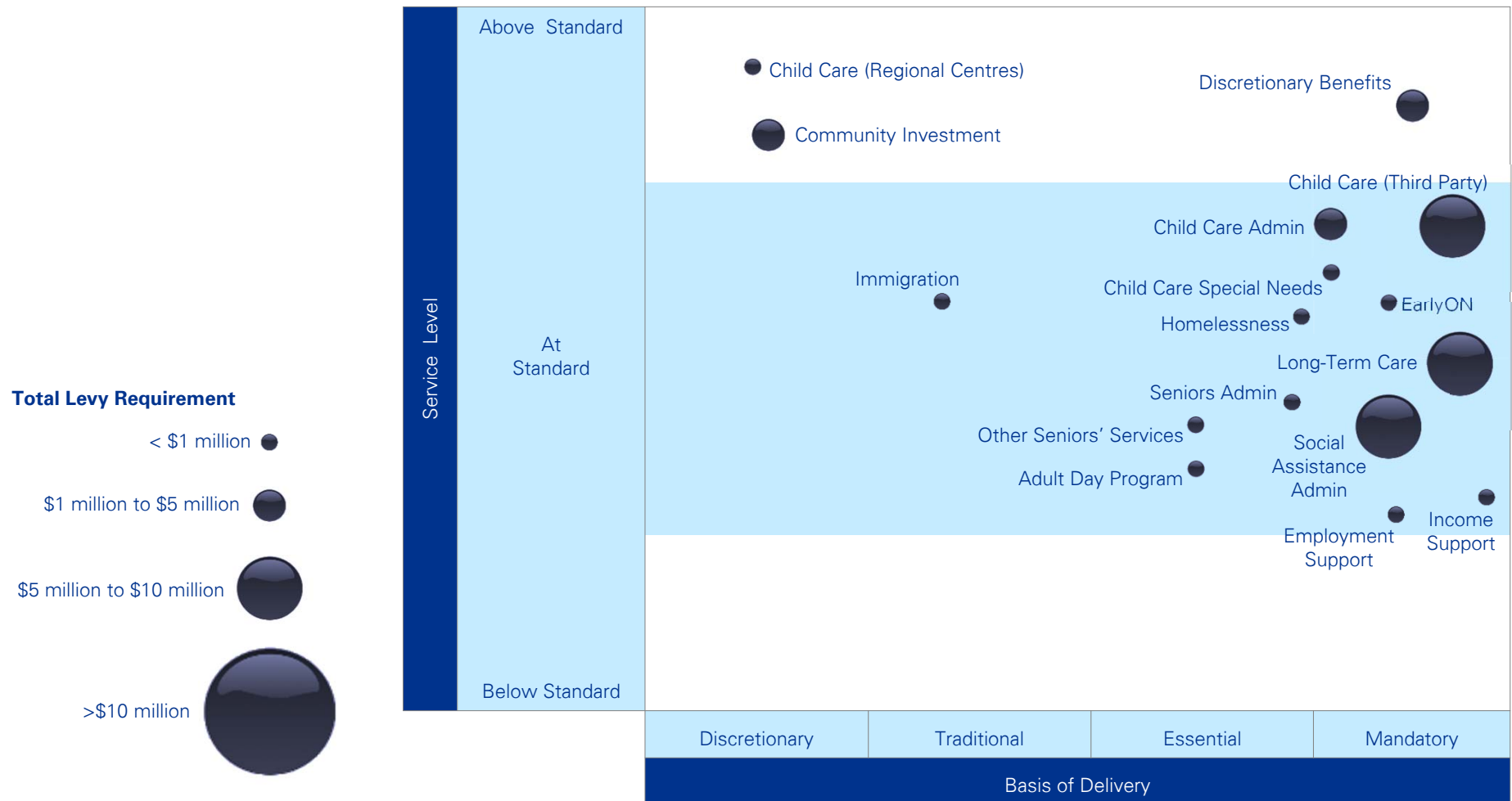
# Overview of the Region Community Services (Operating Expenditures)

Services by Basis of Delivery, Service Level and Total Expenditure



# Overview of the Region Community Services (Levy Requirement)




Services by Basis of Delivery, Service Level and Levy Requirement



# Regional Municipality of Niagara

## Municipal Service Profile

### Seniors' Services - Administration

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The Region's Seniors' Services provides necessary supports to older adults and other eligible residents that are otherwise unable to care for themselves due to their medical and physical conditions and who are unable to obtain the necessary supports and resources from other parties (families, caregivers, other community agencies). Seniors' services provides assistance across the continuum of care, with community services allowing older adults to remain in their homes longer and long-term care services meeting their personal care needs when they are no longer able to live independently.																												
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Performance and benchmarking analysis for seniors' services is included in the individual service profiles prepared for the specific services.																												
<table><tr><th colspan="3">Budget (in thousands)</th></tr><tr><td>Operating Costs</td><td>\$</td><td>332</td></tr><tr><td>Revenues</td><td>\$</td><td>(332)</td></tr><tr><td>Net Levy</td><td>\$</td><td>-</td></tr><tr><td>Permanent FTEs</td><td></td><td>21.4</td></tr><tr><td>Student FTEs</td><td></td><td>1.0</td></tr><tr><td>Temporary FTEs</td><td></td><td>-</td></tr></table>	Budget (in thousands)			Operating Costs	\$	332	Revenues	\$	(332)	Net Levy	\$	-	Permanent FTEs		21.4	Student FTEs		1.0	Temporary FTEs		-							
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# Regional Municipality of Niagara

## Municipal Service Profile Seniors' Services - Administration

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Residents of the Region's long-term care facilities</li> <li>Older adults that participate in community-based services offered by the Region</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Family members of older adults receiving services from the Region</li> <li>Community organizations involved in the provision of services to older adults</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	(1) Seniors' services planning and strategy development (2) Capital planning and project management (3) Staff Education (4) Supervision of clinical documentation and informatics (5) Clinical and support services (6) Student placement coordination (7) Scheduling							
Service Output Level	The quantum of service outputs provided to direct clients.	The Region's seniors' services system includes eight long-term care homes operating in excess of 950 beds, serving over 1,300 residents annually and a variety of community-based programs with more than 2,804 unique older adults served annually through 95,666 interactions (units of service).							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own Resources</b> - The administration of the Region's Seniors' Services is delivered primarily through its own resources.							

# Regional Municipality of Niagara

## Municipal Service Profile

### Seniors' Services - Administration




Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Director of Seniors' Services	32000 / allocation	Mandatory	Own Resources	\$ -	\$ -	\$ -	2.0	0.0	0.0
Long-Term Care Scheduling	allocation	Mandatory	Own Resources	\$ -	\$ -	\$ -	7.5	0.0	0.0
Seniors' Services Central Support	allocation	Mandatory	Own Resources	\$ 331,747	\$ (331,747)	\$ -	11.9	1.0	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
Total				\$ 331,747	\$ (331,747)	\$ -	21.4	1.0	-



# Regional Municipality of Niagara

## Municipal Service Profile

### Seniors' Services - Long-term Care

<b>Program</b> Community Services		<b>Service Overview</b> The Region operates a total of 957 long-term care beds in eight facilities, offering medical, nursing, personal, therapeutic, recreational and social services to older adults and other residents that require one-site 24-hour nursing care and assistance with daily living activities. Admission to the Region's long-term care facilities is the responsibility of the Hamilton Niagara Haldimand Brant Local Health Integration Network, which manages the Region's wait list for long-term care beds.		<table><tr><td colspan="2"></td><th colspan="3">Service Level</th></tr><tr><td colspan="2"></td><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The Region is compliant with applicable Provincial legislation and regulations, with a standard of care that is consistent with other municipalities.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>					Service Level					Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The Region is compliant with applicable Provincial legislation and regulations, with a standard of care that is consistent with other municipalities.</p>			Essential	Traditional	Discretionary
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<b>Organizational Unit</b> Seniors' Services																								
<b>Type of Service</b> External				<b>Performance and Benchmarking</b> The wait time for placement in the Region's long-term care homes from all locations averaged 118 days in 2018, compared to the Provincial average of 146 days. With respect to other quality indicators for long-term care homes, including the use of anti-psychotic and pain medication and instances of falls, depression and pressure ulcers, the Region's homes are generally consistent with the Provincial average.  In comparison to selected municipalities for which publicly-available information is available (Halton, Durham, Waterloo Region, Hamilton, Windsor), the Region's long-term care costs and levy requirement on a per bed basis are the lowest of the comparator group. This is consistent with the 2018 MBNCanada Performance Measurement Report, which indicates that the Region has the second lowest cost per facility bed day of the 11 municipalities included in the analysis.																				
<b>Budget (in thousands)</b> <table><tr><td>Operating Costs</td><td>\$</td><td>83,066</td></tr><tr><td>Revenues</td><td>\$</td><td>(74,722)</td></tr><tr><td><b>Net Levy</b></td><td><b>\$</b></td><td><b>8,344</b></td></tr><tr><td><b>Permanent FTEs</b></td><td></td><td><b>755.7</b></td></tr><tr><td><b>Student FTEs</b></td><td></td><td><b>-</b></td></tr><tr><td><b>Temporary FTEs</b></td><td></td><td><b>6.3</b></td></tr></table>		Operating Costs	\$	83,066	Revenues	\$	(74,722)	<b>Net Levy</b>	<b>\$</b>	<b>8,344</b>	<b>Permanent FTEs</b>		<b>755.7</b>	<b>Student FTEs</b>		<b>-</b>	<b>Temporary FTEs</b>		<b>6.3</b>	<b>Service Value</b> The Region's long-term care services meet the medical and personal care needs of older adults and other residents that are unable to remain in the community due to their medical and physical condition and required level of support. They provide an environment for residents to live and age with dignity, providing reassurance and comfort to their families. The Region's long-term care homes also provide a safe environment for younger residents that are unable to remain in the community due to their medical and physical care requirements.				
Operating Costs	\$	83,066																						
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# Regional Municipality of Niagara

## Municipal Service Profile Seniors' Services - Long-term Care

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Residents of the Region's long-term care facilities</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Family members of older adults receiving services from the Region</li> <li>Community organizations involved in the provision of services to older adults</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	<ul style="list-style-type: none"> <li>(1) Medical and nursing care</li> <li>(2) Personal care and assistance with the necessities of life</li> <li>(3) Recreation and social services</li> <li>(4) Therapeutic and other services</li> <li>(5) Quality assurance and reporting</li> </ul>							
Service Output Level	The quantum of service outputs provided to direct clients.	<p>The Region operates eight long-term care facilities with a total of 957 beds in operation. Occupancy rates for the Region's long-term care facilities during 2018 averaged 98.1%, with 1,998 individuals on the wait list as at January 31, 2019.</p>							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Own Resources</b> - The Region's Long-Term Care Services is delivered primarily through its own resources.</p>							

# Regional Municipality of Niagara




## Municipal Service Profile Seniors' Services - Long-term Care

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Gilmore Lodge	32100-32150	Mandatory	Own Resources	\$ 6,993,057	\$ (6,307,822)	\$ 685,235	63.8	0.0	0.0
Upper Canada Lodge	32200-32250	Mandatory	Own Resources	\$ 6,877,280	\$ (5,977,824)	\$ 899,456	62.9	0.0	0.0
Deer Park Villa Nursing Facility	32300-32350	Mandatory	Own Resources	\$ 3,794,629	\$ (3,109,102)	\$ 685,527	35.7	0.0	0.0
Woodlands of Sunset Home for the Aged	32400-32450	Mandatory	Own Resources	\$ 10,063,410	\$ (9,054,498)	\$ 1,008,912	93.5	0.0	0.0
Linhaven Home	32500-32550	Mandatory	Own Resources	\$ 21,569,627	\$ (19,071,815)	\$ 2,497,812	196.2	0.0	6.3
Douglas H. Rapelje Lodge	32600-32650	Mandatory	Own Resources	\$ 9,997,735	\$ (8,853,444)	\$ 1,144,291	95.1	0.0	0.0
Northland Pointe	32700-32750	Mandatory	Own Resources	\$ 11,859,250	\$ (11,237,998)	\$ 621,252	114.0	0.0	0.0
Meadows of Dorchester	32800-32850	Mandatory	Own Resources	\$ 9,947,940	\$ (9,146,531)	\$ 801,409	93.5	0.0	0.0
Construction Compliance Subsidy	32025	Mandatory	Own Resources	\$ 1,828,993	\$ (1,828,993)	\$ -	0.0	0.0	0.0
Nurse Practitioner	34000	Essential	Own Resources	\$ 133,877	\$ (133,877)	\$ -	1.0	0.0	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
Total				\$ 83,065,798	\$ (74,721,904)	\$ 8,343,894	755.7	-	6.3

# Regional Municipality of Niagara

## Municipal Service Profile

### Seniors' Services - Adult Day Program

<table><tr><th colspan="2">Program</th></tr><tr><td colspan="2">Community Services</td></tr></table>	Program		Community Services		<table><tr><th colspan="2">Service Overview</th></tr><tr><td colspan="2">The Region's Adult Day Program offers activities for medically stable older adults living at home that help maintain their physical, intellectual and social independence. The Region operates its Adult Day Program from eight locations, with general services available at six facilities and two sites providing specialized services (French language and aphasia services).</td></tr></table>	Service Overview		The Region's Adult Day Program offers activities for medically stable older adults living at home that help maintain their physical, intellectual and social independence. The Region operates its Adult Day Program from eight locations, with general services available at six facilities and two sites providing specialized services (French language and aphasia services).		<table><tr><th colspan="2" rowspan="2"></th><th colspan="3">Service Level</th></tr><tr><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The nature of the Region's adult day services and level of financial investment is consistent with other municipalities.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>			Service Level			Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The nature of the Region's adult day services and level of financial investment is consistent with other municipalities.</p>			Essential	Traditional	Discretionary
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<table><tr><th colspan="3">Budget (in thousands)</th></tr><tr><td>Operating Costs</td><td>\$</td><td>3,130</td></tr><tr><td>Revenues</td><td>\$</td><td>(3,130)</td></tr><tr><td>Net Levy</td><td>\$</td><td>-</td></tr><tr><td>Permanent FTEs</td><td></td><td>35.9</td></tr><tr><td>Student FTEs</td><td></td><td>-</td></tr><tr><td>Temporary FTEs</td><td></td><td>-</td></tr></table>	Budget (in thousands)			Operating Costs	\$	3,130	Revenues	\$	(3,130)	Net Levy	\$	-	Permanent FTEs		35.9	Student FTEs		-	Temporary FTEs		-					
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# Regional Municipality of Niagara

## Municipal Service Profile Seniors' Services - Adult Day Program

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Older adults participating in the Adult Day Program</li> <li>Caregivers participating in Adult Day programming</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Family members of seniors receiving services from the Region</li> <li>Community organizations involved in the provision of services to older adults Health System</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	(1) Activities for older adults (2) Meals (3) Personal care assistance (i.e. toileting, mobility) (4) Caregiver awareness - early intervention (5) Quality assurance and reporting (6) Student placement coordination							
Service Output Level	The quantum of service outputs provided to direct clients.	During 2018, the Region's Adult Day Program provided services to 514 unique individuals, with a total of 20,546 units of service (interactions) delivered during the year.							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own Resources</b> - The Region's Seniors Services Adult Day Program is delivered primarily through its own resources with the support of collaborating partners (i.e. aphasia program)							

## Municipal Service Profile

### Seniors' Services - Adult Day Program


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# Regional Municipality of Niagara

## Municipal Service Profile

### Seniors' Services - Other Seniors' Services

<table><tr><th colspan="2">Program</th></tr><tr><td colspan="2">Community Services</td></tr></table>	Program		Community Services		<table><tr><th colspan="2">Service Overview</th></tr><tr><td colspan="2">In conjunction with other stakeholders, the Region provides a number of other services to older adults and their caregivers that are intended to support overall well-being and safety to allow them to continue to live in the community.</td></tr></table>	Service Overview		In conjunction with other stakeholders, the Region provides a number of other services to older adults and their caregivers that are intended to support overall well-being and safety to allow them to continue to live in the community.		<table><tr><th colspan="2" rowspan="2"></th><th colspan="3">Service Level</th></tr><tr><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr></table>					Service Level			Below Standard	At Standard	Above Standard								
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# Regional Municipality of Niagara

## Municipal Service Profile

### Seniors' Services - Other Seniors' Services

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Older adults living independently that require assistance or benefit from the service</li> <li>Caregivers that receive support under the Region's service</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Family members of seniors receiving services from the Region</li> <li>Community organizations involved in the provision of services to seniors</li> <li>Health System partners involved in collaborative coordinated care planning</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	(1) Assistive living (2) Outreach and assessment services (3) Respite companionship for caregivers (4) Fall prevention and other learning programs (5) Exercise and recreational programs (6) Referrals for support services (7) Quality assurance and reporting (8) Caregiver awareness - early intervention (9) Student placements							
Service Output Level	The quantum of service outputs provided to direct clients.	During 2018, the Region's Other Seniors' Services provided services to 2,290 unique individuals, with a total of 75,120 units of service (interactions) delivered during the year.							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own Resources</b> - The Region's Seniors' Community Programs Other Services are delivered primarily through its own resources.							

# Regional Municipality of Niagara

## Municipal Service Profile

### Seniors' Services - Other Seniors' Services

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Aphasia Program	34020	Essential	Own Resources	\$ 78,733	\$ (78,744)	\$ (11)	0.0	0.0	0.0
Deer Park Suites Assistive Living - Admin	34041	Essential	Own Resources	\$ 656,500	\$ (656,500)	\$ -	3.1	0.0	0.0
Deer Park Suites Assistive Living	34042	Essential	Own Resources	\$ 790,169	\$ (790,169)	\$ -	9.0	0.0	0.0
Client Intervention and Support	34080	Essential	Own Resources	\$ 393,823	\$ (393,823)	\$ -	5.0	0.0	0.0
Supportive Independent Living	34081	Essential	Own Resources	\$ 393,813	\$ (393,813)	\$ -	1.4	0.0	0.0
Falls Exercise Program	35000	Essential	Own Resources	\$ 158,084	\$ (158,084)	\$ -	2.0	0.0	0.0
Gatekeeper	35050	Essential	Own Resources	\$ 34,166	\$ (34,166)	\$ -	0.3	0.0	0.0
Respite Companion Program	35100	Essential	Own Resources	\$ 801,452	\$ (801,452)	\$ -	4.4	0.0	0.0
South Niagara Health and Wellness	35150	Essential	Own Resources	\$ 154,825	\$ (154,825)	\$ -	2.0	0.0	0.0
Wellness Supportive Living	35151	Essential	Own Resources	\$ 113,518	\$ (113,518)	\$ -	1.0	0.0	0.0
Seniors Community Programming Admin	35200	Essential	Own Resources	\$ 288,734	\$ (288,734)	\$ -	3.4	0.0	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
<b>Total</b>				<b>\$ 3,863,817</b>	<b>\$ (3,863,828)</b>	<b>\$ (11)</b>	<b>31.6</b>	<b>-</b>	<b>-</b>

# Regional Municipality of Niagara

## Municipal Service Profile

### Social Assistance and Employment Opportunities - Social Services Administration

<b>Program</b>		<b>Service Overview</b>		<b>Service Level</b>		
Community Services		<p>Social Services Administration provides overall management and oversight of the Region's social assistance and employment opportunities services, Ontario Works, on behalf of the Province. Social Services Administration includes the development of plans and strategies to address and alleviate poverty in the Region, coordination with other Region divisions and community organizations involved in the delivery of human services, planning for and implementing changes to Ontario Works and other Provincial and Federal programs and overall resource allocation.</p>		<div>Below Standard</div> <div>At Standard</div> <div>Above Standard</div>		
<b>Organizational Unit</b>				<div><div></div><p>The scope of the Region's administrative activities with respect to social assistance and employment opportunities is consistent with other municipalities and Provincial requirements.</p></div>		
Social Assistance and Employment Opportunities						
<b>Type of Service</b>		<b>Service Value</b>		<b>Performance and Benchmarking</b>		
External and Internal		<p>Social Assistance and Employment Opportunities provides integrated financial and employment supports for low income individuals, allowing them to move towards employment and greater financial security. While social assistance ensures that basic and emergency needs are met, employment opportunities contributes towards enhanced employability for clients with the ultimate objective of sustainable employment. The benefits of the Region's Social Assistance and Employment Opportunities extend beyond clients to their families and dependents, providing the opportunity to break the cycle of poverty.</p>		Please refer to the individual service profiles for an analysis of performance indicators.		
<b>Budget (in thousands)</b>				In comparison to other similar sized service managers (Halton, Durham, Waterloo, Hamilton, Windsor, London), the Region has the fourth lowest cost per household for social assistance and employment opportunities and the second lowest levy requirement per household, which we attribute to discretionary costs that are fully funded by the Region, including (i) a higher level of spending for discretionary benefits, which are fully funded by the Region; (ii) Prokids; and (iii) the Niagara Prosperity Initiative.		
Operating Costs	\$ 18,781					
Revenues	\$ (11,514)					
<b>Net Levy</b>	<b>\$ 7,267</b>					
<b>Permanent FTEs</b>	<b>216.6</b>					
<b>Student FTEs</b>	<b>-</b>					
<b>Temporary FTEs</b>	<b>-</b>					
		<b>Basis for Delivery</b>		<b>Coordination with Local Area Municipalities</b>		
		<p><b>Mandatory</b> – The Region is designated under the Ontario Works Act and Ontario Regulation 136/98 as a Consolidated Municipal Service Manager for Ontario Works.</p>		Social assistance and employment opportunities services are delivered exclusively by the Region.		

# Regional Municipality of Niagara

## Municipal Service Profile

### Social Assistance and Employment Opportunities - Social Services Administration

Profile Component	Definition						
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Ontario Works clients</li> <li>Ontario Disability Support Participant (ODSP) clients (non-disabled, non-care giving dependant adults and spouses)</li> <li>Region divisions involved in the delivery of human services</li> <li>Families and dependants of Ontario Works clients</li> </ul>					
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Community organizations that work with low income individuals and families</li> </ul>					
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>Planning and policy development</li> <li>Data analysis</li> <li>Advice and assistance to Region divisions involved in the delivery of human services</li> <li>Advice and assistance to community organizations involved in the delivery of human services</li> </ol>					
Service Output Level	The quantum of service outputs provided to direct clients.	On a monthly basis, SAEO serves approximately 10,000 Ontario Works cases or 17,000 individuals and 600 ODSP clients. During 2018, more than 900 employers hired in excess of 1,800 Ontario Works clients.					
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own Resources</b> - The administration of the Region's social assistance and employment opportunities services is undertaken through its own resources.					

# Regional Municipality of Niagara

## Municipal Service Profile

### Social Assistance and Employment Opportunities - Social Services Administration

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
ERO and Fort Erie Case Mgmt	36001	Mandatory	Own Resources	\$ 1,211,208	\$ (605,604)	\$ 605,604	15.0	0.0	0.0
Niagara Falls Case Mgmt	36002	Mandatory	Own Resources	\$ 2,704,038	\$ (1,353,519)	\$ 1,350,519	34.0	0.0	0.0
Port Colborne Case Mgmt	36003	Mandatory	Own Resources	\$ 552,590	\$ (276,295)	\$ 276,295	7.0	0.0	0.0
St Catharines Case Mgmt	36004	Mandatory	Own Resources	\$ 3,965,082	\$ (1,984,041)	\$ 1,981,041	48.0	0.0	0.0
Director Social Assistance	36005	Mandatory	Own Resources	\$ 1,145,277	\$ (2,534,847)	\$ (1,389,571)	2.0	0.0	0.0
Welland Case Mgmt	36006	Mandatory	Own Resources	\$ 1,986,894	\$ (994,947)	\$ 991,947	24.0	0.0	0.0
Employment Mgmt	36007	Mandatory	Own Resources	\$ 1,361,644	\$ (680,822)	\$ 680,822	15.0	0.0	0.0
Overpayments and Recoveries	36008	Mandatory	Own Resources	\$ 1,413,659	\$ (861,913)	\$ 551,747	18.0	0.0	0.0
Disc-FamSup-LEAP-Case Mgmt	36009	Mandatory	Own Resources	\$ 2,933,800	\$ (1,468,400)	\$ 1,465,400	33.6	0.0	0.0
QW Data and Policy	36010	Mandatory	Own Resources	\$ 363,077	\$ (181,538)	\$ 181,538	4.0	0.0	0.0
Records Management	36011	Mandatory	Own Resources	\$ 1,143,269	\$ (571,634)	\$ 571,634	16.0	0.0	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
<b>Total</b>				<b>\$ 18,780,538</b>	<b>\$ (11,513,561)</b>	<b>\$ 7,266,977</b>	<b>216.6</b>	<b>-</b>	<b>-</b>



# Regional Municipality of Niagara

## Municipal Service Profile

### Social Assistance and Employment Opportunities - Employment Supports

<div>Program</div> <div>Community Services</div>	<div>Service Overview</div> <div>The Region provides two components of income supports and other benefits to Ontario Works clients based on guidelines established by the Province of Ontario: (1) Financial assistance is provided for basic needs such as food and shleter costs. The level of financial assistance is prescribed by the Province and will vary based on family size, income, assets and shelter costs; (2) Employment assistance help clients prepare for and find a job. The Region uses an integrated approach to the delivery of financial assistance and employment assistance, with case managers responsible for the delivery of both components to clients.</div>	<div></div> <div><div><div></div><div>Basis of Delivery</div></div><div><div>Mandatory</div><div>Essential</div><div>Traditional</div><div>Discretionary</div></div><div><div>Below Standard</div><div>At Standard</div><div>Above Standard</div></div><div><div><div></div></div><div>The scope of the Region's activities with respect to social assistance and employment opportunities is consistent with other municipalities and Provincial requirements.</div></div></div>																		
<div>Organizational Unit</div> <div>Social Assistance and Employment Opportunities</div>																				
<div>Type of Service</div> <div>External and Internal</div>	<div>Service Value</div> <div>Social Assistance and Employment Opportunities provides integrated financial and employment supports for low income individuals, allowing them to move towards employment and greater financial security. While social assistance ensures that basic and emergency needs are met, employment opportunities contributes towards enhanced employability for clients with the ultimate objective of sustainble employment. The benefits of the Region's Social Assistance and Employment Opportunities extend beyond clients to their families and dependents, providing the opportunity to break the cycle of poverty.</div>	<div>Performance and Benchmarking</div> <div>The Province has established a number of outcome measures for employment support services, with the Region's performance in 2018 consistent with or better than the Provincial average:</div> <table><thead><tr><th></th><th>Region</th><th>Provincial Average</th></tr></thead><tbody><tr><td>Caseload with employment earnings</td><td>16.29%</td><td>12.96%</td></tr><tr><td>Terminations exiting to employment</td><td>17.06%</td><td>18.00%</td></tr><tr><td>Caseload exiting to employment</td><td>1.01%</td><td>1.01%</td></tr></tbody></table> <div>Please refer to the service profile for Social Services Administration and Employment Opportunities for an analysis of the Region's financial performance with respect to social assistance.</div>		Region	Provincial Average	Caseload with employment earnings	16.29%	12.96%	Terminations exiting to employment	17.06%	18.00%	Caseload exiting to employment	1.01%	1.01%						
	Region	Provincial Average																		
Caseload with employment earnings	16.29%	12.96%																		
Terminations exiting to employment	17.06%	18.00%																		
Caseload exiting to employment	1.01%	1.01%																		
<div>Budget (in thousands)</div> <table><tr><td>Operating Costs</td><td>\$</td><td>10,233</td></tr><tr><td>Revenues</td><td>\$</td><td>(9,240)</td></tr><tr><td>Net Levy</td><td>\$</td><td>993</td></tr><tr><td>Permanent FTEs</td><td></td><td>-</td></tr><tr><td>Student FTEs</td><td></td><td>-</td></tr><tr><td>Temporary FTEs</td><td></td><td>-</td></tr></table>	Operating Costs	\$	10,233	Revenues	\$	(9,240)	Net Levy	\$	993	Permanent FTEs		-	Student FTEs		-	Temporary FTEs		-	<div>Basis for Delivery</div> <div>Mandatory – The Region is designated under the Ontario Works Act and Ontario Regulation 136/98 as a Consolidated Municipal Service Manager for Ontario Works.</div>	<div>Coordination with Local Area Municipalities</div> <div>Social assistance and employment opportunities services are delivered exclusively by the Region.</div>
Operating Costs	\$	10,233																		
Revenues	\$	(9,240)																		
Net Levy	\$	993																		
Permanent FTEs		-																		
Student FTEs		-																		
Temporary FTEs		-																		

# Regional Municipality of Niagara

## Municipal Service Profile

### Social Assistance and Employment Opportunities - Employment Supports

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Ontario Works clients</li> <li>Ontario Disability Support Participant (ODSP) clients (non-disabled, non-care giving dependant adults and spouses)</li> <li>Region divisions involved in the delivery of human services</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Families and dependants of Ontario Works clients</li> <li>Community organizations that work with low income individuals and families</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>Planning and policy development</li> <li>Data analysis</li> <li>Advice and assistance to Region divisions involved in the delivery of human services</li> <li>Advice and assistance to community organizations involved in the delivery of human services</li> </ol>							
Service Output Level	The quantum of service outputs provided to direct clients.	On a monthly basis, SAEO serves approximately 10,000 Ontario Works cases or 17,000 individuals and 600 ODSP clients. During 2018, more than 900 employers hired in excess of 1,800 Ontario Works clients.							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Other</b> - The Region's employment supports are administered by its own resources (included in SAEO Administration) and involve financial contributions to individuals and other third parties.							

# Regional Municipality of Niagara

## Municipal Service Profile


### Social Assistance and Employment Opportunities - Employment Supports

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Employment Supports	36100	Mandatory	Other	\$ 10,233,101	\$ (9,240,200)	\$ 992,901	0.0	0.0	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
Total				\$ 10,233,101	\$ (9,240,200)	\$ 992,901	-	-	-

# Regional Municipality of Niagara

## Municipal Service Profile

### Social Assistance and Employment Opportunities - Income Supports and Other Benefits

<b>Program</b>		<b>Service Overview</b>		<b>Service Level</b>		
Community Services		<p>The Region provides two components of income supports and other benefits to Ontario Works clients based on guidelines established by the Province of Ontario: (1) Financial assistance is provided for basic needs such as food and shleter costs. The level of financial assistance is prescribed by the Province and will vary based on family size, income, assets and shelter costs; (2) Employment assistance help clients prepare for and find a job. The Region uses an integrated approach to the delivery of financial assistance and employment assistance, with case managers responsible for the delivery of both components to clients.</p>		Below Standard	At Standard	Above Standard
<b>Organizational Unit</b>				<div></div> <p>The scope of the Region's activities with respect to social assistance and employment opportunities is consistent with other municipalities and Provincial requirements.</p>		
Social Assistance and Employment Opportunities						
<b>Type of Service</b>						
External						
<b>Budget (in thousands)</b>		<b>Service Value</b>		<b>Performance and Benchmarking</b>		
Operating Costs	\$ 93,590	<p>Social Assistance and Employment Opportunities provides integrated financial and employment supports for low income individuals, allowing them to move towards employment and greater financial security. While social assistance ensures that basic and emergency needs are met, employment opportunities contributes towards enhanced employability for clients with the ultimate objective of sustainble employment. The benefits of the Region's Social Assistance and Employment Opportunities extend beyond clients to their families and dependents, providing the opportunity to break the cycle of poverty.</p>		The Province has established a number of outcome measures for financial support services, with the Region's performance in 2018 consistent with or better than the Provincial average:		
Revenues	\$ (93,590)			<div><div>Region</div><div>Provincial Average</div></div>		
Net Levy	\$ -			Average time for eligibility determination3 days4 days		
Permanent FTEs	-			Cases with eligibility determined within 4 days83%72%		
Student FTEs	-			Percentage of caseload with overpayments5%5%		
Temporary FTEs	-	<b>Basis for Delivery</b>		<b>Coordination with Local Area Municipalities</b>		
		<p><b>Mandatory</b> – The Region is designated under the Ontario Works Act and Ontario Regulation 136/98 as a Consolidated Municipal Service Manager for Ontario Works.</p>		<p>Social assistance and employment opportunities services are delivered exclusively by the Region.</p>		

# Regional Municipality of Niagara

## Municipal Service Profile

### Social Assistance and Employment Opportunities - Income Supports and Other Benefits

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Ontario Works clients</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Families and dependants of Ontario Works clients</li> <li>Community organizations that work with low income individuals and families</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>Financial benefits</li> <li>Employment support services (workshops, access to technology)</li> <li>Employment referrals</li> <li>Data collection, analysis and reporting</li> </ol>							
Service Output Level	The quantum of service outputs provided to direct clients.	On a monthly basis, SAEO serves approximately 10,000 Ontario Works cases or 17,000 individuals. During 2018, more than 900 employers hired in excess of 1,800 Ontario Works clients.							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Other</b> - The Region's income supports are administered by its own resources (included in SAEO Administration) and involve financial contributions to individuals and other third parties.							

# Regional Municipality of Niagara

## Municipal Service Profile

## Social Assistance and Employment Opportunities - Income Supports and Other Benefits

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Income Support	36500	Mandatory	Other	\$ 88,335,000	\$ (88,335,000)	\$ -	0.0	0.0	0.0
Mandatory Benefits - Cost Shared	36510	Mandatory	Other	\$ 4,285,000	\$ (4,285,000)	\$ -	0.0	0.0	0.0
Benefits - 100% Provincially Funded	36520	Mandatory	Other	\$ 970,000	\$ (970,000)	\$ -	0.0	0.0	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
Total				\$ 93,590,000	\$ (93,590,000)	\$ -	-	-	-

# Regional Municipality of Niagara

## Municipal Service Profile

### Social Assistance and Employment Opportunities - Discretionary Benefits

<div>Program</div> <div>Community Services</div>		<div>Service Overview</div> <div>In addition to the basic components of Ontario Works (financial assistance and employment assistance), the Region provides a range of discretionary financial benefits, on behalf of the Province, that are intended to support necessary health and safety needs, including but not limited to items such as funerals, appliances, beds, dentures, glasses and orthotics.</div>		<div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> 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# Regional Municipality of Niagara

## Municipal Service Profile

### Social Assistance and Employment Opportunities - Discretionary Benefits

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Ontario Works clients</li> <li>Individuals that are not Ontario Works clients but who receive discretionary benefits</li> <li>Organizations receiving funding under the Niagara Prosperity Initiative</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Families and dependents of individuals receiving discretionary benefits</li> <li>Individuals served by organizations receiving funding under the Niagara Prosperity Initiative</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	(1) Financial benefits (2) Data analysis (3) Poverty reduction and prevention strategy development							
Service Output Level	The quantum of service outputs provided to direct clients.	All Ontario Works and OSDP clients are eligible to apply for discretionary benefits, representing up to 28,000 cases per month.							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Other</b> - The Region's discretionary benefits are administered by its own resources (included in SAEO Administration) and involve financial contributions to individuals and other third parties.							

# Regional Municipality of Niagara

## Municipal Service Profile

### Social Assistance and Employment Opportunities - Discretionary Benefits

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Discretionary Benefits - Ontario Works	36600	Mandatory	Other	\$ 4,118,760	\$ (3,374,096)	\$ 744,664	0.0	0.0	0.0
Discretionary Benefits - 100% Levy	36550	Discretionary	Other	\$ 295,000	\$ -	\$ 295,000	0.0	0.0	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
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						\$ -			
Total				\$ 4,413,760	\$ (3,374,096)	\$ 1,039,664	-	-	-

# Regional Municipality of Niagara

## Municipal Service Profile

### Social Assistance and Employment Opportunities - Community Investment

<b>Program</b>		<b>Service Overview</b>		<b>Service Level</b>		
Community Services		<p>The scope of the Region's community investments includes: (1) Prokids, which assists eligible families with the cost of recreational and cultural programs; and (2) the Niagara Prosperity Initiative, which makes investments in projects supporting poverty reduction and prevention.</p>		Below Standard	At Standard	Above Standard
<b>Organizational Unit</b>				<p><i>Prokids</i> and the <i>Niagara Prosperity Initiative</i> are considered discretionary and above standard as they are not mandated by the Province, they are not typically provided by upper tier municipalities and, in the case of Prokids, they involve services that fall within the jurisdiction of LAMs.</p>		
Social Assistance and Employment Opportunities						
<b>Type of Service</b>						
External						
<b>Budget (in thousands)</b>		<b>Performance and Benchmarking</b>				
Operating Costs	\$ 1,909	<p>Please refer to the service profile for Social Services Administration and Employment Opportunities for an analysis of the Region's financial performance with respect to social assistance.</p>				
Revenues	\$ (159)					
Net Levy	\$ 1,750					
Permanent FTEs	-					
Student FTEs	-	<b>Coordination with Local Area Municipalities</b>				
Temporary FTEs	-					
		<b>Basis for Delivery</b>		<p>The Region's funding for Community Investment will benefit LAMs through support for the local communities and the involvement of Community Investment recipients in programs and services offered by the LAMs.</p>		
		<p><b>Discretionary</b> - The Region's provision of Community Investment services is not required by legislation or regulation but rather represents a discretionary service approved by Council.</p>				

# Regional Municipality of Niagara

## Municipal Service Profile

### Social Assistance and Employment Opportunities - Community Investment

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Organizations and individuals receiving Community Investment funding</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Low income individuals and families living in poverty in Niagara</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	(1) Financial benefits							
Service Output Level	The quantum of service outputs provided to direct clients.	On average, the Niagara Prosperity Initiative serves 18,000 people, creates 1000 jobs and generates over \$350,000 in revenue in the community per year.							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Other</b> - The Region's Community Investment program is administered by its own resources (included in SAEO Administration) and involve financial contributions to individuals and other third parties.							


**Municipal Service Profile**  
**Social Assistance and Employment Opportunities - Community Investment**

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# Regional Municipality of Niagara

## Municipal Service Profile

### Social Assistance and Employment Opportunities - Local Immigration Partnership

<b>Program</b>		<b>Service Overview</b>		<b>Service Level</b>			
Community Services		SAEO provides leadership to the Niagara Local Immigration Partnership Council (LIP) funded by the Ministry of Immigration, Refugees and Citizenship Canada (IRCC). LIP is steered by a Partnership Council comprised of key community members representing local organizations with overall stewardship over initiatives such as community needs assessments and asset mapping.		Below Standard	At Standard	Above Standard	
<b>Organizational Unit</b>		<b>Basis of Delivery</b>		Mandatory	  Immigration Services are considered to be at standard given the nominal financial investment by the Region (100% senior government funding)		
Social Assistance and Employment Opportunities				Essential			
				Traditional			
				Discretionary			
<b>Type of Service</b>		<b>Service Value</b>		<b>Performance and Benchmarking</b>			
External		The primary objective of LIP is to oversee a targeted action plan to produce a more welcoming and inclusive community for newcomers.		Given the relatively small size of the Region's local immigration program and the absence of any levy support, we have not provided performance or financial benchmarking analysis.			
<b>Budget (in thousands)</b>		<b>Basis for Delivery</b>		<b>Coordination with Local Area Municipalities</b>			
Operating Costs	\$						185
Revenues	\$						(185)
Net Levy	\$						-
Permanent FTEs							2.0
Student FTEs							-
Temporary FTEs		-	LIPs are municipal or regional coalitions funded by IRCC designed to strengthen local capacity to attract newcomers and improve integration.				

# Regional Municipality of Niagara

## Municipal Service Profile

### Social Assistance and Employment Opportunities - Local Immigration Partnership

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Immigrants accessing resources through the Region</li> <li>Community groups involved in the Niagara Local Immigration Partnership</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Local organizations that benefit from inbound immigration</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	(1) Strengthened local capacity to attract newcomers and improve integration (2) Stewardship over initiatives such as community needs assessments and asset mapping							
Service Output Level	The quantum of service outputs provided to direct clients.	LIP collaborates with local agencies including both settlement and non settlement organizations, employers, school boards, health centres and networks, boards of trade, levels of government, professional associations, ethno-cultural organizations, and faith based organizations.							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>External</b> - The delivery of supports and resources to immigrants is undertaken primarily by community organizations, with the Region acting in a referral capacity.							



# Regional Municipality of Niagara

## Municipal Service Profile




## Social Assistance and Employment Opportunities - Local Immigration Partnership

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
IRCC - Local Immigration Partnership	36800	Traditional	External	\$ 184,667	\$ (184,668)	\$ (1)	2.0	0.0	0.0
						\$ -			
						\$ -			
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						\$ -			
Total				\$ 184,667	\$ (184,668)	\$ (1)	2.0	-	-

# Regional Municipality of Niagara

## Municipal Service Profile

### Homelessness and Community Engagement - Administration

<b>Program</b> Community Services		<b>Service Overview</b> Homelessness Administration encompasses those activities that relate to the overall management of the Region's homelessness services, based on the framework established in the Region's Housing and Homelessness Action Plan. This includes ongoing planning and strategy development, data analysis, continued interaction with the 22 community agencies that deliver homelessness prevention services, outreach services, emergency shelter, transitional housing and supportive housing and coordination with other functional units within the Region that play a role in homelessness prevention (e.g. Social Services).		<table><tr><td colspan="2"></td><td colspan="3"><b>Service Level</b></td></tr><tr><td colspan="2"></td><td>Below Standard</td><td>At Standard</td><td colspan="2">Above Standard</td></tr><tr><td rowspan="4"><b>Basis of Delivery</b></td><td>Mandatory</td><td colspan="4" rowspan="4"><div></div><p>Analysis performed by the Region indicates that the level of senior government funding for homelessness prevention is lower than comparable municipalities, which limits the quantum of services delivered.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>				<b>Service Level</b>					Below Standard	At Standard	Above Standard		<b>Basis of Delivery</b>	Mandatory	<div></div> <p>Analysis performed by the Region indicates that the level of senior government funding for homelessness prevention is lower than comparable municipalities, which limits the quantum of services delivered.</p>				Essential	Traditional	Discretionary
		<b>Service Level</b>																							
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	Essential																								
	Traditional																								
	Discretionary																								
<b>Organizational Unit</b> Homelessness Services and Community Engagement (Division 31000C)																									
<b>Type of Service</b> External and Internal		<b>Service Value</b> As outlined in the Region's Housing and Homelessness Action Plan "housing is the cornerstone of any community, providing shelter for households, establishing a better foundation for realizing peoples' potential and enabling their participation in society and the economy. Having a home is also a social determinant of health and can contribute to a better quality of life".		<b>Performance and Benchmarking</b> Please refer to the service profile for Homelessness Programs for performance and benchmarking analysis relating to the Region's homelessness services.																					
<b>Budget (in thousands)</b> <table><tr><td>Operating Costs</td><td>\$</td><td>-</td></tr><tr><td>Revenues</td><td>\$</td><td>-</td></tr><tr><td><b>Net Levy</b></td><td><b>\$</b></td><td><b>-</b></td></tr><tr><td><b>Permanent FTEs</b></td><td></td><td><b>2.0</b></td></tr><tr><td><b>Student FTEs</b></td><td></td><td>-</td></tr><tr><td><b>Temporary FTEs</b></td><td></td><td>-</td></tr></table>		Operating Costs	\$	-	Revenues	\$	-	<b>Net Levy</b>	<b>\$</b>	<b>-</b>	<b>Permanent FTEs</b>		<b>2.0</b>	<b>Student FTEs</b>		-	<b>Temporary FTEs</b>		-						
Operating Costs	\$	-																							
Revenues	\$	-																							
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<b>Student FTEs</b>		-																							
<b>Temporary FTEs</b>		-																							
		<b>Basis for Delivery</b> <b>Mandatory</b> – The Region is designated under the Housing Services Act and Ontario Regulation 367/11 as a Consolidated Municipal Service Manager and as such, is the delivery agent for the Community Homelessness Prevention Initiative. The Region is also the delivery agent for the Government of Canada's Homelessness Partnering Strategy.		<b>Coordination with Local Area Municipalities</b> Homelessness prevention services are delivered exclusively by the Region.																					

# Regional Municipality of Niagara

## Municipal Service Profile

### Homelessness and Community Engagement - Administration

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Organizations receiving funding from the Region for homelessness services.</li> <li>Community services divisions and corporate departments.</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Individuals and families experiencing homelessness.</li> <li>Community organizations that work with vulnerable clients homeless or at risk of homeless.</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Homelessness strategy development</li> <li>(2) Data analysis</li> <li>(3) Coordination with Region departments and community services divisions to support special projects.</li> <li>(4) Coordination with community organizations involved in homelessness services</li> <li>(5) Housing and Homelessness Action Plan</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	The Region's Homelessness Services involves a network of 22 community agencies delivering homelessness prevention, outreach, emergency shelter, transitional housing and supportive housing under 51 contract arrangements. On a monthly basis, approximately 275 unique individuals and families access housing-related services.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own Resources</b> - The administration of the Region's homelessness services, including planning and strategy development, is undertaken through its own resources.

## Municipal Service Profile


### Homelessness and Community Engagement - Administration

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# Regional Municipality of Niagara

## Municipal Service Profile

### Homelessness and Community Engagement - Homelessness Programs

<b>Program</b>		<b>Service Overview</b>		<b>Service Level</b>				
Community Services		<p>The Region provides funding to 22 community agencies delivering homelessness prevention, outreach, emergency shelter, transitional housing and supportive housing under 51 contract arrangements. The Region also provides support to these community agencies to assist with capacity building. On a year-round basis, the Region funds 151 shelter beds, 30 hotel rooms and six family apartments, with the number of shelter beds increasing by 55 during the winter months (Out of the Cold program).</p>		Below Standard			At Standard	Above Standard
<b>Organizational Unit</b>				<div><div>Basis of Delivery</div><div><div><div>Mandatory</div><div>Essential</div><div>Traditional</div><div>Discretionary</div></div><div><p>The level of senior government funding for homelessness prevention is lower than comparable municipalities, which limits the quantum of services delivered.</p></div></div></div>				
Homelessness Services and Community Engagement								
<b>Type of Service</b>								
External and Internal								
<b>Budget (in thousands)</b>		<b>Service Value</b>		<b>Performance and Benchmarking</b>				
Operating Costs	\$10,550	<p>As outlined in the Region's Housing and Homelessness Action Plan "housing is the cornerstone of any community, providing shelter for households, establishing a better foundation for realizing peoples' potential and enabling their participation in society and the economy. Having a home is also a social determinant of health and can contribute to a better quality of life".</p>		On an annual basis, the Region provides funding for almost 70,000 nightly stays, with the overall occupancy rate increasing over the last three years from 98.2% in 2016 to 107.6% in 2017 to 104.3% in 2018. During 2018, a total of 72,132 shelter and other accommodation nights were funded by the Region.				
Revenues	\$(8,847)			In comparison to selected municipalities for which publicly-available information is available (Halton, Durham, Waterloo Region, Hamilton, Windsor, London), the Region has the third lowest operating cost for homelessness programs on a per household basis. In addition, the Region has the second lowest percentage of operating costs funded by senior levels of government.				
Net Levy	\$1,703							
Permanent FTEs	5.0							
Student FTEs	-							
Temporary FTEs	-	<b>Basis for Delivery</b>		<b>Coordination with Local Area Municipalities</b>				
		<p><b>Mandatory</b> – The Region is designated under the Housing Services Act and Ontario Regulation 367/11 as a Consolidated Municipal Service Manager and as such, is the delivery agent for the Community Homelessness Prevention Initiative. The Region is also the Community Entity for the Government of Canada's Reaching Home Canada funding. The Region is accountable to develop, monitor and support the Housing and Homelessness Action Plan under the Act.</p>		<p>Homelessness services are delivered exclusively by the Region.</p>				

# Regional Municipality of Niagara

## Municipal Service Profile

### Homelessness and Community Engagement - Homelessness Programs

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Organizations receiving funding from the Region for homelessness services</li> <li>Housing Stability Plan clients (through social assistance)</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Individuals and families experiencing or at risk of homelessness</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>Funding for homelessness services</li> <li>Assistance and advice with respect to capacity building</li> <li>Policy and strategy for the homelessness system</li> <li>10 year Housing and Homelessness Action Plan</li> </ol>							
Service Output Level	The quantum of service outputs provided to direct clients.	<p>The Region's Homelessness Services involves a network of 22 community agencies delivering homelessness prevention, outreach, emergency shelter, transitional housing and supportive housing under 51 contract arrangements. Housing and Homelessness Action Plan for the Region and Community. The number of stays used by homelessness clients has increased over the past three years, amounting to 72,132 in 2018:</p> <ul style="list-style-type: none"> <li>2016 - 60,187 stays (98.2% occupancy)</li> <li>2017 - 67,875 stays (107.6% occupancy)</li> <li>2018 - 72,132 stays (104.3% occupancy)</li> </ul> <p>During 2018, the average length of stay for single individuals was 9.9 days, while families had an average length of stay of 38 days.</p>							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Combined</b> - The delivery of homelessness services is undertaken primarily by community agencies, with the Region providing funding and advice, although the Region does provide some direct servicees in relation to the Housing Stability Plan and HHAP.</p>							

# Regional Municipality of Niagara

## Municipal Service Profile

## Homelessness and Community Engagement - Homelessness Programs

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Homelessness Program Management	31200	Mandatory	Own Resources	\$ 434,631	\$ (288,762)	\$ 145,869	3.0	0.0	0.0
Hostels	31201	Mandatory	External	\$ 2,949,000	\$ (2,630,223)	\$ 318,777	0.0	0.0	0.0
Outreach	31202	Mandatory	External	\$ 165,160	\$ (118,592)	\$ 46,568	0.0	0.0	0.0
Prevention	31203	Mandatory	External	\$ 4,501,067	\$ (3,464,618)	\$ 1,036,449	0.0	0.0	0.0
Supportive Transitional Housing	31204	Mandatory	External	\$ 1,035,054	\$ (879,155)	\$ 155,899	0.0	0.0	0.0
Homeless Partnering Strategy	31150	Mandatory	Own Resources	\$ 714,705	\$ (714,705)	\$ -	1.0	0.0	0.0
Home for Good	31300	Mandatory	Own Resources	\$ 750,490	\$ (750,490)	\$ -	1.0	0.0	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
Total				\$ 10,550,107	\$ (8,846,545)	\$ 1,703,562	5.0	-	-



# Regional Municipality of Niagara

## Municipal Service Profile

### Homelessness and Community Engagement - Community Engagement and Compliance

<b>Program</b>		<b>Service Overview</b>		<b>Service Level</b>				
Community Services		<p>The Region provides overall administrative, project management, policy development and compliance support for homeless activities, including the leadership of special projects relating to strategic planning, business and continuous improvement and community and public engagement initiatives. Administrative support includes payroll process for all community services except long-term care facilities but including Niagara Regional Housing, as well as reception and front counter support for Community Services at Regional Headquarters.</p>		Below Standard			At Standard	Above Standard
<b>Organizational Unit</b>				<div><div></div></div> <p>The level of senior government funding for homelessness prevention is lower than comparable municipalities, which limits the quantum of services delivered.</p>				
Homelessness Services and Community Engagement								
<b>Type of Service</b>		<b>Service Value</b>		<b>Performance and Benchmarking</b>				
External and Internal		<p>Community Engagement and Compliance supports the Region's Community Services function by ensuring (i) staff payroll is processed on a timely basis; (ii) reception and customer service needs met; (iii) contracts are managed in accordance with performance requirements; (iv) program audit, policy and compliance work is provided to support Social Assistance and Employment Opportunity activities; and (v) resources are provided for special projects such as major procurements, project management, ASD support and French Language Services compliance.</p>		Please refer to the service profile for Homelessness Programs and Social Assistance and Employment Opportunities Programs for performance and benchmarking analysis.				
<b>Budget (in thousands)</b>								
Operating Costs	\$			-				
Revenues	\$			-				
Net Levy	\$			-				
Permanent FTEs				5.0				
Student FTEs		-						
Temporary FTEs		-						
		<b>Basis for Delivery</b>		<b>Coordination with Local Area Municipalities</b>				
		<p><b>Essential</b> – The administrative services provided through Community Engagement and Compliance are necessary to ensure the effective and efficient delivery of community services by the Region.</p>		<p>Community Engagement and Compliance will coordinate with LAMs as required depending on the project and engagement being undertaken.</p>				

# Regional Municipality of Niagara

## Municipal Service Profile

### Homelessness and Community Engagement - Community Engagement and Compliance

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Community Services and Niagara Regional Housing personnel</li> <li>Clients of Community Services and Niagara Regional Housing (reception and phone)</li> <li>Vendors and contract managers</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Agencies and ministries stipulating compliance, policy, public engagement and other project requirements</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>Payroll processing</li> <li>Reception and front counter service</li> <li>Compliance audit results/ process/ business improvements/ policy updates</li> <li>Contract management</li> <li>Community/ Public engagement</li> <li>Project management and special project support</li> </ol>							
Service Output Level	The quantum of service outputs provided to direct clients.	Community Engagement and Compliance processes payroll for approximately 520 Regional employees. In addition, Community Engagement and Compliance administers approximately 360 active contracts, provides in-person reception services to approximately 11,200 clients and manages approximately 28,000 calls annually.							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Internal</b> - Administrative and compliance functions are delivered through the Region's own resources.							

# Regional Municipality of Niagara

## Municipal Service Profile




## Homelessness and Community Engagement - Community Engagement and Compliance

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Compliance Engagement and Compliance	31100	Essential	Own Resources	\$ -	\$ -	\$ -	5.0	0.0	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
Total				\$ -	\$ -	\$ -	5.0	-	-

# Regional Municipality of Niagara

## Municipal Service Profile

### Children's Services - Administration and Other

<b>Program</b> Community Services		<b>Service Overview</b> Children's Services Administration is responsible for the overall planning and management of services to children from birth to 12 years of age and their families. As part of this mandate, Children's Services Administration is responsible for the development of a Child Care and Early Years Programs and Services System Plan that addresses local needs as well as matters of Provincial interest, with the Region working with a number of different stakeholders in executing on the strategy. As part of this role, Children's Services Administration acts as a liaison between the Province of Ontario, local child care providers and other stakeholders to ensure the provision of quality, affordable and accessible licensed child care and other supports from a system perspective.		<table><tr><td colspan="2"></td><th colspan="3">Service Level</th></tr><tr><td colspan="2"></td><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The Region is compliant with applicable Provincial legislation and regulations.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>					Service Level					Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The Region is compliant with applicable Provincial legislation and regulations.</p>			Essential	Traditional	Discretionary
		Service Level																						
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Basis of Delivery	Mandatory	<div></div> <p>The Region is compliant with applicable Provincial legislation and regulations.</p>																						
	Essential																							
	Traditional																							
	Discretionary																							
<b>Organizational Unit</b> Children's Services																								
<b>Type of Service</b> External																								
<b>Budget (in thousands)</b>				<b>Performance and Benchmarking</b>																				
Operating Costs	\$ 6,182	<b>Service Value</b> Children's Services supports a child care system that meets the needs of children from birth to aged 12 and their families for affordable, accessible, quality and responsive child care and other supports. Through the delivery of integrated services and resources, Children's Services and its collaborating organizations contribute towards improved outcomes for children, enhanced well-being for families and greater opportunities for employment and training for parents. Children's Services also provides capacity building for local child care providers and other stakeholders.		The Region is fully compliant with all legislative requirements associated with children's services, including but not limited to income verification, reporting and operating guidelines for directly operated childcare centres. From a service level perspective, the 2018 MBNCanada Performance Measurement Report indicates that the Region has the second lowest number of licensed child care spaces per 1,000 children aged 12 and under.																				
Revenues	\$ (5,100)			<p>In comparison to selected municipalities for which publicly-available information is available (Halton, Durham, Waterloo Region, Hamilton, Windsor, London), the Region has the second lowest operating cost and lowest municipal levy requirement for child care on a per household basis. The 2018 MBN Canada Report also indicates that the Region has in the mid-range of the 10 municipalities included in the analysis in terms of total cost per child under 12 and the fourth lowest cost per subsidized child care space.</p>																				
Net Levy	\$ 1,082																							
Permanent FTEs	25.0																							
Student FTEs	-																							
Temporary FTEs	-	<b>Basis for Delivery</b> <b>Mandatory</b> – The Region is designated under the Child Care and Early Years Act as a Service System Manager for children's services.		<b>Coordination with Local Area Municipalities</b> Child care services are delivered exclusively by the Region, with no operational involvement by LAMs.																				

# Regional Municipality of Niagara

## Municipal Service Profile

### Children's Services - Administration and Other

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Children and their families in the Region</li> <li>• Child care providers and other sector stakeholders (ie. School boards)</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Employers that benefit from employees that have access to child care and other resources and supports</li> <li>• Social service agencies and other stakeholders</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Child care and early years system planning</li> <li>(2) Child care and early years system oversight</li> <li>(3) Capacity building for system participants</li> <li>(4) Child care and early years advocacy</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>Children's Services provides support and oversight of a system that includes:</p> <ul style="list-style-type: none"> <li>• Approximately 11,000 licensed child care spaces</li> <li>• Five Region-operating child care centres and one home child care agency</li> <li>• Approximately 70 third party child care providers (170 locations)</li> <li>• Subsidy payments for 2,500 children, based on household need</li> <li>• Community capital projects and Journey Together Indigenous program expansion</li> <li>• 27 EarlyON locations</li> </ul>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Own Resources</b> - The administration of the Region's Children's Services is delivered primarily through its own resources.</p>

# Regional Municipality of Niagara




## Municipal Service Profile

### Children's Services - Administration and Other

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Children's System Management	30150	Mandatory	Own Resources	\$ 2,164,920	\$ (1,082,460)	\$ 1,082,460	25.0	0.0	0.0
Special Initiatives	30125	Mandatory	Own Resources	\$ 310	\$ (310)	\$ -	0.0	0.0	0.0
Early Learning and Child Care	30100	Mandatory	External	\$ 4,016,945	\$ (4,016,945)	\$ -	0.0	0.0	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
Total				\$ 6,182,175	\$ (5,099,715)	\$ 1,082,460	25.0	-	-

# Regional Municipality of Niagara

## Municipal Service Profile Children's Services - EarlyON

<table><tr><th colspan="2">Program</th></tr><tr><td colspan="2">Community Services</td></tr><tr><th colspan="2">Organizational Unit</th></tr><tr><td colspan="2">Children's Services</td></tr></table>	Program		Community Services		Organizational Unit		Children's Services		<table><tr><th colspan="2">Service Overview</th></tr><tr><td colspan="2">The Region's EarlyON Child and Family Centres provide free, high quality drop-in programs for children from birth to six years of age, their parents and caregivers. Through the EarlyON service, the Region provides children's activities (reading, storytelling, sing-alongs), advice from staff trained in early childhood development, caregiver programs (infant sleep clinics, breastfeeding classes) and connections with other community organizations providing programming to families. EarlyON is a combination of three predecessor programs (Early Years, Parenting and Family Literacy, Child Care Resource Centres), with overall responsibility delegated by the Province to service system managers (i.e. the Region) on January 1, 2018. In this capacity, the Region provides funding to community providers.</td></tr></table>	Service Overview		The Region's EarlyON Child and Family Centres provide free, high quality drop-in programs for children from birth to six years of age, their parents and caregivers. Through the EarlyON service, the Region provides children's activities (reading, storytelling, sing-alongs), advice from staff trained in early childhood development, caregiver programs (infant sleep clinics, breastfeeding classes) and connections with other community organizations providing programming to families. EarlyON is a combination of three predecessor programs (Early Years, Parenting and Family Literacy, Child Care Resource Centres), with overall responsibility delegated by the Province to service system managers (i.e. the Region) on January 1, 2018. In this capacity, the Region provides funding to community providers.		<table><tr><th colspan="2"></th><th colspan="3">Service Level</th></tr><tr><th colspan="2"></th><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The Region is compliant with applicable Provincial legislation and regulations.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>			Service Level					Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The Region is compliant with applicable Provincial legislation and regulations.</p>			Essential	Traditional	Discretionary
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<table><tr><th colspan="2">Type of Service</th></tr><tr><td colspan="2">External</td></tr></table>	Type of Service		External		<table><tr><th colspan="2">Service Value</th></tr><tr><td colspan="2">EarlyON contributes towards positive outcomes for children and their families during their formative years by providing a learning environment for children while at the same time providing supports and resources for parents and caregivers.</td></tr></table>	Service Value		EarlyON contributes towards positive outcomes for children and their families during their formative years by providing a learning environment for children while at the same time providing supports and resources for parents and caregivers.		<table><tr><th colspan="2">Performance and Benchmarking</th></tr><tr><td colspan="2">Please refer to the service profile for Children's Services - Administration and Other, which provides performance and benchmarking analysis for children's services as a whole.</td></tr></table>	Performance and Benchmarking		Please refer to the service profile for Children's Services - Administration and Other, which provides performance and benchmarking analysis for children's services as a whole.																			
Type of Service																																
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# Regional Municipality of Niagara

## Municipal Service Profile Children's Services - EarlyON

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>EarlyON centres receiving funding from the Region</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Children and their families and caregivers attending EarlyON centres</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	(1) Financial support to EarlyON centres (2) Professional Learning and Capacity Building (3) Planning and Data Analysis Services							
Service Output Level	The quantum of service outputs provided to direct clients.	The Region provides financial support to 27 EarlyON centres.							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>External</b> - EarlyON services are delivered by community organizations, with the Region acting as a transfer payment agency for the Province of Ontario.							

## Municipal Service Profile

### Children's Services - EarlyON

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# Regional Municipality of Niagara

## Municipal Service Profile Children's Services - Child Care

<table><tr><th colspan="2">Program</th></tr><tr><td colspan="2">Community Services</td></tr></table>	Program		Community Services		<table><tr><th colspan="2">Service Overview</th></tr><tr><td colspan="2">The Region is responsible for the funding and oversight of approximatley 11,000 licensed child care spaces through (i) the provision of financial support to licensed child care providers (including home-based child care); (ii) the operation of five Region child care centres; and (iii) the payment of fee subsidy to eligible parents and caregivers. In addition to funding, the Region also provides advice and assistance to child care providers. Through the Ministry of Education, the Region is also apprised of issues relating to licensed child care providers within the system.</td></tr></table>	Service Overview		The Region is responsible for the funding and oversight of approximatley 11,000 licensed child care spaces through (i) the provision of financial support to licensed child care providers (including home-based child care); (ii) the operation of five Region child care centres; and (iii) the payment of fee subsidy to eligible parents and caregivers. In addition to funding, the Region also provides advice and assistance to child care providers. Through the Ministry of Education, the Region is also apprised of issues relating to licensed child care providers within the system.		<table><tr><th colspan="2"></th><th colspan="3">Service Level</th></tr><tr><th colspan="2"></th><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="2">Excluding direct operated child care centres, the Region's child care programs are considered to be at standard</td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td><td colspan="3" rowspan="2">The Region's directly operated child care centres represent a discretionary program as there is no requirement for the direct involvement of the service manager. In addition, we have considered the service level to be above standard based on the cost differential between the Region's centres and third party childcre providers.</td></tr><tr><td>Discretionary</td></tr></table>			Service Level					Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	Excluding direct operated child care centres, the Region's child care programs are considered to be at standard			Essential	Traditional	The Region's directly operated child care centres represent a discretionary program as there is no requirement for the direct involvement of the service manager. In addition, we have considered the service level to be above standard based on the cost differential between the Region's centres and third party childcre providers.			Discretionary
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# Regional Municipality of Niagara

## Municipal Service Profile Children's Services - Child Care

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Families and caregivers that receive child care subsidies</li> <li>Child care providers that receiving funding and other assistance from the Region</li> <li>Children that attend Region-operated child care centres</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Children attending child care providers funded by the Region</li> <li>Families and caregivers of children attending Region-operated child care centres</li> <li>Employers that benefit from employee access to child care</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>Child care fee subsidy</li> <li>Funding for licensed child care provided by third parties (e.g. GOG, WEG, H&amp;S)</li> <li>Licensed child care provided directly by the Region</li> <li>Capacity building for licensed child care providers</li> <li>Innovation and best practice development for child care</li> </ol>							
Service Output Level	The quantum of service outputs provided to direct clients.	<p>Children's Services provides support and oversight of a system that includes:</p> <ul style="list-style-type: none"> <li>Approximately 11,000 licensed child care spaces</li> <li>Five Region-operating child care centres</li> <li>Approximately 70 third party child care providers (170 locations)</li> <li>Subsidy payments for 2,500 children, based on household need</li> </ul>							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Combined</b> - The delivery of licensed child care is undertaken through a combination of the Region's resources (five child care centres) and community providers.</p>							

# Regional Municipality of Niagara




## Municipal Service Profile Children's Services - Child Care

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Children's Program Management	30175	Mandatory	Own Resources	\$ 1	\$ -	\$ 1	10.0	0.0	0.0
General Operating Funding	30176	Mandatory	External	\$ 17,216,772	\$ (13,864,704)	\$ 3,352,068	0.0	0.0	0.0
Wage Enhancement Funding	30177	Mandatory	External	\$ 4,811,525	\$ (4,811,525)	\$ -	0.0	0.0	0.0
Ontario Works Subsidy	30200	Mandatory	External	\$ 2,739,750	\$ (2,191,800)	\$ 547,950	0.0	0.0	0.0
Regular Child Care Fee Subsidy	30201	Mandatory	External	\$ 13,441,942	\$ (13,444,099)	\$ (2,157)	0.0	0.0	0.0
Home Child Care Funding	30250	Mandatory	External	\$ 1,960,699	\$ (1,588,559)	\$ 372,140	0.0	0.0	0.0
Branscombe Child Care Centre	30400	Discretionary	Own Resources	\$ 1,104,202	\$ (887,442)	\$ 216,760	11.0	0.0	0.0
Fort Erie Child Care Centre	30401	Discretionary	Own Resources	\$ 810,221	\$ (650,457)	\$ 159,764	7.0	0.0	0.0
Port Colbourne Child Care Centre	30402	Discretionary	Own Resources	\$ 751,312	\$ (605,930)	\$ 145,382	7.0	0.0	0.0
St. Catharines Child Care Centre	30403	Discretionary	Own Resources	\$ 1,279,984	\$ (1,037,467)	\$ 242,517	12.0	0.0	0.0
Welland Child Care Centre	30404	Discretionary	Own Resources	\$ 642,117	\$ (516,574)	\$ 125,543	6.0	0.0	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
<b>Total</b>				<b>\$ 44,758,525</b>	<b>\$ (39,598,557)</b>	<b>\$ 5,159,968</b>	<b>53.0</b>	<b>-</b>	<b>-</b>

# Regional Municipality of Niagara

## Municipal Service Profile

### Children's Services - Special Needs

<table><tr><th colspan="2">Program</th></tr><tr><td colspan="2">Community Services</td></tr></table>	Program		Community Services		<table><tr><th colspan="2">Service Overview</th></tr><tr><td colspan="2">The Region provides specialized support for children with special needs, including (i) Resource consultants who provide support to children that are developmentally delayed or are experiencing early developmental difficulties; (ii) Behaviour consultants who provide support to child care professionals working with children that have a mental health diagnosis and/or behavioural or emotional self-regulation issues; and (iii) short-term specialized funding for child care centres where safety is in question due to the developmental, social and/or emotional needs of a child.</td></tr></table>	Service Overview		The Region provides specialized support for children with special needs, including (i) Resource consultants who provide support to children that are developmentally delayed or are experiencing early developmental difficulties; (ii) Behaviour consultants who provide support to child care professionals working with children that have a mental health diagnosis and/or behavioural or emotional self-regulation issues; and (iii) short-term specialized funding for child care centres where safety is in question due to the developmental, social and/or emotional needs of a child.		<table><tr><th colspan="2" rowspan="2"></th><th colspan="3">Service Level</th></tr><tr><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr></table>			Service Level			Below Standard	At Standard	Above Standard													
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# Regional Municipality of Niagara

## Municipal Service Profile

### Children's Services - Special Needs

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Children with special needs</li> <li>Child care providers working with children with special needs that receive funding and other supports from the Region</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Families of children with special needs</li> <li>Children attending child care centers</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>Specialized support to children with special needs</li> <li>Specialized support to child care professionals working with children with special needs</li> <li>Funding for specialized support</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>Children's Services provides support and oversight of a system that includes:</p> <ul style="list-style-type: none"> <li>Support funding to six SNR service providers/agencies, representing approximately 160 licensed programs</li> <li>Subsidy payments to 820 children, based on diagnosed need</li> <li>Funding for one-on-one support for children with exceptional needs in child care</li> </ul>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Combined</b> - Specialized supports are provided through a combination of the Region's own staff and third party resource consultant agencies.</p>



# Regional Municipality of Niagara

## Municipal Service Profile Children's Services - Special Needs

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Special Needs Resourcing	30300	Mandatory	External	\$ 2,590,000	\$ (2,072,000)	\$ 518,000	0.0	0.0	0.0
Resource Consultants	30301	Mandatory	Own Resources	\$ 425,934	\$ (340,746)	\$ 85,188	5.0	0.0	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
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						\$ -			
						\$ -			
						\$ -			
						\$ -			
Total				\$ 3,015,934	\$ (2,412,746)	\$ 603,188	5.0	-	-





## Region of Niagara Service Sustainability Review

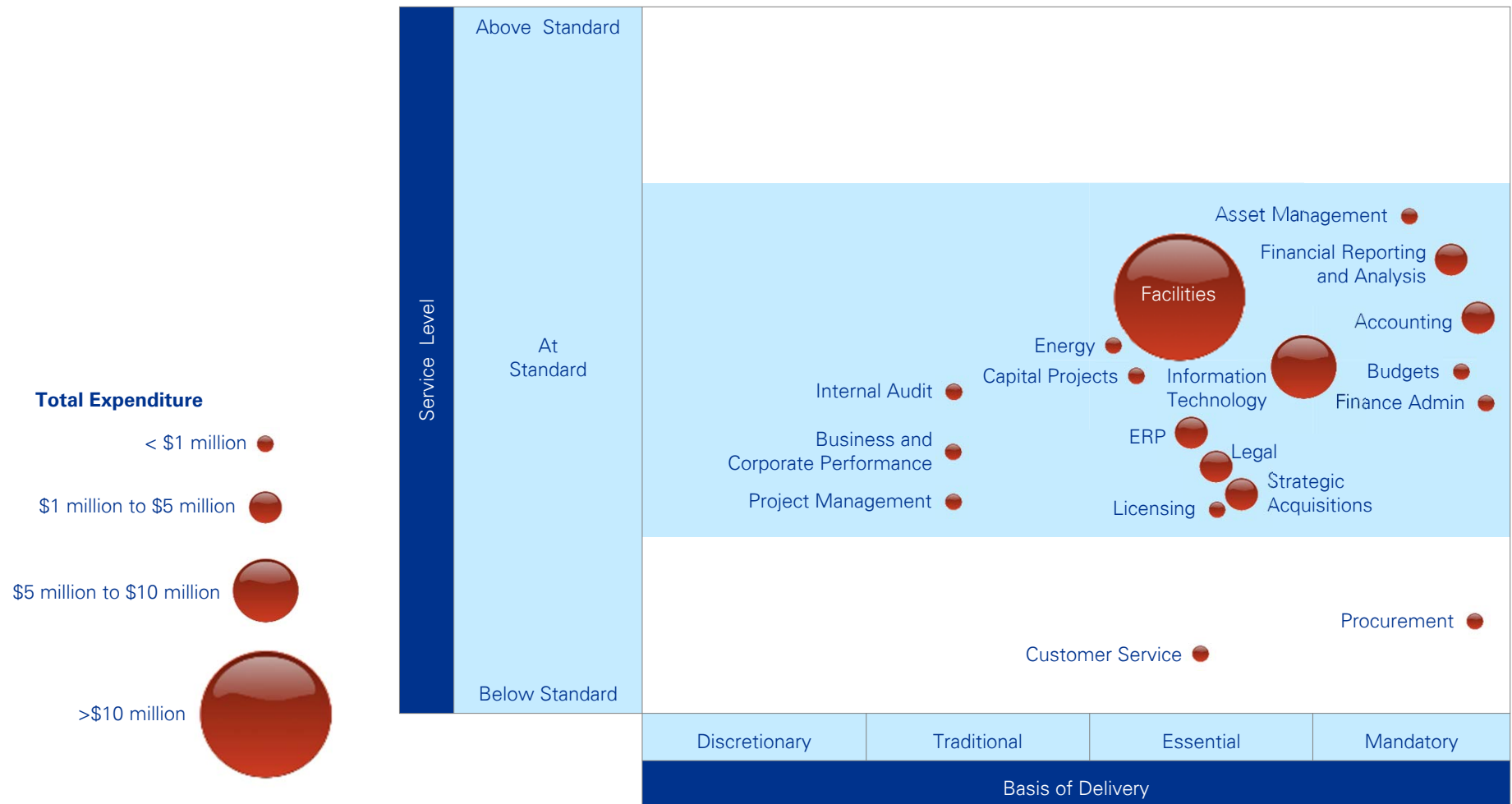
# Appendix A4 Service Profiles Corporate Services





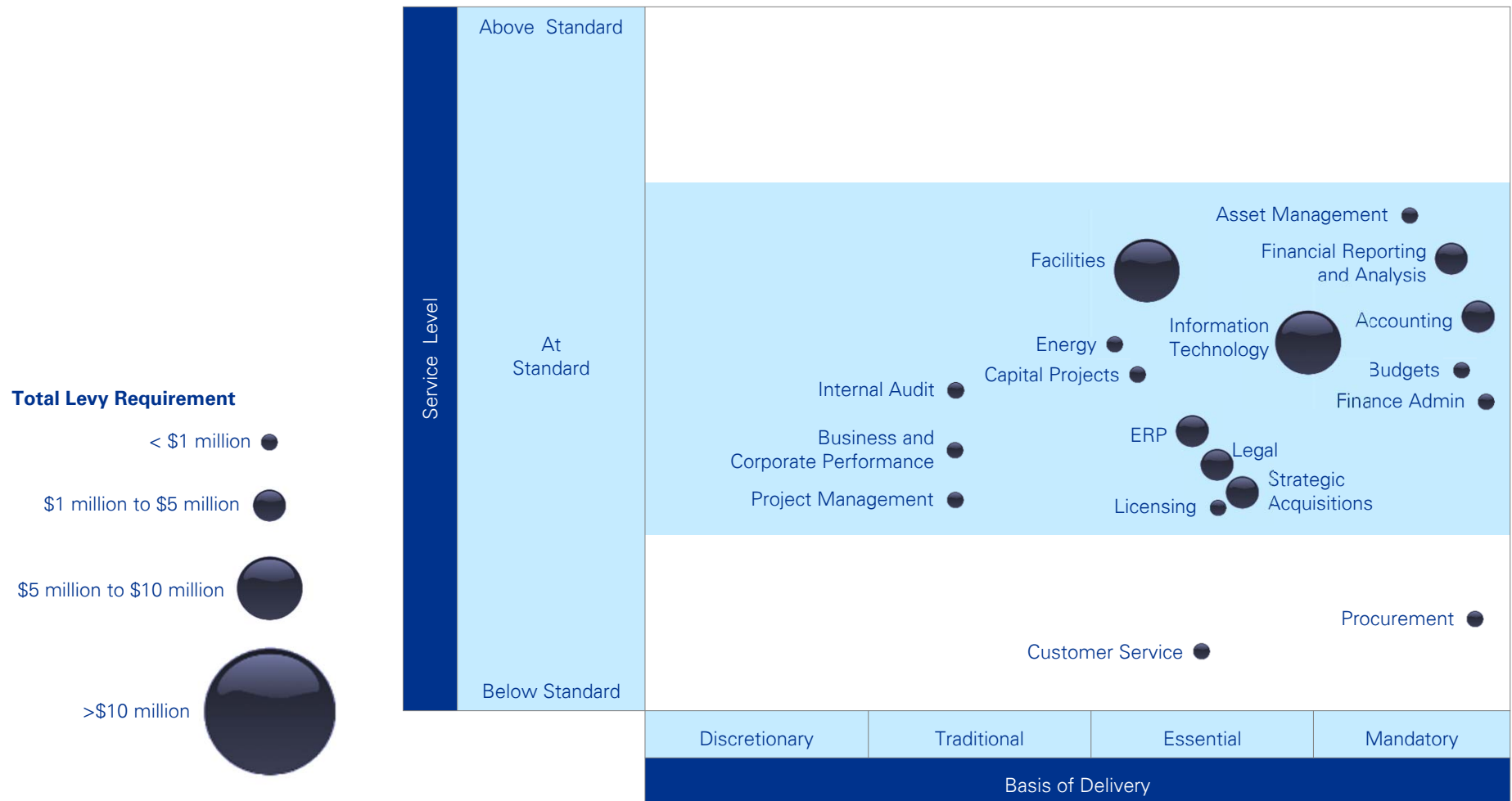
# Overview of the Region Corporate Services (Operating Expenditures)

Services by Basis of Delivery, Service Level and Total Expenditure



# Overview of the Region Corporate Services (Levy Requirement)




Services by Basis of Delivery, Service Level and Levy Requirement



# Regional Municipality of Niagara

## Municipal Service Profile

### Internal Control and Organizational Performance - Internal Audit

<b>Program</b>		<b>Service Overview</b>		<table><tr><td colspan="2"></td><th colspan="3">Service Level</th></tr><tr><td colspan="2"></td><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>					Service Level					Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory				Essential	Traditional	Discretionary
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Basis of Delivery	Mandatory																							
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Corporate Services		Internal Control and Organizational Performance ('ICOP') - Internal Audit undertakes internal audits of Regional departments and divisions through a risk-based audit approach. The Internal Audit function reports directly to the Audit Committee of Regional Council.																						
<b>Organizational Unit</b>																								
Internal Control and Organizational Performance																								
<b>Type of Service</b>		<b>Service Value</b>		<b>Performance and Benchmarking</b>																				
Internal		Internal Audit provides independent and objective assurance and consulting services to Management and the Audit Committee, intended to add value and improve Niagara Region's operations by bringing a systematic and disciplined approach to evaluate risk management activities, internal controls and governance processes.		In comparison to selected municipalities for which publicly-available information is available (Halton, Durham, Hamilton, London), the Region has the second highest operating cost per household for internal audit services. In addition, the Region has the second highest level of staffing for internal audit, with two of the comparator municipalities using external parties to provide internal audit services.																				
<b>Budget (in thousands)</b>																								
Operating Costs	\$	664																						
Revenues	\$	-																						
Net Levy	\$	664																						
Permanent FTEs		5.0																						
Student FTEs		1.0																						
Temporary FTEs		-																						
		<b>Basis for Delivery</b>		<b>Coordination with Local Area Municipalities</b>																				
		Traditional – The maintenance of an internal audit function is typical for larger municipalities.		The focus of internal audit is solely on Regional Departments, with no internal audit activities undertaken for LAMs. This may however be a future opportunity pending Audit Committee's approval.																				
		Niagara Region is a member of the Municipal Internal Auditors Association (an organization of internal auditors for large Ontario municipalities and other major public sector organizations).																						

# Regional Municipality of Niagara

## Municipal Service Profile

### Internal Control and Organizational Performance - Internal Audit

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Region departments</li> <li>Regional Council (specifically, Audit Committee)</li> <li>Regional management</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents of the Region, who benefit from enhancements identified through the internal audit process.</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	(1) Risk based audit plan (2) Internal audit reviews (3) Consulting projects on behalf of Regional Departments							
Service Output Level	The quantum of service outputs provided to direct clients.	The size, scope and complexity of audit projects varies each year, therefore the volume of internal audit projects performed each year varies within each Audit Plan. Since its inception in 2017, Internal Audit has completed 14 of the 15 projects identified in the 2017 and 2018 internal audit plans.							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - Internal audits are performed through the use of the Region's own resources.							

**Municipal Service Profile**  
**Internal Control and Organizational Performance - Internal Audit**




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# Regional Municipality of Niagara

## Municipal Service Profile

### Internal Control and Organizational Performance - Project Management

<table><tr><th colspan="2">Program</th></tr><tr><td colspan="2">Corporate Services</td></tr><tr><th colspan="2">Organizational Unit</th></tr><tr><td colspan="2">Internal Control and Organizational Performance</td></tr><tr><th colspan="2">Type of Service</th></tr><tr><td colspan="2">Internal</td></tr><tr><th colspan="2">Budget (in thousands)</th></tr><tr><td>Operating Costs</td><td>\$ 830</td></tr><tr><td>Revenues</td><td>\$ -</td></tr><tr><td>Net Levy</td><td>\$ 830</td></tr><tr><td>Permanent FTEs</td><td>7.0</td></tr><tr><td>Student FTEs</td><td>-</td></tr><tr><td>Temporary FTEs</td><td>-</td></tr></table>	Program		Corporate Services		Organizational Unit		Internal Control and Organizational Performance		Type of Service		Internal		Budget (in thousands)		Operating Costs	\$ 830	Revenues	\$ -	Net Levy	\$ 830	Permanent FTEs	7.0	Student FTEs	-	Temporary FTEs	-	<table><tr><th colspan="2">Service Overview</th></tr><tr><td colspan="2">ICOP provides a centralized project management capability for the Region. As the service is in its inception stage, its primary focus is on the development of standardized project management frameworks and approaches, which will then be used for (i) direct project and change management; (ii) support to other Regional departments undertaking project and change management activities; and (iii) project and change management training to Regional departments.</td></tr><tr><th colspan="2">Service Value</th></tr><tr><td colspan="2">The mandate of the Project Management function is to establish a community of practice and a culture of self-sustained excellence in project management across the organization and enhancing organizational project management maturity to meet and exceed industry standards.</td></tr><tr><th colspan="2">Basis for Delivery</th></tr><tr><td colspan="2">Traditional – Large municipalities typically maintain an internal project management capacity, which may either be centralized or decentralized.</td></tr></table>	Service Overview		ICOP provides a centralized project management capability for the Region. As the service is in its inception stage, its primary focus is on the development of standardized project management frameworks and approaches, which will then be used for (i) direct project and change management; (ii) support to other Regional departments undertaking project and change management activities; and (iii) project and change management training to Regional departments.		Service Value		The mandate of the Project Management function is to establish a community of practice and a culture of self-sustained excellence in project management across the organization and enhancing organizational project management maturity to meet and exceed industry standards.		Basis for Delivery		Traditional – Large municipalities typically maintain an internal project management capacity, which may either be centralized or decentralized.		<table><tr><th colspan="2"></th><th colspan="3">Service Level</th></tr><tr><th colspan="2"></th><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr><tr><th colspan="5">Performance and Benchmarking</th></tr><tr><td colspan="5">While other municipalities maintain project management functions, information concerning budgeted costs is not publicly available.</td></tr><tr><th colspan="5">Coordination with Local Area Municipalities</th></tr><tr><td colspan="5">The Region's project management activities are focused exclusively within the Region, with no interaction with LAMs. As this service area matures past the inception phase, the PMO will coordinate with LAMs and other broader public sector partners in Niagara Region.</td></tr></table>			Service Level					Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory				Essential	Traditional	Discretionary	Performance and Benchmarking					While other municipalities maintain project management functions, information concerning budgeted costs is not publicly available.					Coordination with Local Area Municipalities					The Region's project management activities are focused exclusively within the Region, with no interaction with LAMs. As this service area matures past the inception phase, the PMO will coordinate with LAMs and other broader public sector partners in Niagara Region.				
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# Regional Municipality of Niagara

## Municipal Service Profile

### Internal Control and Organizational Performance - Project Management

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Region departments</li> <li>Regional Council</li> <li>Regional employees</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents of the Region, who benefit from effective project and change management.</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	(1) Project management framework development (2) Training (3) Project and change management (4) Advice and assistance to other Regional departments							
Service Output Level	The quantum of service outputs provided to direct clients.	Project Management is in its inception stage and as such, its primary focus has been on development the project management office program. However, we were advised that during 2018, Project Management has provided consultation to the Region's functional units involved in the South Niagara Wastewater Treatment Plant and the Long-term Care Home Redevelopment project.							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - Project management activities are undertaken through the Region's own resources.							

# Regional Municipality of Niagara

## Municipal Service Profile




## Internal Control and Organizational Performance - Project Management

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Project Management Office	12302	Traditional	Own Resources	\$ 696,855	\$ -	\$ 696,855	6	-	-
Allocation of Internal Control & Org Perform	12300	Traditional	Own Resources	\$ 132,910	\$ -	\$ 132,910	1	-	-
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
Total				\$ 829,765	\$ -	\$ 829,765	7.0	-	-

# Regional Municipality of Niagara

## Municipal Service Profile

### Internal Control and Organizational Performance - Business and Corporate Performance

<b>Program</b>		<b>Service Overview</b>		<table><tr><td colspan="2"></td><td colspan="3"><b>Service Level</b></td></tr><tr><td colspan="2"></td><td>Below Standard</td><td>At Standard</td><td>Above Standard</td></tr><tr><td rowspan="4"><b>Basis of Delivery</b></td><td>Mandatory</td><td colspan="3" rowspan="4"></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>					<b>Service Level</b>					Below Standard	At Standard	Above Standard	<b>Basis of Delivery</b>	Mandatory				Essential	Traditional	Discretionary
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<b>Basis of Delivery</b>	Mandatory																							
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Corporate Services		ICOP (Business Improvement & Corporate Performance) provides professional consulting and continuous improvement services to the Region's internal clients, including strategic planning, the development and monitoring of key performance indicators, program evaluation, Lean Six Sigma transformation projects and other initiatives.																						
<b>Organizational Unit</b>																								
Internal Control and Organizational Performance																								
<b>Type of Service</b>		<b>Service Value</b>		<b>Performance and Benchmarking</b>																				
Internal		Internal Control and Organizational Performance (Business Improvement & Corporate Performance) provides an organizational lens to assist in addressing business challenges by identifying opportunities for improvement, developing and delivering solutions, and measuring the outcomes.		In comparison to selected municipalities for which publicly-available information is available (Halton Hamilton, London), the Region has the second highest operating cost per household and the highest level of staffing for corporate strategy and business improvement functions.																				
<b>Budget (in thousands)</b>																								
Operating Costs	\$	797																						
Revenues	\$	-																						
Net Levy	\$	797																						
Permanent FTEs		6.0																						
Student FTEs		-																						
Temporary FTEs		-																						
		<b>Basis for Delivery</b>		<b>Coordination with Local Area Municipalities</b>																				
		Traditional – Large municipalities typically maintain a continuous improvement and strategic planning capability within their organizations.		Within the Corporate Performance function, staff provide a strategic planning service which has interactions and opportunities for collaboration and input from LAMs. Other services within this team are offered exclusively within the Region and related Boards (NRPS & NRH), however have not been historically offered to LAMs. This may however be a future opportunity.																				

# Regional Municipality of Niagara

## Municipal Service Profile

### Internal Control and Organizational Performance - Business and Corporate Performance

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Region departments</li> <li>Regional Council</li> <li>Regional management and staff</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents of the Region, who benefit from continuous improvement efforts</li> <li>Partner organizations (such as LAMs), who contribute to and receive community engagement information through the strategic planning process</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>Strategic planning</li> <li>Performance measurement, including KPI development and monitoring</li> <li>Lean Six Sigma transformation</li> <li>Advice and assistance to other Regional departments</li> <li>Continuous improvement training</li> </ol>							
Service Output Level	The quantum of service outputs provided to direct clients.	ICOPS personnel have identified 57 separate projects in which Business Improvement and Corporate Performance, either as the project lead (e.g. Council strategic planning) or as a support for other Regional departments.							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - Strategic planning, continuous improvement and other consulting activities are provided through the use of the Region's own resources.							

## Municipal Service Profile

### Internal Control and Organizational Performance - Business and Corporate Performance

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# Regional Municipality of Niagara

## Municipal Service Profile

### Information Technology Solutions - Operations and Infrastructure

<b>Program</b>		<b>Service Overview</b>		<b>Service Level</b>		
Enterprise Resource Management Services		IT Solutions ('ITS') supports the investigation, development and implementation of new applications and technology designed to create efficiencies and service enhancements in all operational areas. ITS also plans, builds, secures and sustains the enterprise architecture required to support all software applications, computer equipment and telecommunications networks used in support of municipal service delivery. ITS also provides the Region with information and data management, information security and data analysis.		<div><div>Below Standard</div><div>At Standard</div><div>Above Standard</div></div>		
<b>Organizational Unit</b>				<b>Basis of Delivery</b>	<div><div></div><div>The scope of the Region's information technology activities is consistent with other municipalities.</div></div>	
Information Technology Solutions						
<b>Type of Service</b>		<b>Service Value</b>		<b>Performance and Benchmarking</b>		
Internal		ITS provides cost effective information technology related services to staff and partners of the Region that allows them to be effective and innovative in their jobs.		During 2018, ITS resolved 99.4% of service desk tickets, compared to 94.8% in 2017. A survey of Regional users indicated a service desk satisfaction level of 89.0% in 2018, up from 87.0% in 2017.  In comparison to selected comparator municipalities for which publicly-available information is available (Halton, Durham, Waterloo Region, Hamilton, Windsor, Brampton and London), the Region's information technology costs are the lowest on a per household basis. The 2018 MBNCanada Performance Measurement Report indicates that the Region has the fourth lowest information technology cost per total supported municipal full-time equivalent employee of the 16 municipalities included in the analysis.		
<b>Budget (in thousands)</b>				<b>Coordination with Local Area Municipalities</b>		
Operating Costs	\$ 8,998			ITS coordinates with Local Area Municipalities as well with the broader public sector in relation to information technology and overarching strategic directions. The purpose of the collaboration is to leverage economies of scale through shared procurement, shared infrastructure, the exchange of information and best practices and the informal sharing of scarce highly skilled staff resources.		
Revenues	\$ (142)					
Net Levy	\$ 8,856					
Permanent FTEs	51.0					
Student FTEs	-					
Temporary FTEs	1.0					
		<b>Basis for Delivery</b>				
		Essential – Information technology is critical to the effective and efficient delivery of municipal services.				



# Regional Municipality of Niagara

## Municipal Service Profile

### Information Technology Solutions - Operations and Infrastructure




Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Region departments</li> <li>• Region employees</li> <li>• Local Area Municipalities</li> <li>• Other public sector partners</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Residents and organizations that benefit from services provided by the Region</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	(1) Planning (2) IT systems management and support (3) IT and information security (4) Advice and assistance to other Region departments (5) Information data management (6) Data analysis (GIS)
Service Output Level	The quantum of service outputs provided to direct clients.	During 2018, ITS: <ul style="list-style-type: none"> <li>• Supported 3,705 FTEs with 4,839 network accounts</li> <li>• Handled over 16,000 phone calls and 12,576 emails for IT support</li> </ul> ITS is responsible for the overall management of 2,424 computers, 3,615 telecommunication devices, 496 servers (physical and virtual) and 656 network devices, including 330 printers.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - Information technology operational services are provided by the Region through its own resources.

**Municipal Service Profile**  
**Information Technology Solutions - Operations and Infrastructure**

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# Regional Municipality of Niagara

## Municipal Service Profile Legal Services

<b>Program</b> Corporate Services		<b>Service Overview</b> Legal Services provides a broad scope of advice and support to, and on behalf of the Region, including (i) legal support in matters such as real estate, contracts and litigation; (ii) advice, opinions and information on risk and insurance; (iii) handling of insurable and non-insurable claims; and (iv) prosecution of certain provincial offence matters. The Region has a \$1 million deductible, with claims following below this amount typically defended by Legal Services as opposed to external legal counsel. This strategy impacts the volume of insurance claims required to be managed internally and differs from other municipalities that have a lower deductible and more claims handled by external legal counsel. The Court Services division operates the Provincial Offences Court and is part of the Legal and Court Services department but is outside of the scope of this review.		<table><tr><td colspan="2"></td><th colspan="3">Service Level</th></tr><tr><td colspan="2"></td><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The scope of activities for the Region's legal services is consistent with other municipalities, recognizing that the higher deductible results in a higher volume of insurance claims managed internally.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>					Service Level					Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The scope of activities for the Region's legal services is consistent with other municipalities, recognizing that the higher deductible results in a higher volume of insurance claims managed internally.</p>			Essential	Traditional	Discretionary
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	Traditional																							
	Discretionary																							
<b>Organizational Unit</b> Legal and Court Services																								
<b>Type of Service</b> Internal and External																								
<b>Budget (in thousands)</b>				<b>Performance and Benchmarking</b> On an annual basis, Legal Services manages approximately 625 new files of all types, of which approximately 40% relate to insurable claims, in addition to managing ongoing files from previous years. From 2016 to 2018, Legal Services settled claims against the Region at 2.7% of the amounts claimed. In certain instances, claims were settled with no monetary award paid by the Region.  In comparison to selected comparator municipalities for which publicly-available information is available (Halton, Durham, Waterloo Region, Hamilton, Brampton and London), the Region's legal costs are the second highest on a per household basis. The 2018 MBNCanada Performance Measurement Report indicates that the Region has the lowest operating costs for in-house legal services as a percentage of municipal operating and capital costs and the fourth-highest cost of external legal advisors as a percentage of total legal costs.																				
Operating Costs	\$ 3,909																							
Revenues	\$ (10)																							
Net Levy	\$ 3,899																							
Permanent FTEs	11.0																							
Student FTEs	-																							
Temporary FTEs	-																							
		<b>Basis for Delivery</b> <b>Essential</b> – Effective legal representation and counsel is essential to the Region's ability to deliver services.		<b>Coordination with Local Area Municipalities</b> While consultation will sometimes occur between Legal Services and the Local Area Municipalities, there is no formal process for ongoing collaboration.																				

# Regional Municipality of Niagara

## Municipal Service Profile Legal Services

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Region Staff</li> <li>• Regional Council</li> <li>• Region's agencies, boards and commissions (limited services)</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Residents and organizations that benefit from the legal advice and representation provided by Legal Services</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Legal advice</li> <li>(2) Legal representation</li> <li>(3) Claims and risk management</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>On an annual basis (average of 2016 to 2018), Legal Services has been involved with:</p> <ul style="list-style-type: none"> <li>• Approximately 180 new transactions/files involving legal agreements (in addition to managing ongoing agreements/files from previous years)</li> <li>• 94 new real estate transactions (in addition to managing ongoing real estate transactions carried forward from previous years)</li> <li>• 230 new claims opened (in addition to managing ongoing claims from previous years)</li> <li>• 54 Welcome Home advances or discharges for Niagara Regional Housing</li> <li>• 66 Niagara Renovates advances, discharges or postponements for Niagara Regional Housing</li> </ul>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Combined</b> - Legal Services provides the majority of legal support required internally and makes arrangements for external legal counsel as required (e.g. for matters of a specialized nature).</p>

## Municipal Service Profile


### Legal Services

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# Regional Municipality of Niagara

## Municipal Service Profile

### Procurement and Strategic Acquisitions (Procurement)

<div>Program</div> <div>Corporate Services</div>	<div>Service Overview</div> <div>Procurement supports the Region's service areas' requirements for the acquisition of goods and services, construction and inventory management by facilitating, managing and providing oversight of competitive processes (tenders, proposals, quotations) which culminate in the execution of a contract or issuance of a purchase order.</div>	<div></div> <div><div>Basis of Delivery</div><div><div>Mandatory</div><div>Essential</div><div>Traditional</div><div>Discretionary</div></div><div><div></div><div>The Region's procurement function has been assessed as being below standard due to the absence of sufficient resources to implement leading practices for procurement activities.</div></div></div>																		
<div>Organizational Unit</div> <div>Procurement and Strategic Acquisitions</div>																				
<div>Type of Service</div> <div>Internal and External</div>																				
<div>Budget (in thousands)</div> <table><tr><td>Operating Costs</td><td>\$</td><td>617</td></tr><tr><td>Revenues</td><td>\$</td><td>-</td></tr><tr><td>Net Levy</td><td>\$</td><td>617</td></tr><tr><td>Permanent FTEs</td><td></td><td>8.0</td></tr><tr><td>Student FTEs</td><td></td><td>-</td></tr><tr><td>Temporary FTEs</td><td></td><td>-</td></tr></table>	Operating Costs	\$	617	Revenues	\$	-	Net Levy	\$	617	Permanent FTEs		8.0	Student FTEs		-	Temporary FTEs		-	<div>Service Value</div> <div>Procurement contributes towards the acquisition of goods and services at the best value possible while ensuring the needs of the Region's service areas are met. Procurement assists with the undertaking of fair, open and transparent public procurement processes, providing impartial service to all client groups while enabling them to focus on their area of expertise. Where non-competitive procurements occur, Procurement's involvement in the relevant workflow approvals ensures compliance with the Region's bylaw and policy framework.</div>	<div>Performance and Benchmarking</div> <div>Over the past three years, the Region has experienced an increase in the percentage of total expenditures that are undertaken through a formal procurement process, with approximately 33% of operating and capital expenditures (excluding personnel costs and transfer payments) subject to formal procurement processes in 2018 compared to 30% in 2016.</div> <div>In comparison to selected comparator municipalities for which publicly-available information is available (Brampton, Halton, Hamilton and London), the Region's procurement costs per \$1,000,000 of expenditures was the second-lowest of the comparator group. This is consistent with the 2018 MBNCanada Performance Measurement Report, which indicated the Region's procurement costs were the third lowest of the 16 municipalities involved in the analysis.</div>
Operating Costs	\$	617																		
Revenues	\$	-																		
Net Levy	\$	617																		
Permanent FTEs		8.0																		
Student FTEs		-																		
Temporary FTEs		-																		
	<div>Basis for Delivery</div> <div><b>Mandatory:</b> Section 270(1) of the Municipal Act, 2001, requires Ontario municipalities to adopt a policy for the procurement of goods and services. Effective procurement is essential for ensuring that the Region has the required goods and services to support the delivery of municipal services as planned and also contributes towards compliance with applicable trade agreements including the Canadian Free Trade Agreement (CFTA), the Comprehensive Economic and Trade Agreement (CETA) and the Ontario-Quebec Trade and Cooperation Agreement (OQTCA).</div>	<div>Coordination with Local Area Municipalities</div> <div>Along with the Local Area Municipalities, the Region participates in a monthly cooperative working group known as the Niagara Public Purchasing Committee. The Committee is a group of public sector and broader public sector agencies working together to promote efficiency, economy, and effectiveness in procurement best practice. The collective intention of the Committee is to identify potential opportunities to increase efficiencies, standardize, adopt and share best practices whilst leveraging cumulative spend to maximize value.</div>																		

# Regional Municipality of Niagara

## Municipal Service Profile Procurement and Strategic Acquisitions (Procurement)

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Region departments</li> <li>Local Area Municipalities via the Niagara Public Purchasing Committee</li> <li>Suppliers of goods and services to the Region</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents and organizations who benefit from the services delivered by the Region</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	(1) Procurement management (2) Procurement planning
Service Output Level	The quantum of service outputs provided to direct clients.	During 2018, a total of 175 competitive bids were facilitated by Procurement, with 139 bids totalling approximately \$88 million awarded during the year. Of the remainder, 22 bids were carried over into 2019, with 14 bids cancelled after issuance without award.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - Procurement and Strategic Acquisitions are provided by the Region with its own resources.



# Regional Municipality of Niagara

## Municipal Service Profile




## Procurement and Strategic Acquisitions (Procurement)

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Purchasing Services	21003	Mandatory	Own Resources	\$ 616,625	\$ -	\$ 616,625	8.0	-	-
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
Total				\$ 616,625	\$ -	\$ 616,625	8.0	-	-

# Regional Municipality of Niagara

## Municipal Service Profile

### Procurement and Strategic Acquisitions (Strategic Acquisitions)

<b>Program</b> Corporate Services		<b>Service Overview</b> Strategic Acquisitions is responsible for the overall management and direction of the Region's strategic initiatives including sourcing, spend analytics and alternative service delivery projects for stakeholders. Real Estate Services provides guidance and advice on property matters to Regional stakeholders and further supports the management of the Region's asset portfolio by (i) managing property acquisition for capital projects; (ii) disposing of surplus properties; (iii) property management as it relates to leased properties; (iv) lease administration (tenant and landlord); and (v) undertaking negotiations related to the aforementioned and inclusive of easement and/or encroachment agreements. Strategic Acquisitions also supports the Procurement Advisory Committee with the development of a framework for strategic procurement items (spend analysis, ebidding, policy change).		<table><tr><td colspan="2"></td><th colspan="3">Service Level</th></tr><tr><td colspan="2"></td><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The scope of the Region's activities with respect to strategic acquisitions is consistent with other municipalities and Provincial legislation.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>					Service Level					Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The scope of the Region's activities with respect to strategic acquisitions is consistent with other municipalities and Provincial legislation.</p>			Essential	Traditional	Discretionary
		Service Level																						
		Below Standard	At Standard	Above Standard																				
Basis of Delivery	Mandatory	<div></div> <p>The scope of the Region's activities with respect to strategic acquisitions is consistent with other municipalities and Provincial legislation.</p>																						
	Essential																							
	Traditional																							
	Discretionary																							
<b>Organizational Unit</b> Procurement and Strategic Acquisitions																								
<b>Type of Service</b> Internal and External																								
<b>Budget (in thousands)</b>				<b>Performance and Benchmarking</b> Activities undertaken by Strategic Acquisitions were included within the key performance and benchmarking analysis included in the service profile for Procurement.																				
Operating Costs	\$ 1,517																							
Revenues	\$ (340)																							
Net Levy	\$ 1,177																							
Permanent FTEs	8.0																							
Student FTEs	-																							
Temporary FTEs	-																							
		<b>Basis for Delivery</b> <b>Essential</b> – Effective property acquisition and management of municipal lands is essential for ensuring that the Region can deliver services when and as planned.		<b>Coordination with Local Area Municipalities</b> In accordance with the circulation procedures outlined in the Disposition of Land By-Law 26-2011, Realty Services interacts with Local Area Municipalities (LAM) in instances where the Region is either declaring Regional land surplus or expressing interest in the acquisition of LAM lands.																				

# Regional Municipality of Niagara

## Municipal Service Profile

### Procurement and Strategic Acquisitions (Strategic Acquisitions)

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Region departments</li> <li>Local Area Municipalities via the Niagara Public Purchasing Committee and in connection with land dispositions and acquisitions</li> <li>Suppliers of goods and services to the Region</li> <li>Individuals and organizations involved in realty transactions with the Region</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents and organizations who benefit from the services delivered by the Region</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Property acquisition</li> <li>(2) Advice and assistance on property matters</li> <li>(3) Negotiation and arbitration support</li> <li>(4) Lease administration</li> <li>(5) Property management (leased properties)</li> <li>(6) Property management (Operations management at Wainfleet Beach)</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>During the 2018 fiscal year, Strategic Acquisitions was responsible for:</p> <ul style="list-style-type: none"> <li>Undertaking large and complex acquisitions of property for linear roads, facilities and water and wastewater infrastructure</li> <li>Managing 150 revenue-generating rental agreements where the Region is the landlord with an annual revenue of approximately \$1 million</li> <li>Managing 50 Regional leases where the Region is the tenant with an annual expense of approximately \$2 million</li> <li>Selling Regional property valued at \$2.6 million</li> </ul>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Combined</b> - Strategic Acquisitions are provided by the Region with its own resources as well as external service providers such as realtors and appraisors.

## Municipal Service Profile


### Procurement and Strategic Acquisitions (Strategic Acquisitions)

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# Regional Municipality of Niagara

## Municipal Service Profile

### Financial Management and Planning - Administration

<b>Program</b>		<b>Service Overview</b>		<b>Service Level</b>		
Corporate Services		<p>Financial Management and Planning analyzes current expenses, approves the Region's annual budget and regional levy, provides purchasing and accounting services and supports Regional departments with financial analysis and advice on strategic and operational initiatives. The department's key functions include financial reporting and analysis for internal and external stakeholders, annual year-end audit and financial statement preparation, consolidated operating and capital budgets, long term financial strategies and policies, corporate payments, invoicing and collection services, and support for the Region's Enterprise Resource Planning System. Financial Management and Planning Administration provides overall coordination and oversight of the Region's finance function.</p>		<b>Below Standard</b>	<b>At Standard</b>	<b>Above Standard</b>
<b>Organizational Unit</b>				<div><p>The scope of the Region's financial function is consistent with other municipalities.</p></div>		
Financial Management and Planning						
<b>Type of Service</b>						
Internal and External						
<b>Budget (in thousands)</b>		<b>Service Value</b>		<b>Performance and Benchmarking</b>		
Operating Costs	\$ 512	<p>Financial Management and Planning contributes to financial sustainability and flexibility by undertaking financial planning and analysis in connection with municipal decisions and strategies. Finance contributes to the safeguarding of the Region's financial assets by ensuring policies, procedures, and internal controls are effective.</p>		<p>Please refer to the individual service profiles for Financial Management and Planning Functions for information concerning performance indicators.</p> <p>Based on a comparison to other similar sized upper tier municipalities where comparable budget information is available (Halton, Durham), the Region has the lowest cost per household for financial services and the second lowest cost per \$1 million of expenditures.</p>		
Revenues	\$ -					
Net Levy	\$ 512					
Permanent FTEs	2.0					
Student FTEs	-					
Temporary FTEs	-	<b>Basis for Delivery</b>		<b>Coordination with Local Area Municipalities</b>		
		<p><b>Mandatory</b> – Pursuant to Section 286(1) of the Municipal Act, 2001, all Ontario municipalities are required to appoint a treasurer “who is responsible for the handling of all financial affairs of the municipality on behalf of and in a manner directed by the council of the municipality”. The Commissioner of Corporate Services is the Region's Treasurer, while the Director of Financial Management and Planning is the Deputy Treasurer.</p>		<p>While mainly an internal resource, the Region meets with Area Treasurers quarterly to coordinate on financial strategies. The Region and LAMs also coordinate on resource and cost sharing related to property tax appeals.</p>		

# Regional Municipality of Niagara

## Municipal Service Profile

### Financial Management and Planning - Administration

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Regional staff and departments</li> <li>Regional Council</li> <li>Local Area Municipalities</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents of the Region, who benefit from the financial decision making undertaken by the Region</li> <li>Senior levels of government</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Acquiring and providing financial resources</li> <li>(2) Conducting research</li> <li>(3) Providing information and advice on financial matters</li> <li>(4) Developing financial policies, strategies and plans</li> <li>(5) Changing existing practices and systems</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	The Region's finance function is responsible for oversight of three municipal budgets (one levy requisition and two user fee funded) amounting to \$950 million in operating costs, with an additional capital budget of approximately \$250 million annually. Finance also provides a range of internal and external financial reporting, including three quarterly reports to Regional Council and 22 audited financial statements and schedules, and also administers 18 financial policies.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - The Financial Management and Planning unit is comprised of internal resources.

# Regional Municipality of Niagara

## Municipal Service Profile


### Financial Management and Planning - Administration

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Financial Services Administration	20050	Mandatory	Own Resources	\$ 511,959	\$ -	\$ 511,959	2.0	0.0	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
Total				\$ 511,959	\$ -	\$ 511,959	2.0	-	-

# Regional Municipality of Niagara

## Municipal Service Profile

### Financial Management and Planning - Accounting

<b>Program</b>		<b>Service Overview</b>		<b>Service Level</b>		
Corporate Services		Financial Management and Planning provides accounting services relating to accounts payable, accounts receivable, general ledger, banking transactions and transfer and benefit payments provided by the Region's Community Services function.		Below Standard	At Standard	Above Standard
<b>Organizational Unit</b>				<b>Basis of Delivery</b>	<div></div> <p>The scope of the Region's financial function is consistent with other municipalities.</p>	
<b>Type of Service</b>		<b>Service Value</b>		<b>Performance and Benchmarking</b>		
Internal and External		Accounting services contribute towards the effective and efficient delivery of Regional services by ensuring the timely and accurate processing of financial transactions, payments and updating of the Region's internal accounting records.		During 2018, the Region required an average of 24 days to process accounts payable invoices (i.e. from date of invoice to date of payment), with an average of 23 days required to process accounts receivable invoices (i.e. from date of invoice to date of receipt of payment).		
<b>Budget (in thousands)</b>				<div><div><u>2017</u></div><div><u>2018</u></div></div>		
Operating Costs	\$	1,425		Average time - accounts payable invoice26 days24 days		
Revenues	\$	-		Average time - accounts receivable invoice26 days23 days		
<b>Net Levy</b>	<b>\$</b>	<b>1,425</b>		The 2018 MBNCanada Performance Measurement Report indicates that the Region has the fifth lowest operating cost per accounts payable invoice processed of the 16 municipalities included in the analysis and the lowest operating cost per accounts receivable invoice processed of the five upper tier municipalities included in the analysis. Please refer to the Finance - Administration profile for financial benchmarking of the Region's overall financial function.		
<b>Permanent FTEs</b>		<b>18.0</b>				
<b>Student FTEs</b>		<b>0.3</b>				
<b>Temporary FTEs</b>		<b>-</b>				
		<b>Basis for Delivery</b>		<b>Coordination with Local Area Municipalities</b>		
		<b>Mandatory</b> – Pursuant to Section 286(1) of the Municipal Act, 2001, all Ontario municipalities are required to appoint a treasurer “who is responsible for the handling of all financial affairs of the municipality on behalf of and in a manner directed by the council of the municipality”. The Commissioner of Corporate Services is the Region's Treasurer, while the Director of Financial Management and Planning is the Deputy Treasurer.		The focus of the Region's accounting function is specific to the Region and does not involve LAMs.		



# Regional Municipality of Niagara

## Municipal Service Profile

### Financial Management and Planning - Accounting

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Regional staff and departments</li> <li>Regional Council</li> <li>Third parties involved in financial transactions with the Region</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents of the Region, who benefit from the financial transaction processing undertaken by the Region</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	(1) Financial transaction processing (2) Document retention
Service Output Level	The quantum of service outputs provided to direct clients.	On an annual basis, the Region processes transactions involving in excess of \$1.1 billion in expenditures, with a corresponding value of revenue transactions processed annually.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - Accounting transactions are processed through the use of the Region's own resources.

# Regional Municipality of Niagara

## Municipal Service Profile




### Financial Management and Planning - Accounting

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Accounting Services	20100	Mandatory	Own Resources	\$ 1,155,660	\$ -	\$ 1,155,660	15.0	0.3	0.0
CSD Support Services	20101	Mandatory	Own Resources	\$ 268,874	\$ -	\$ 268,874	3.0	0.0	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
Total				\$ 1,424,534	\$ -	\$ 1,424,534	18.0	0.3	-

# Regional Municipality of Niagara

## Municipal Service Profile

### Financial Management and Planning - Reporting and Analysis

<b>Program</b> Corporate Services		<b>Service Overview</b> The reporting and analysis function within Financial Management and Planning is delivered through two groups: (i) the Reporting and Program Financial Specialist (PFS) teams, who are largely embedded in the Region's functional units. The PFS teams support each of the functional areas with financial reporting (corporate, government and Council), the annual budget process and ensuring compliance with policies and procedures. The group also provides support for special projects that the Region undertakes; and (ii) the centralized Reporting and Analysis team, which is responsible for the oversight of corporate reporting, annual audits and development of financial reporting policies.		<table><tr><td colspan="2"></td><th colspan="3">Service Level</th></tr><tr><td colspan="2"></td><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The scope of the Region's financial function is consistent with other municipalities.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>					Service Level					Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The scope of the Region's financial function is consistent with other municipalities.</p>			Essential	Traditional	Discretionary
		Service Level																						
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	Essential																							
	Traditional																							
	Discretionary																							
<b>Organizational Unit</b> Financial Management and Planning																								
<b>Type of Service</b> Internal and External																								
<b>Budget (in thousands)</b>				<b>Performance and Benchmarking</b>																				
Operating Costs	\$ 2,537			During 2018, the Region was in compliance with the Ministry's filing requirements for the annual Financial Information Return (May 31st), as well as its own target of quarterly financial close within three to four weeks of quarter-end.																				
Revenues	\$ (67)																							
Net Levy	\$ 2,470																							
Permanent FTEs	22.0																							
Student FTEs	0.3																							
Temporary FTEs	1.0																							
		<b>Service Value</b> The Reporting and Analysis team contributes to transparent and accurate financial reporting by developing and ensuring compliance with financial policies and procedures and providing oversight of annual audits and corporate reporting. The PFS team works closely with the client groups to ensure financial results are being evaluated and communicated accurately corporately and to support clients strategic decision making and assisting in meeting their business goals. The PFS and Reporting and Analysis teams are also responsible for co-ordinating the completion of mandatory program reporting requirements to specific funding agencies.																						
		<b>Basis for Delivery</b> <b>Mandatory</b> – Pursuant to Section 286(1) of the Municipal Act, 2001, all Ontario municipalities are required to appoint a treasurer “who is responsible for the handling of all financial affairs of the municipality on behalf of and in a manner directed by the council of the municipality”. The Commissioner of Corporate Services is the Region's Treasurer, while the Director of Financial Management and Planning is the Deputy Treasurer.		<b>Coordination with Local Area Municipalities</b> While the primary focus of the Region's financial reporting process is internal, it does coordinate the distribution of Court Services revenues with the LAMs in accordance with the financial reporting provisions of the Niagara Region Courts Intermunicipal Agreement dated April 26, 2000.																				

# Regional Municipality of Niagara

## Municipal Service Profile

### Financial Management and Planning - Reporting and Analysis

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Regional staff and departments</li> <li>Regional Council</li> <li>Senior levels of government and other stakeholder receiving financial reporting</li> <li>Standard and Poors, who rely on the Region's financial reports for debt rating</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents of the Region, who benefit from the financial decision making undertaken by the Region</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Audited financial statements and schedules</li> <li>(2) Quarterly financial updates</li> <li>(3) Policies and procedures</li> <li>(4) Council reporting (supporting financial recommendations and content)</li> <li>(5) Government/legislative reporting</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	Finance provides a range of internal and external financial reporting, including three quarterly reports to Regional Council, 22 audited financial statements and monthly financial reporting and analysis provided by the PFS teams. In addition, Finance reviews a number of staff reports provided to Council for financial implications.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - Financial reporting and analysis is exclusively delivered through the use of the Region's own resources.

# Regional Municipality of Niagara

## Municipal Service Profile




### Financial Management and Planning - Reporting and Analysis

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Program Financial Support	20150	Essential	Own Resources	\$ 1,977,590	\$ (67,050)	\$ 1,910,540	18.0	0.0	1.0
Reporting Services	20200	Mandatory	Own Resources	\$ 559,543	\$ -	\$ 559,543	4.0	0.3	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
Total				\$ 2,537,133	\$ (67,050)	\$ 2,470,083	22.0	0.3	1.0

# Regional Municipality of Niagara

## Municipal Service Profile

### Financial Management and Planning - Budget Planning and Strategy

<b>Program</b> Corporate Services		<b>Service Overview</b> Budget Planning and Strategy is responsible for the oversight of the Region's budget and associated policies, including the tax ratios and subclass discounts used by the Local Area Municipalities. Budget Planning and Strategy also provides overall Treasury functions of investing on behalf of the Region and debenture financing on behalf of both the Region and the Local Area Municipalities, and is also responsible for the creation and administration of the development charge by-law.		<table><tr><td colspan="2"></td><th colspan="3">Service Level</th></tr><tr><td colspan="2"></td><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The scope of the Region's financial function is consistent with other municipalities.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>					Service Level					Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The scope of the Region's financial function is consistent with other municipalities.</p>			Essential	Traditional	Discretionary
		Service Level																						
		Below Standard	At Standard	Above Standard																				
Basis of Delivery	Mandatory	<div></div> <p>The scope of the Region's financial function is consistent with other municipalities.</p>																						
	Essential																							
	Traditional																							
	Discretionary																							
<b>Organizational Unit</b> Financial Management and Planning																								
<b>Type of Service</b> Internal and External																								
<b>Budget (in thousands)</b>				<b>Performance and Benchmarking</b> On an annual basis, the Region administers four budgets (one levy, two rate and one capital) with a total value in excess of \$1.1 billion.  The 2018 MBNCanada Performance Measurement Report indicates that the Region has the highest (tied) realized annual investment return on its investment portfolio of the 16 municipalities included in the analysis, both from a total portfolio perspective as well as with respect to the internally managed investment portfolio.  Please refer to the Finance - Administration profile for financial benchmarking of the Region's overall financial function.																				
Operating Costs	\$	762	<b>Service Value</b> Budget Planning and Strategy contributes to financial sustainability and flexibility by undertaking financial planning and analysis in connection with regional decisions and strategies. Budget Planning and Strategy contributes to the safeguarding of the Region's financial assets by ensuring policies, procedures, and internal controls are effective.																					
Revenues	\$	(20)																						
Net Levy	\$	742																						
Permanent FTEs		7.0																						
Student FTEs		0.3																						
Temporary FTEs		-	<b>Basis for Delivery</b> <b>Mandatory</b> – Pursuant to Section 286(1) of the Municipal Act, 2001, all Ontario municipalities are required to appoint a treasurer “who is responsible for the handling of all financial affairs of the municipality on behalf of and in a manner directed by the council of the municipality”. Section 308(5) and 313(1) of the Municipal Act provides authority to the Region (not LAMs) to set tax ratios and discounts respectively. Section 401(3) of the Municipal Act identifies the limitation that the LAMs not have the power to issue debentures or enter into a bank loan agreement for the purpose of long-term borrowing.		<b>Coordination with Local Area Municipalities</b> The Region coordinates with the LAMs on: <ul style="list-style-type: none"><li>The issuance of debentures, either through capital markets or Infrastructure Ontario;</li><li>The development of tax policy, which is used by the LAMS to set ratios, vacancy rebates and subclass discounts; and</li><li>The calculation of development charges related to building permits, which are collected by the LAMs on behalf of the Region.</li></ul>																			

# Regional Municipality of Niagara

## Municipal Service Profile

### Financial Management and Planning - Budget Planning and Strategy

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Regional staff and departments</li> <li>Regional Council</li> <li>LAMs</li> <li>Developers</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents of the Region, who benefit from the financial transaction processing undertaken by the Region</li> <li>Senior levels of government</li> <li>Institutional investors who purchase Regional bonds</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Establishment of annual budgets</li> <li>(2) Development of tax policy</li> <li>(3) Acquiring financial resources through borrowing</li> <li>(4) Investment management</li> <li>(5) Development charge administration</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>On an annual basis, the Region administers four budgets (one levy, two rate and one capital) with a total value in excess of \$1.1 billion. In addition, the Region manages:</p> <ul style="list-style-type: none"> <li>\$662 million of debt, comprised of \$356 million in Region debt and \$305 million in debt issued on behalf of LAMs. During 2018, a total of \$85 million in debt was issued by the Region.</li> <li>\$692 million of investments; and</li> <li>\$48.8 million of development charge revenue.</li> </ul> <p>In support of these activities, the Region passes annual by-laws relating to rate requisitions, interim levy, tax ratios, tax rates, tax capping, claw back percentages, capital market debt bylaws, with periodic updates to the Region's development charge by-law, budget control by-law and budget planning by-law.</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - Budget Planning and Strategy activities are undertaken through the Region's own resources, with consulting resources when required (e.g. development charge background study).

# Regional Municipality of Niagara

## Municipal Service Profile

### Financial Management and Planning - Budget Planning and Strategy




Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Budget Planning and Strategy	20250	Mandatory	Own Resources	\$ 761,763	\$ (20,000)	\$ 741,763	7.0	0.3	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
Total				\$ 761,763	\$ (20,000)	\$ 741,763	7.0	0.3	-



# Regional Municipality of Niagara

## Municipal Service Profile

### Financial Management and Planning - ERP Team

<b>Program</b> Corporate Services		<b>Service Overview</b> The ERP Support team provides support and training for the Region's Enterprise Resource Planning (ERP) system. The ERP Support team is responsible for providing business analysis with the client groups to enhance operating processes, ensuring system integrity specifically for the PeopleSoft Financials and Hyperion software applications, as well as ensuring interface integrity between the ERP system and other Region subsystems. The ERP Support team is also responsible for training all employees within the organization on the ERP applications and managing the Finance and Procurement page of the Region's intranet site.		<table><tr><td colspan="2"></td><th colspan="3">Service Level</th></tr><tr><td colspan="2"></td><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The scope of the Region's financial function is consistent with other municipalities.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>					Service Level					Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The scope of the Region's financial function is consistent with other municipalities.</p>			Essential	Traditional	Discretionary
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Basis of Delivery	Mandatory	<div></div> <p>The scope of the Region's financial function is consistent with other municipalities.</p>																						
	Essential																							
	Traditional																							
	Discretionary																							
<b>Organizational Unit</b> Financial Management and Planning																								
<b>Type of Service</b> Internal				<b>Performance and Benchmarking</b> During 2018, the ERP Service Desk received 275 requests for assistance relating to the Region's ERP systems, with 151 requests (55%) resolved on the same day and 71% resolved within two business days.  Please refer to the Finance - Administration profile for financial benchmarking of the Region's overall financial function.																				
<b>Budget (in thousands)</b> <table><tr><td>Operating Costs</td><td>\$</td><td>1,297</td></tr><tr><td>Revenues</td><td>\$</td><td>-</td></tr><tr><td><b>Net Levy</b></td><td><b>\$</b></td><td><b>1,297</b></td></tr><tr><td><b>Permanent FTEs</b></td><td></td><td><b>11.0</b></td></tr><tr><td><b>Student FTEs</b></td><td></td><td>-</td></tr><tr><td><b>Temporary FTEs</b></td><td></td><td>-</td></tr></table>		Operating Costs	\$	1,297	Revenues	\$	-	<b>Net Levy</b>	<b>\$</b>	<b>1,297</b>	<b>Permanent FTEs</b>		<b>11.0</b>	<b>Student FTEs</b>		-	<b>Temporary FTEs</b>		-	<b>Service Value</b> ERP Support contributes to financial sustainability and flexibility by ensuring users have reliable access to real-time financial information in order to make the business-critical decisions that drive program growth and success. The Region's ERP systems include built-in workflows and other time-saving automations that streamline data entry. Users are guided through processes so that information is entered in the same way, consistently and accurately. By safeguarding the integrity of the Region's ERP systems, the ERP Support team ensures that the rest of the Financial Management and Planning team, and the rest of the Region, has the data needed to support delivery their services.				
Operating Costs	\$	1,297																						
Revenues	\$	-																						
<b>Net Levy</b>	<b>\$</b>	<b>1,297</b>																						
<b>Permanent FTEs</b>		<b>11.0</b>																						
<b>Student FTEs</b>		-																						
<b>Temporary FTEs</b>		-																						
		<b>Basis for Delivery</b> <b>Essential</b> - Oversight of the Region's ERP is essential to the effective and efficient management of municipal service delivery.		<b>Coordination with Local Area Municipalities</b> The focus of the Region's ERP Support team is specific to the Region and does not involve LAMs.																				

# Regional Municipality of Niagara

## Municipal Service Profile

### Financial Management and Planning - ERP Team

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Regional staff, including Niagara Regional Housing and Niagara Regional Police Service</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents of the Region, who benefit from the financial transaction processing undertaken by the Region</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>ERP system maintenance and enhancement</li> <li>Internal application training</li> <li>Business analysis intended to enhance operating processes</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	During 2018, the ERP Service Desk received 275 requests for assistance relating to the Region's ERP systems, with 151 requests (55%) resolved on the same day and 71% resolved within two business days. The ERP Service team has also received an additional 245 requests to address issues and potential enhancements.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - ERP support is provided through the Region's own resources.

# Regional Municipality of Niagara

## Municipal Service Profile


### Financial Management and Planning - ERP Team

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Financial Management System Support	20300	Essential	Own Resources	\$ 1,297,160	\$ -	\$ 1,297,160	11.0	0.0	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
Total				\$ 1,297,160	\$ -	\$ 1,297,160	11.0	-	-

# Regional Municipality of Niagara

## Municipal Service Profile

### Financial Management and Planning - Asset Management

<div>Program</div> <div>Corporate Services</div>		<div>Service Overview</div> <div>The Asset Management Office serves staff and Regional Council by providing information and tools for optimized decision making as it pertains to the Region's infrastructure.</div>		<div><div></div><div>Service Level</div><div><div>Below Standard</div><div>At Standard</div><div>Above Standard</div></div></div> <div><div><div>Basis of Delivery</div><div><div>Mandatory</div><div>Essential</div><div>Traditional</div><div>Discretionary</div></div></div><div><div></div><div>The scope of the Region's financial function is consistent with other municipalities.</div></div></div>																				
<div>Organizational Unit</div> <div>Financial Management and Planning</div>																								
<div>Type of Service</div> <div>Internal</div>		<div>Service Value</div> <div>Asset management helps to optimize investment decisions thereby contributing to the Region's financial health. It contributes towards mitigating the risk of asset failure and ensures the safety and well being to the public.</div>		<div>Performance and Benchmarking</div> <div>The Region is in compliance with the Federal and Provincial requirements for asset management planning.</div> <div>Please refer to the Finance - Administration profile for financial benchmarking of the Region's overall financial function.</div>																				
<div>Budget (in thousands)</div> <table><tr><td>Operating Costs</td><td>\$</td><td>854</td></tr><tr><td>Revenues</td><td>\$</td><td>-</td></tr><tr><td>Net Levy</td><td>\$</td><td>854</td></tr><tr><td>Permanent FTEs</td><td></td><td>7.0</td></tr><tr><td>Student FTEs</td><td></td><td>-</td></tr><tr><td>Temporary FTEs</td><td></td><td>-</td></tr></table>		Operating Costs	\$	854	Revenues	\$	-	Net Levy	\$	854	Permanent FTEs		7.0	Student FTEs		-	Temporary FTEs		-					
Operating Costs	\$	854																						
Revenues	\$	-																						
Net Levy	\$	854																						
Permanent FTEs		7.0																						
Student FTEs		-																						
Temporary FTEs		-																						
		<div>Basis for Delivery</div> <div>Mandatory – Asset management plans are required by legislation by both the Federal and Provincial governments, most notably the Infrastructure for Jobs and Prosperity Act and Federal Gas Tax Funding. Asset management plans can be a prerequisite for certain infrastructure funding programs offered by senior levels of government.</div>		<div>Coordination with Local Area Municipalities</div> <div>The focus of the Region's Asset Management function is specific to the Region and does not involve LAMs.</div>																				

# Regional Municipality of Niagara

## Municipal Service Profile

### Financial Management and Planning - Asset Management

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Regional departments</li> <li>Regional Council</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents of the Region, who benefit from the effective management of the Region's infrastructure and associated funding strategies</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Asset management planning</li> <li>(2) Financial reporting</li> <li>(3) Data collection and analysis</li> <li>(4) Financial planning and budgeting</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	The Region has developed an asset management plan as required by the Municipal Infrastructure Investment Initiative and undertakes ongoing updates to the plan. The Asset Management Office is an evolving service and the level of activity is expected to increase in the near-term future due to the upcoming asset management requirements mandated by the Province.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - Asset management is undertaken through the Region's own resources.

# Regional Municipality of Niagara




## Municipal Service Profile

### Financial Management and Planning - Asset Management

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Asset Management	26000	Mandatory	Own Resources	\$ 853,653	\$ -	\$ 853,653	7.0	0.0	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
Total				\$ 853,653	\$ -	\$ 853,653	7.0	-	-

# Regional Municipality of Niagara

## Municipal Service Profile Customer Service

<b>Program</b> Corporate Services		<b>Service Overview</b> Customer Service provides public support services to members of the community by answering inquiries in person, by phone and through the internet. Currently, the Region's customer services function is not delivered through an integrated consolidated model, with each department/division continuing to provide their own front line customer service. As part of service modernization, an integrated model is being explored and piloted over the next few years. Customer service also provides direction and support to the Region's efforts to modernize the service experience, ensuring there is customer focused and data driven decision making while fostering inclusive collaboration and partnerships.		<table><tr><td colspan="2"></td><th colspan="3">Service Level</th></tr><tr><td colspan="2"></td><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The implementation of an integrated and centralize customer service model is typical for larger municipalities. As the Region is currently in the process of establishing this model, we have considered it to be below standard.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>					Service Level					Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The implementation of an integrated and centralize customer service model is typical for larger municipalities. As the Region is currently in the process of establishing this model, we have considered it to be below standard.</p>			Essential	Traditional	Discretionary
		Service Level																						
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Basis of Delivery	Mandatory	<div></div> <p>The implementation of an integrated and centralize customer service model is typical for larger municipalities. As the Region is currently in the process of establishing this model, we have considered it to be below standard.</p>																						
	Essential																							
	Traditional																							
	Discretionary																							
<b>Organizational Unit</b> Information Technology Solutions																								
<b>Type of Service</b> External				<b>Performance and Benchmarking</b> Based on a survey of Region residents conducted in 2018, 81% of respondents indicated they were very satisfied (55%) or somewhat satisfied (26%) with telephone interactions with the Region, while 84% indicated they were very satisfied (53%) or somewhat satisfied (31%) with in person interactions with the Region. These responses are based on the current delivery model for customer service and does not reflect the outcomes from an integrated customer service model.  Publicly-available budget information for other municipalities (Durham, Waterloo Region, Hamilton, Brampton, London) indicates that other municipalities invest a higher amount in customer service (in some cases more than \$5 million annually) and we attribute the difference to the absence of an integrated customer service model in the Region.																				
<b>Budget (in thousands)</b> <table><tr><td>Operating Costs</td><td>\$</td><td>65</td></tr><tr><td>Revenues</td><td>\$</td><td>-</td></tr><tr><td><b>Net Levy</b></td><td><b>\$</b></td><td><b>65</b></td></tr><tr><td><b>Permanent FTEs</b></td><td></td><td><b>1.0</b></td></tr><tr><td><b>Student FTEs</b></td><td></td><td><b>0.3</b></td></tr><tr><td><b>Temporary FTEs</b></td><td></td><td><b>-</b></td></tr></table>		Operating Costs	\$	65	Revenues	\$	-	<b>Net Levy</b>	<b>\$</b>	<b>65</b>	<b>Permanent FTEs</b>		<b>1.0</b>	<b>Student FTEs</b>		<b>0.3</b>	<b>Temporary FTEs</b>		<b>-</b>	<b>Service Value</b> Customer service contributes to the effective delivery of municipal services by facilitating connections between residents and organizations and Region's departments and services.				
Operating Costs	\$	65																						
Revenues	\$	-																						
<b>Net Levy</b>	<b>\$</b>	<b>65</b>																						
<b>Permanent FTEs</b>		<b>1.0</b>																						
<b>Student FTEs</b>		<b>0.3</b>																						
<b>Temporary FTEs</b>		<b>-</b>																						
		<b>Basis for Delivery</b> <b>Essential</b> – Effective customer relations are essential for ensuring that the Region delivers municipal services as needed by residents and local organizations.		<b>Coordination with Local Area Municipalities</b> The Region meets monthly with Local Area Municipalities to discuss customer service.																				

# Regional Municipality of Niagara

## Municipal Service Profile Customer Service

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Regional residents and organizations (telephone contact)</li> <li>Regional departments (telephone and concierge service)</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents and visitors that benefit from Regional services</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	(1) Customer service interactions (telephone, internet, in-person).
Service Output Level	The quantum of service outputs provided to direct clients.	During 2018, a total of 469,235 calls were answered by agents assigned to the 15 generic call centre telephone lines and the speech attendant. Please note that this does not include all available telephone lines available to the public.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - Customer service is provided by the Region through its own resources.






## Municipal Service Profile

### Customer Service

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# Regional Municipality of Niagara

## Municipal Service Profile Business Licensing

<b>Program</b> Corporate Services		<b>Service Overview</b> Previously provided by the Niagara Regional Police Service, the Region is now responsible for the administration, enforcement and inspection of business licensing with respect to taxi and other transportation services (shuttle services, sightseeing/caleche, TNC and specialty transportation services), second-hand stores, salvage/auto wrecking yards, towing companies, adult entertainment establishments and body-rub parlours.		<table><tr><td colspan="2"></td><th colspan="3">Service Level</th></tr><tr><td colspan="2"></td><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The scope of the Region's activities with respect to business licensing is consistent with other municipalities.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>					Service Level					Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The scope of the Region's activities with respect to business licensing is consistent with other municipalities.</p>			Essential	Traditional	Discretionary
		Service Level																						
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Basis of Delivery	Mandatory	<div></div> <p>The scope of the Region's activities with respect to business licensing is consistent with other municipalities.</p>																						
	Essential																							
	Traditional																							
	Discretionary																							
<b>Organizational Unit</b> Business Licensing and Enforcement																								
<b>Type of Service</b> External		<b>Service Value</b> Business licensing contributes towards the quality of life for community residents, visitors, tourists, organizations and licensed businesses, industries and individuals by providing necessary business licensing adminsitration, inspection and enforcement.		<b>Performance and Benchmarking</b> The Region has achieved a 100% inspection frequency for almost all of its inspections (taxi and other transportation services, adult entertainment and body-rub parlours, towing companies, second-hand stores, salvage/auto wrecking yards), with a 50% inspection frequency for vehicles involved in taxi and other transportation services.  We have not included comparative information with respect to business licensing costs as (i) business licensing does not appear to be directly provided by the comparator upper tier municipalities; or (ii) business licensing costs are reported by single and lower tier municipalities on a combined basis with bylaw enforcement, which does not provide a representative comparison to the Region's costs. Additionally, we note that the Region has not reported business licensing costs for the purposes of the 2018 MBNCanada Performance Measurement Report.																				
<b>Budget (in thousands)</b>				<b>Coordination with Local Area Municipalities</b> Given the nature of business licensing and its external interaction with residents and businesses, the service is provided by the Region as exclusive licensing authority under the Municipal Act and on behalf of the Local Area Municipalities by delegated authority.																				
Operating Costs	\$ 849																							
Revenues	\$ (624)																							
Net Levy	\$ 225																							
Permanent FTEs	5.0																							
Student FTEs	-																							
Temporary FTEs	-																							
		<b>Basis for Delivery</b> Essential - Business licensing services provided by the Region are done so under the authority of the Municipal Act but are not required as part of the legislation.																						

# Regional Municipality of Niagara

## Municipal Service Profile Business Licensing

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Individuals and companies receiving licenses and related services from the Region</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents and visitors to the Region who benefit from the services delivered by the Region</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	(1) Administration (application and renewal review, approval/denial, hearing tribunals) (2) Enforcement (suspension, revocation, orders, charges and warnings) (3) Inspection (compliance audits)
Service Output Level	The quantum of service outputs provided to direct clients.	The Region's licensing and inspection activities involves the issuance of an estimated 3,328 licenses annually, including: <ul style="list-style-type: none"> <li>2,060 taxi licenses (quarterly and annual inspection frequency)</li> <li>173 caleche and sightseeing licenses (seasonal inspection frequency)</li> <li>286 towing licenses (quarterly inspection frequency)</li> <li>45 salvage/auto wrecking yard licenses (quarterly inspection frequency)</li> <li>90 second hand store licenses (quarterly inspection frequency)</li> <li>629 adult entertainment licenses</li> <li>45 body-rub parlour licenses</li> </ul>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - Business licensing is provided by the Region through its own resources.




## Municipal Service Profile

### Business Licensing

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# Regional Municipality of Niagara

## Municipal Service Profile Facilities Management

<table><tr><th>Program</th></tr><tr><td>Corporate Services</td></tr></table>	Program	Corporate Services	<table><tr><th>Service Overview</th></tr><tr><td>Facilities Management is responsible for building repairs, maintenance and improvements in addition to contract administration. Facilities operations and maintenance services include meeting room set-ups, access card requests, installation of equipment, general repairs and maintenance, recycling and the delivery of boxes and furniture. Facilities Management is responsible for the provision of corporate security as well as ensuring regulatory and legislative compliance including but not limited to certificates related to the Technical Standards and Safety Authority (TSSA) and the Electrical Safety Authority (ESA).</td></tr></table>	Service Overview	Facilities Management is responsible for building repairs, maintenance and improvements in addition to contract administration. Facilities operations and maintenance services include meeting room set-ups, access card requests, installation of equipment, general repairs and maintenance, recycling and the delivery of boxes and furniture. Facilities Management is responsible for the provision of corporate security as well as ensuring regulatory and legislative compliance including but not limited to certificates related to the Technical Standards and Safety Authority (TSSA) and the Electrical Safety Authority (ESA).	<table><tr><th colspan="2"></th><th colspan="2">Service Level</th></tr><tr><th colspan="2"></th><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The scope of the Region's facilities management function (including energy management and capital project management) is considered to be consistent with other municipalities.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>			Service Level				Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The scope of the Region's facilities management function (including energy management and capital project management) is considered to be consistent with other municipalities.</p>			Essential	Traditional	Discretionary	
Program																								
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<table><tr><th>Organizational Unit</th></tr><tr><td>Construction, Energy and Facilities Management</td></tr></table>	Organizational Unit	Construction, Energy and Facilities Management																						
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Construction, Energy and Facilities Management																								
<table><tr><th>Type of Service</th></tr><tr><td>Internal</td></tr></table>	Type of Service	Internal	<table><tr><th>Service Value</th></tr><tr><td>Facilities Management contributes towards the Region's delivery of services in a cost efficient and effective manner by maintaining Regional facilities. In addition, Facilities Management also manages the risks associated with construction projects, project management and has responsibility for corporate security.</td></tr></table>	Service Value	Facilities Management contributes towards the Region's delivery of services in a cost efficient and effective manner by maintaining Regional facilities. In addition, Facilities Management also manages the risks associated with construction projects, project management and has responsibility for corporate security.	<table><tr><th colspan="2">Performance and Benchmarking</th></tr><tr><td colspan="2">During the period 2016 to 2018, Facilities Management received a total of 20,684 work orders relating to Regional Facilities. During the same period, Facilities Management increased the percentage of work orders closed from 91.9% in 2016 to 97.8% in 2018, notwithstanding the fact that the number of work orders increased by 38% over the same period.</td></tr><tr><td colspan="2">Budget information for other comparator municipalities (Halton, Durham, Waterloo Region, Hamilton, Windsor and London) indicates that the Region's facilities cost per square foot of owned and rented building space is the fourth lowest of the comparator municipalities. While the 2018 MBNCanada Performance Measurement Report does not provide financial indicators for all municipal buildings, it does indicate that the Region's cost per square foot is consistent with the average of the 16 municipalities included in the analysis.</td></tr></table>			Performance and Benchmarking		During the period 2016 to 2018, Facilities Management received a total of 20,684 work orders relating to Regional Facilities. During the same period, Facilities Management increased the percentage of work orders closed from 91.9% in 2016 to 97.8% in 2018, notwithstanding the fact that the number of work orders increased by 38% over the same period.		Budget information for other comparator municipalities (Halton, Durham, Waterloo Region, Hamilton, Windsor and London) indicates that the Region's facilities cost per square foot of owned and rented building space is the fourth lowest of the comparator municipalities. While the 2018 MBNCanada Performance Measurement Report does not provide financial indicators for all municipal buildings, it does indicate that the Region's cost per square foot is consistent with the average of the 16 municipalities included in the analysis.											
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<table><tr><th colspan="2">Budget (in thousands)</th></tr><tr><td>Operating Costs</td><td>\$ 10,407</td></tr><tr><td>Revenues</td><td>\$ (427)</td></tr><tr><td>Net Levy</td><td>\$ 9,980</td></tr><tr><td>Permanent FTEs</td><td>31.0</td></tr><tr><td>Student FTEs</td><td>1.0</td></tr><tr><td>Temporary FTEs</td><td>2.0</td></tr></table>	Budget (in thousands)		Operating Costs	\$ 10,407	Revenues	\$ (427)	Net Levy	\$ 9,980	Permanent FTEs	31.0	Student FTEs	1.0	Temporary FTEs	2.0	<table><tr><th>Basis for Delivery</th></tr><tr><td>Essential - Facilities management is essential for ensuring that the Region can deliver municipal services as planned.</td></tr></table>	Basis for Delivery	Essential - Facilities management is essential for ensuring that the Region can deliver municipal services as planned.	<table><tr><th colspan="2">Coordination with Local Area Municipalities</th></tr><tr><td colspan="2">There is currently no formal coordination between the Region's Facilities Management function and the Local Area Municipalities.</td></tr></table>			Coordination with Local Area Municipalities		There is currently no formal coordination between the Region's Facilities Management function and the Local Area Municipalities.	
Budget (in thousands)																								
Operating Costs	\$ 10,407																							
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There is currently no formal coordination between the Region's Facilities Management function and the Local Area Municipalities.																								

# Regional Municipality of Niagara

## Municipal Service Profile Facilities Management

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Region departments</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents of the Region who benefit from the services delivered through the Region's facilities</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>Operational maintenance and management of facilities</li> <li>Corporate security</li> <li>Compliance with safety and regulatory authorities</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	Facilities Management is responsible for the management and maintenance of 44 owned and 24 leased/rented facilities, with a total area of almost 1.2 million square feet. During 2018, Facilities Management issued 8,179 work orders for maintenance requests associated with the Region's facilities, of which 7,997 were closed (completed) during the year. These work orders related to work completed by the Region's internal personnel and do not include work undertaken by third party contractors.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Combined</b> - The majority of the daily operations of Facilities Management is performed with the Region's own resources. However, janitorial services and the operation of the Regional Headquarters cafeteria are contracted out. Facilities Management may utilize third party service providers depending on the nature of the work (e.g. specialized services) or where internal resources are not available.

# Regional Municipality of Niagara

## Municipal Service Profile Facilities Management

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Facilities Management Administration	15000	Essential	Own Resources	\$ 466,133	\$ -	\$ 466,133	2.0	-	-
Facilities Management	15020	Essential	Own Resources	\$ 1,544,382	\$ -	\$ 1,544,382	14.0	1.0	1.0
HQ - Campbell West & East	15100	Essential	Combined	\$ 1,422,378	\$ (92,400)	\$ 1,329,978	4.0	-	-
Environmental Centre	15101	Essential	Combined	\$ 158,785	\$ -	\$ 158,785	-	-	-
East Main Welland Court Serv	15150	Essential	Combined	\$ 130,099	\$ -	\$ 130,099	-	-	-
St Cath Court Services Office	15151	Essential	Combined	\$ 93,886	\$ -	\$ 93,886	-	-	-
Peer Street Niagara Falls	15200	Essential	Combined	\$ 125,169	\$ -	\$ 125,169	-	-	-
Welland Community Service Bldg	15201	Essential	Combined	\$ 214,023	\$ (187,404)	\$ 26,619	1.0	-	-
Bunting Rd Comm Serv Office	15202	Essential	Combined	\$ 573,687	\$ -	\$ 573,687	-	-	-
Charlotte Port Col Comm Serv	15203	Essential	Combined	\$ 32,721	\$ -	\$ 32,721	-	-	-
Central Fort Erie Comm Serv	15204	Essential	Combined	\$ 77,232	\$ -	\$ 77,232	-	-	-
200 Garrison Road Comm Serv	15230	Essential	Combined	\$ 98,890	\$ (126,000)	\$ (27,110)	-	-	-
Family Planning Health Bldg	15300	Essential	Combined	\$ 127,916	\$ -	\$ 127,916	-	-	-
Fort Erie Health Building	15301	Essential	Combined	\$ 20,857	\$ (12,600)	\$ 8,257	-	-	-
Niagara Falls Health Building	15302	Essential	Combined	\$ 32,639	\$ -	\$ 32,639	-	-	-
Welland Health Building	15303	Essential	Combined	\$ 74,335	\$ -	\$ 74,335	-	-	-
Fort Erie PH Building Garrison	15304	Essential	Combined	\$ 91,719	\$ -	\$ 91,719	-	-	-
Montrose Health Building	15305	Essential	Combined	\$ 307,208	\$ -	\$ 307,208	-	-	-
St Paul Ave Ambulance Station	15330	Essential	Combined	\$ 18,238	\$ -	\$ 18,238	-	-	-
Glendale Ambulance Station	15331	Essential	Combined	\$ 35,279	\$ -	\$ 35,279	-	-	-
EMS Fleet Centre	15332	Essential	Combined	\$ 244,078	\$ -	\$ 244,078	-	-	-
Grimsby Ambulance Station	15333	Essential	Combined	\$ 28,776	\$ -	\$ 28,776	-	-	-
Linwell Rd Ambulance Station	15334	Essential	Combined	\$ 27,436	\$ -	\$ 27,436	-	-	-
Niagara Falls Ambulance Station	15335	Essential	Combined	\$ 39,331	\$ -	\$ 39,331	-	-	-
NOTL Ambulance Station	15336	Essential	Combined	\$ 9,393	\$ -	\$ 9,393	-	-	-
Ontario St Ambulance	15337	Essential	Combined	\$ 53,301	\$ -	\$ 53,301	-	-	-
Pelham Ambulance Station	15338	Essential	Combined	\$ 20,065	\$ -	\$ 20,065	-	-	-
Port Colborn Ambulance Station	15339	Essential	Combined	\$ 24,358	\$ (8,677)	\$ 15,681	-	-	-
Ridgeway Ambulance Station	15340	Essential	Combined	\$ 18,115	\$ -	\$ 18,115	-	-	-

# Regional Municipality of Niagara




## Municipal Service Profile Facilities Management

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Smithville Ambulance Station	15341	Essential	Combined	\$ 18,456	\$ -	\$ 18,456	-	-	-
Merittville Ambulance Station	15342	Essential	Combined	\$ 30,815	\$ -	\$ 30,815	-	-	-
Vineland Ambulance Station	15343	Essential	Combined	\$ 16,473	\$ -	\$ 16,473	-	-	-
Welland Ambulance Station	15344	Essential	Combined	\$ 38,034	\$ -	\$ 38,034	-	-	-
Allanburg Ambulance Station	15345	Essential	Combined	\$ 5,903	\$ -	\$ 5,903	-	-	-
Abbey Rd Welland EMS Station	15347	Essential	Combined	\$ 37,457	\$ -	\$ 37,457	-	-	-
HQ & 2 Division Police Bldg	15400	Essential	Combined	\$ 1,773,672	\$ -	\$ 1,773,672	6.0	-	-
NRP Range Facility	15402	Essential	Combined	\$ 224,148	\$ -	\$ 224,148	1.0	-	1.0
Police Fleet and Supply	15403	Essential	Combined	\$ 115,089	\$ -	\$ 115,089	-	-	-
Emergency Services Building	15405	Essential	Combined	\$ 100,186	\$ -	\$ 100,186	-	-	-
Fort Erie Police Building	15406	Essential	Combined	\$ 111,948	\$ -	\$ 111,948	-	-	-
Grimsby Police Building	15407	Essential	Combined	\$ 97,543	\$ -	\$ 97,543	-	-	-
Port Colborne Police Building	15409	Essential	Combined	\$ 84,400	\$ -	\$ 84,400	-	-	-
St Catharines Police Building	15410	Essential	Combined	\$ 787,567	\$ -	\$ 787,567	1.0	-	-
Welland Police Building	15411	Essential	Combined	\$ 309,344	\$ -	\$ 309,344	2.0	-	-
Traffic Service Centre	15500	Essential	Combined	\$ 240,127	\$ -	\$ 240,127	-	-	-
Pelham Patrol Yard	15501	Essential	Combined	\$ 63,401	\$ -	\$ 63,401	-	-	-
Smithville Patrol Yard	15502	Essential	Combined	\$ 64,100	\$ -	\$ 64,100	-	-	-
Thorold Patrol Yard	15503	Essential	Combined	\$ 73,203	\$ -	\$ 73,203	-	-	-
Welland Patrol Yard	15504	Essential	Combined	\$ 104,665	\$ -	\$ 104,665	-	-	-
<b>Total</b>				<b>\$ 10,406,960</b>	<b>\$ (427,081)</b>	<b>\$ 9,979,879</b>	<b>31.0</b>	<b>1.0</b>	<b>2.0</b>



# Regional Municipality of Niagara

## Municipal Service Profile Energy Management

<table><tr><th colspan="2">Program</th></tr><tr><td colspan="2">Corporate Services</td></tr><tr><th colspan="2">Organizational Unit</th></tr><tr><td colspan="2">Construction, Energy and Facilities Management</td></tr></table>	Program		Corporate Services		Organizational Unit		Construction, Energy and Facilities Management		<table><tr><th colspan="2">Service Overview</th></tr><tr><td colspan="2">Energy Management is responsible for the Region's Energy Strategy and Plan. Included in its mandate are (i) the completion of energy audits and feasibility studies for energy-efficiency initiatives; (ii) ensuring regulatory compliance with respect to energy-related matters (e.g. regulatory filings); (iii) the identification of energy conservation opportunities; and (iv) the promotion of the efficient use of energy. Energy Management also takes a project management approach towards energy efficiency and will manage and execute all capital projects related to energy use at the Region such as lighting retrofits, HVAC, and control system upgrades. Energy Management is also responsible for identifying potential rebates related to energy conservation and regulatory and legislative compliance in the Province of Ontario.</td></tr></table>	Service Overview		Energy Management is responsible for the Region's Energy Strategy and Plan. Included in its mandate are (i) the completion of energy audits and feasibility studies for energy-efficiency initiatives; (ii) ensuring regulatory compliance with respect to energy-related matters (e.g. regulatory filings); (iii) the identification of energy conservation opportunities; and (iv) the promotion of the efficient use of energy. Energy Management also takes a project management approach towards energy efficiency and will manage and execute all capital projects related to energy use at the Region such as lighting retrofits, HVAC, and control system upgrades. Energy Management is also responsible for identifying potential rebates related to energy conservation and regulatory and legislative compliance in the Province of Ontario.		<table><tr><th colspan="2"></th><th colspan="3">Service Level</th></tr><tr><th colspan="2"></th><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The scope of the Region's facilities management function (including energy management and capital project management) is considered to be consistent with other municipalities.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>			Service Level					Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The scope of the Region's facilities management function (including energy management and capital project management) is considered to be consistent with other municipalities.</p>			Essential	Traditional	Discretionary
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# Regional Municipality of Niagara

## Municipal Service Profile Energy Management

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Region departments</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents of the Region who benefit from the services delivered through the Region's facilities</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	(1) Energy management
Service Output Level	The quantum of service outputs provided to direct clients.	Overall, the Region's facilities consumed a total of 5.46 million cubic meters of natural gas and 90.23 million kilowatt hours of electricity during 2018, at a total cost of \$13.6 million. Overall, natural gas consumption has decreased by 3.4% from 2016 to 2018, while electricity consumption has increased by 0.3% over the same period.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own Resources</b> - Energy management for the Region's facilities are provided by the Region through its own resources.




# Regional Municipality of Niagara

## Municipal Service Profile Energy Management

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Facilities Project Management	15070	Essential	Own Resources	\$ 298,492	\$ (107,130)	\$ 191,362	1.0	-	-
						-			
						-			
						-			
						-			
						-			
						-			
						-			
						-			
						-			
						-			
						-			
						-			
Total				\$ 298,492	\$ (107,130)	\$ 191,362	1.0	-	-

# Regional Municipality of Niagara

## Municipal Service Profile Capital Projects

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# Regional Municipality of Niagara

## Municipal Service Profile Capital Projects

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Region departments</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents of the Region who benefit from the services delivered through the Region's facilities</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	(1) Contract management for the design and construction of new facilities (2) Accommodation and life cycle planning
Service Output Level	The quantum of service outputs provided to direct clients.	During the period 2016 to 2018, Capital Projects managed and executed on projects with a total approved capital budget of \$161 million.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own Resources</b> - The majority of capital project oversight is performed through the Region's own resources.

# Regional Municipality of Niagara

## Municipal Service Profile Capital Projects

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Facilities Project Management	15050	Essential	Own Resources	\$ 292,379	\$ -	\$ 292,379	4.0	-	-
						-			
						-			
						-			
						-			
						-			
						-			
						-			
						-			
						-			
						-			
						-			
						-			
Total				\$ 292,379	\$ -	\$ 292,379	4.0	-	-





## Region of Niagara Service Sustainability Review

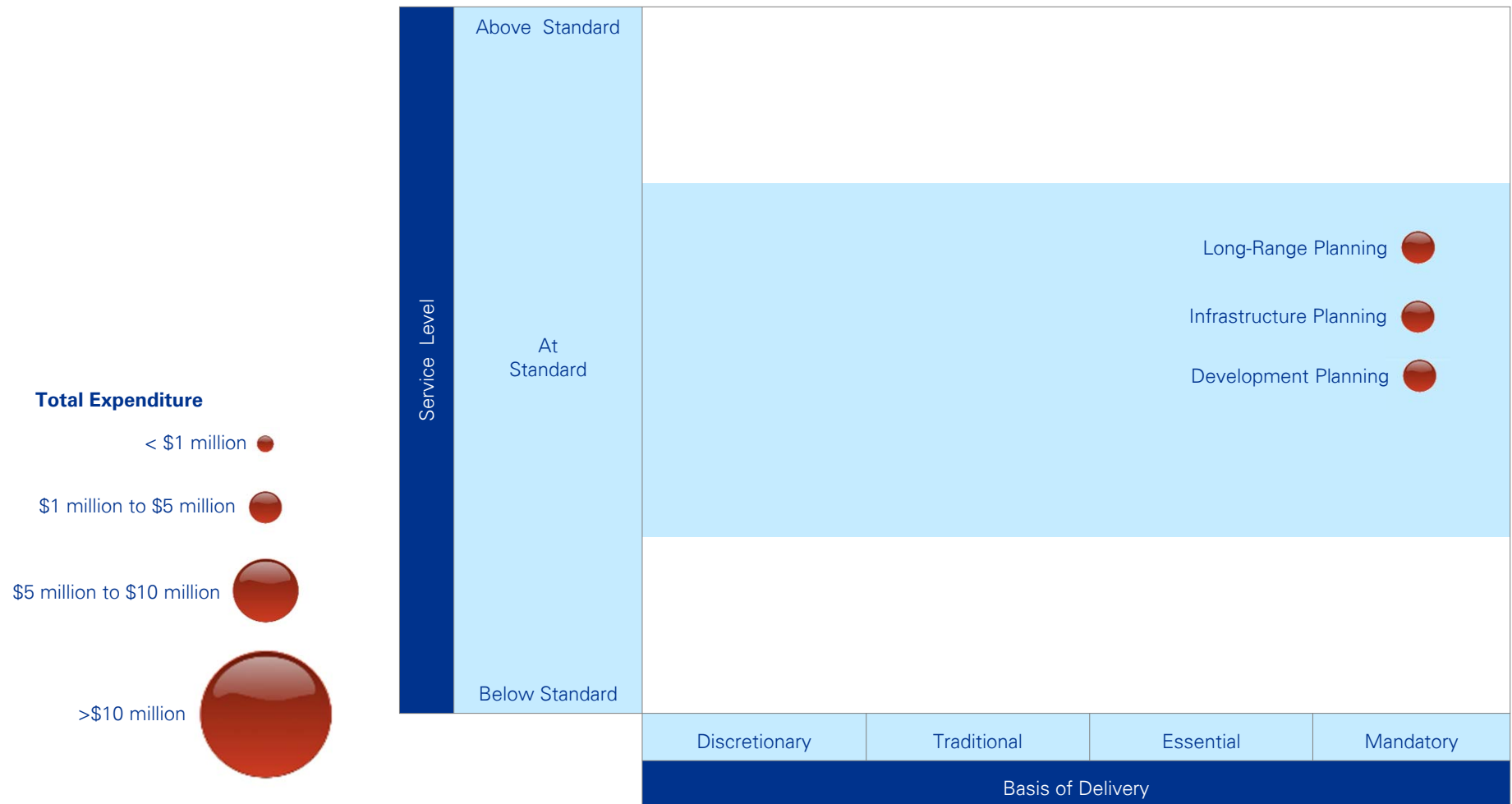
# Appendix A5 Service Profiles Planning and Development





# Overview of the Region Planning and Development (Operating Expenditures)

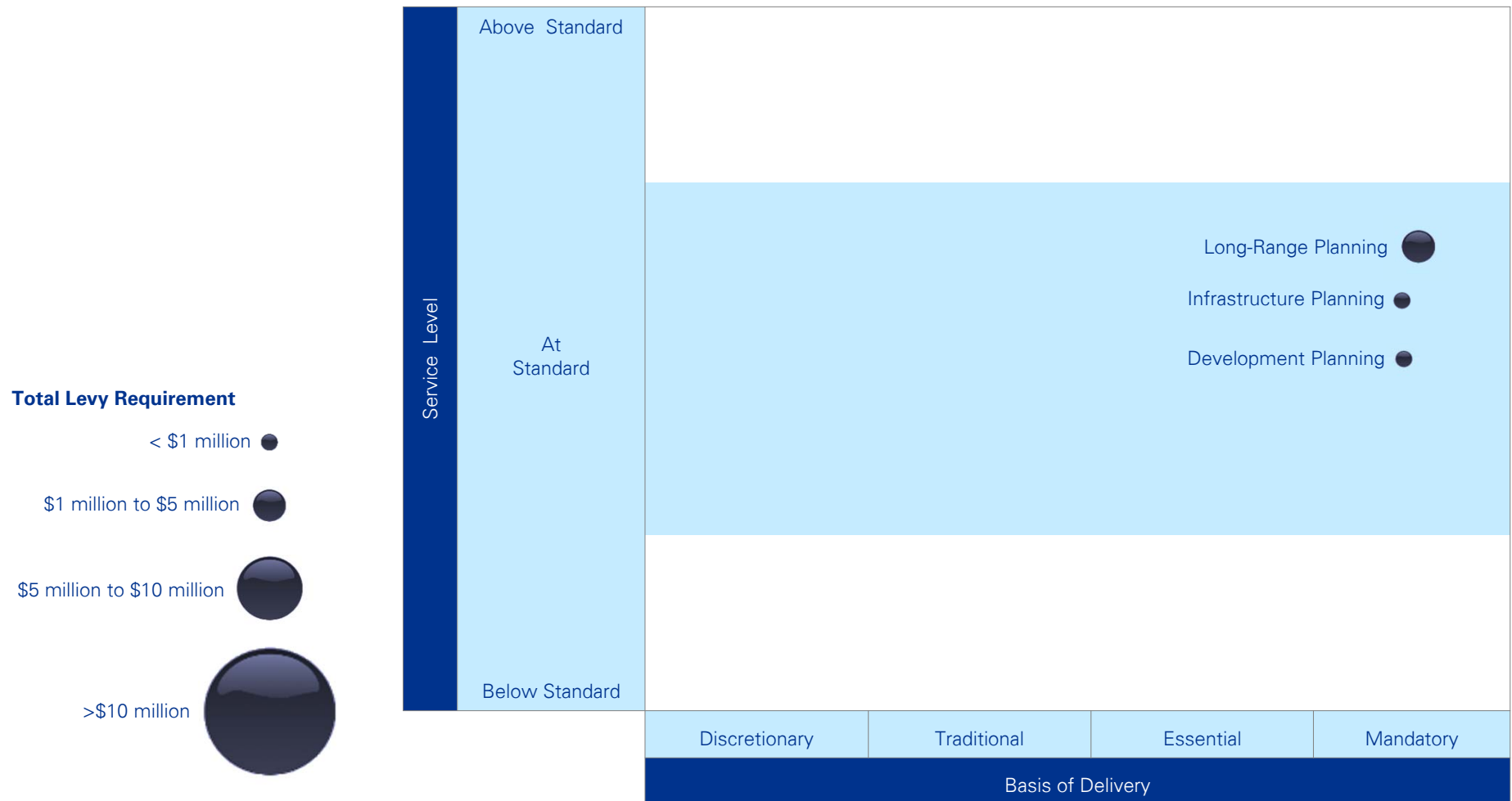
Services by Basis of Delivery, Service Level and Total Expenditure





# Overview of the Region Planning and Development (Levy Requirement)


Services by Basis of Delivery, Service Level and Levy Requirement



# Regional Municipality of Niagara

## Municipal Service Profile

### Planning - Community and Long Range Planning

<b>Program</b>		<b>Service Overview</b>		<b>Service Level</b>		
Planning and Development Services		Community and Long Range Planning is responsible for a range of planning services, including: urban growth management, alignment with Provincial plans and policies, local Official Plan and zoning bylaw review, strategic planning projects, incentive program administration and rural and long range planning projects.		<div>Below Standard</div> <div>At Standard</div> <div>Above Standard</div>		
<b>Organizational Unit</b>				<b>Basis of Delivery</b>	<div></div> <div>The scope of the Region's activities with respect to planning services is consistent with other municipalities and Provincial requirements.</div>	
Community and Long Range Planning						
<b>Type of Service</b>		<b>Service Value</b>		<b>Performance and Benchmarking</b>		
Internal and External		Community and Long Range Planning promotes strategic growth and policy through land use planning, community planning, incentive programs and customer service.		In comparison to similar sized upper tier municipalities (Halton, Durham, Waterloo), the Region has the second highest operating cost per household for all planning services. However, the Region has the highest cost recovery percentage of the comparative municipalities and as a result, has the second lowest levy requirement per household for all planning services.  The 2018 MBN Canada Report indicates that the Region has the second highest total cost of planning services per capita, which is consistent with the analysis noted above. However, as this amount is calculated without reference to user fee revenues, it is not necessarily reflective of the level of taxation support associated with planning services.		
<b>Budget (in thousands)</b>				<b>Coordination with Local Area Municipalities</b>		
Operating Costs	\$	3,164	<b>Basis for Delivery</b>  <b>Mandatory</b> – The Planning Act establishes the responsibility for municipalities to (i) make local planning decisions that will determine the future of their community; (ii) prepare planning documents such as an official plan and zoning by-laws; and (iii) ensure planning decisions and planning documents are consistent with the Provincial Policy Statement and do conform or do not conflict with Provincial plans.	The Region has the delegated authority for planning purposes with the local area municipalities under the Planning Act.		
Revenues	\$	(718)				
Net Levy	\$	2,446				
Permanent FTEs		16.0				
Student FTEs		2.0				
Temporary FTEs		4.0				

# Regional Municipality of Niagara

## Municipal Service Profile

### Planning - Community and Long Range Planning

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Region departments</li> <li>• Local Area Municipalities</li> <li>• Other Region departments involved in planning activities</li> <li>• Members of the development community</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Residents of the Region, who benefit from long range planning activities</li> <li>• Property owners of the Region</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Review and approval of Official Plans and associated bylaws</li> <li>(2) Current and long range planning</li> <li>(3) Incentive programs</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	The Region is currently undertaking an update of its Official Plan, which represents a major focus of Long Range Planning.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Combined</b> - Community and Long Range Planning is delivered with the use of the Region's own resources but will also rely upon third party service providers as part of its service delivery.

## Municipal Service Profile


### Planning - Community and Long Range Planning

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# Regional Municipality of Niagara

## Municipal Service Profile

### Planning - Development Planning

<b>Program</b>		<b>Service Overview</b>		<b>Service Level</b>			
Planning and Development Services		<p>Development Planning is responsible for planning activities over new growth and development, including but not limited to (i) the implementation of Provincial and Regional policies that guide growth and manage the use of land within Niagara; (ii) the provision of comments, analysis and approvals on a variety of development related planning applications and policies; (iii) coordinating and developing the Region's position on all development related planning applications circulated by the 12 area municipalities; (iv) environmental and urban design review on a variety of development applications, secondary plans and special projects; and (v) administering the review and approval of the Smart Growth DC Reduction Program.</p>		Below Standard		At Standard	Above Standard
<b>Organizational Unit</b>				<div><p>The scope of the Region's activities with respect to planning services is consistent with other municipalities and Provincial requirements.</p></div>			
Development Planning							
<b>Type of Service</b>		<b>Service Value</b>		<b>Performance and Benchmarking</b>			
Internal and External		Development Planning assists in guiding healthy, safe, livable communities and protecting the Region's natural and built assets.		The Region's Planning Division processes approximately 1,100 development-related applications annually and has developed performance standards with respect to the timeframe from receipt of an application to response. The amount of time required will vary based on the type of application (for example, minor variance applications required an average of 9 days from receipt to response during 2018, while subdivision applications required an average of 39 days from receipt to response in 2018), with the Region achieving its response targets on 95% of applications in 2018.			
				Please refer to the service profile for Long Range Planning for financial benchmarking of the Region's planning activities, which has been provided on a consolidated basis.			
<b>Budget (in thousands)</b>		<b>Basis for Delivery</b>		<b>Coordination with Local Area Municipalities</b>			
Operating Costs	\$ 1,839	<p><b>Mandatory</b> – The Planning Act establishes the responsibility for municipalities to make local planning decisions that will determine the future of their community. The Planning Act also requires municipalities to ensure planning decisions and planning documents are consistent with the Provincial Policy Statement and are in conformity with the municipal official plan</p>		<p>The Region has the delegated authority for planning purposes with the local area municipalities under the Planning Act and work with the Local Area Municipalities with respect to urban design.</p>			
Revenues	\$ (1,169)						
Net Levy	\$ 670						
Permanent FTEs	15.0						
Student FTEs	1.0						
Temporary FTEs	-						

# Regional Municipality of Niagara

## Municipal Service Profile Planning - Development Planning

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Members of the development community</li> <li>Local Area Municipalities</li> <li>Other Region departments involved in planning and growth activities</li> <li>Landowners</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents of the Region, who benefit from a comprehensive and planned approach to growth</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Approval of planning applications</li> <li>(2) Commentary and input into planning and growth</li> <li>(3) Review of compliance</li> <li>(4) Administration of the smart growth development charge reduction program</li> <li>(5) Environmental review</li> <li>(6) Urban design</li> <li>(7) Recognition program</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	During 2018, Development Services managed 36 Official Plan amendments, 137 local zoning by-law amendments, 5 development charges - Smart Growth reductions, 51 plans of subdivision, 91 consents, 53 Niagara Escarpment Commission reviews, 24 environmental assessment reviews and 19 other reviews.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - Development planning related activities are delivered with the use of the Region's own resources but may seek assistance from external service providers if necessary.

## Municipal Service Profile


### Planning - Development Planning

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# Regional Municipality of Niagara

## Municipal Service Profile

### Planning - Infrastructure Planning

<b>Program</b>		<b>Service Overview</b>		<b>Service Level</b>			
Planning and Development Services		The Infrastructure Planning and Development Engineering division is responsible for a range of planning activities, including (i) growth infrastructure and capacity planning; (ii) development engineering and technical review on planning applications; (iii) water and wastewater master planning; (iv) approvals and review of private sewage systems regulation; (v) infrastructure improvements associated with development, including legal agreements; and (vi) review of studies of Regional interest.		Below Standard		At Standard	Above Standard
<b>Organizational Unit</b>				<div></div> <p>The scope of the Region's activities with respect to planning services is consistent with other municipalities and Provincial requirements.</p>			
Infrastructure Planning and Development Engineering							
<b>Type of Service</b>		<b>Service Value</b>		<b>Performance and Benchmarking</b>			
Internal and External		The Infrastructure Planning and Development Engineering division provides strategic planning to support growth management, land use planning and development, and contributes towards the protection of public health through private servicing and septic review and approval.		Please refer to the service profile for Development Planning for an analysis of performance indicators for the Region's planning activities.			
<b>Budget (in thousands)</b>				Please refer to the service profile for Long Range Planning for financial benchmarking of the Region's planning activities, which has been provided on a consolidated basis.			
Operating Costs	\$	1,096					
Revenues	\$	(508)					
Net Levy	\$	588					
Permanent FTEs		12.5					
Student FTEs		1.0					
Temporary FTEs		1.0					
		<b>Basis for Delivery</b>		<b>Coordination with Local Area Municipalities</b>			
		Mandatory – The Planning Act establishes the responsibility for municipalities to make local planning decisions that will determine the future of their community and which are consistent with the Provincial Policy Statement and are in conformity with the municipal official plan. Planning Services is also responsible for the enforcement and administration of Part 8 of the Ontario Building Code under the Building Code Act. This group is responsible for the Transfer of Review program for Environmental Compliance Approvals for Sanitary and Storm Applications through an agreement with the Ministry of Environment, Conservation and Parks.		The Region has the delegated authority for planning purposes and stormwater management review with the local area municipalities under the Planning Act and work with the Local Area Municipalities with respect to engineering review of water and wastewater, stormwater management, hydrogeological assessments, transportation and waste management. This group reviews and comments on impacts to Regional infrastructure (Transportation, water and wastewater, etc.) and leads the legal agreements for infrastructure improvements for Developments. Infrastructure Planning and Development Engineering serves as the body responsible for Part 8 of the Building Code Act for 9 of the 12 Local Area Municipalities.			



# Regional Municipality of Niagara

## Municipal Service Profile Planning - Infrastructure Planning

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Members of the development community</li> <li>• Local Area Municipalities</li> <li>• Landowners</li> <li>• Other Region departments involved or affected by planning and growth activities</li> <li>• Private sewage system owners</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Residents of the Region, who benefit from a comprehensive and planned approach to growth</li> <li>• Landowners who are impacted by private servicing</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Private sewage system compliance</li> <li>(2) Engineering plans and design</li> <li>(3) Responses to development applications</li> <li>(4) Wet Weather management plan</li> <li>(5) Industry engagement</li> <li>(6) Water and Wastewater Master Servicing Plan</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>During 2018, Infrastructure Planning administered:</p> <ul style="list-style-type: none"> <li>• 371 private sewage system applications</li> <li>• 661 planning applications</li> <li>• 57 transfer of review/engineering review applications</li> <li>• 31 applications for cost sharing arrangements under the Region's Wet Weather Management program, with a total funding request of \$3.9 million</li> </ul>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Own resources</b> - Infrastructure planning and development engineering related activities are delivered with the use of the Region's own resources.</p>

# Regional Municipality of Niagara

## Municipal Service Profile Planning - Infrastructure Planning

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Infrastructure Plan & Engin	18150	Mandatory	Own Resources	\$ 864,443	\$ (133,360)	\$ 731,083	9.5	1.0	1.0
Private Sewage Syst Approvals	18151	Mandatory	Own Resources	\$ 231,176	\$ (374,690)	\$ (143,514)	3.0	0.0	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
Total				\$ 1,095,619	\$ (508,050)	\$ 587,569	12.5	1.0	1.0





## Region of Niagara Service Sustainability Review

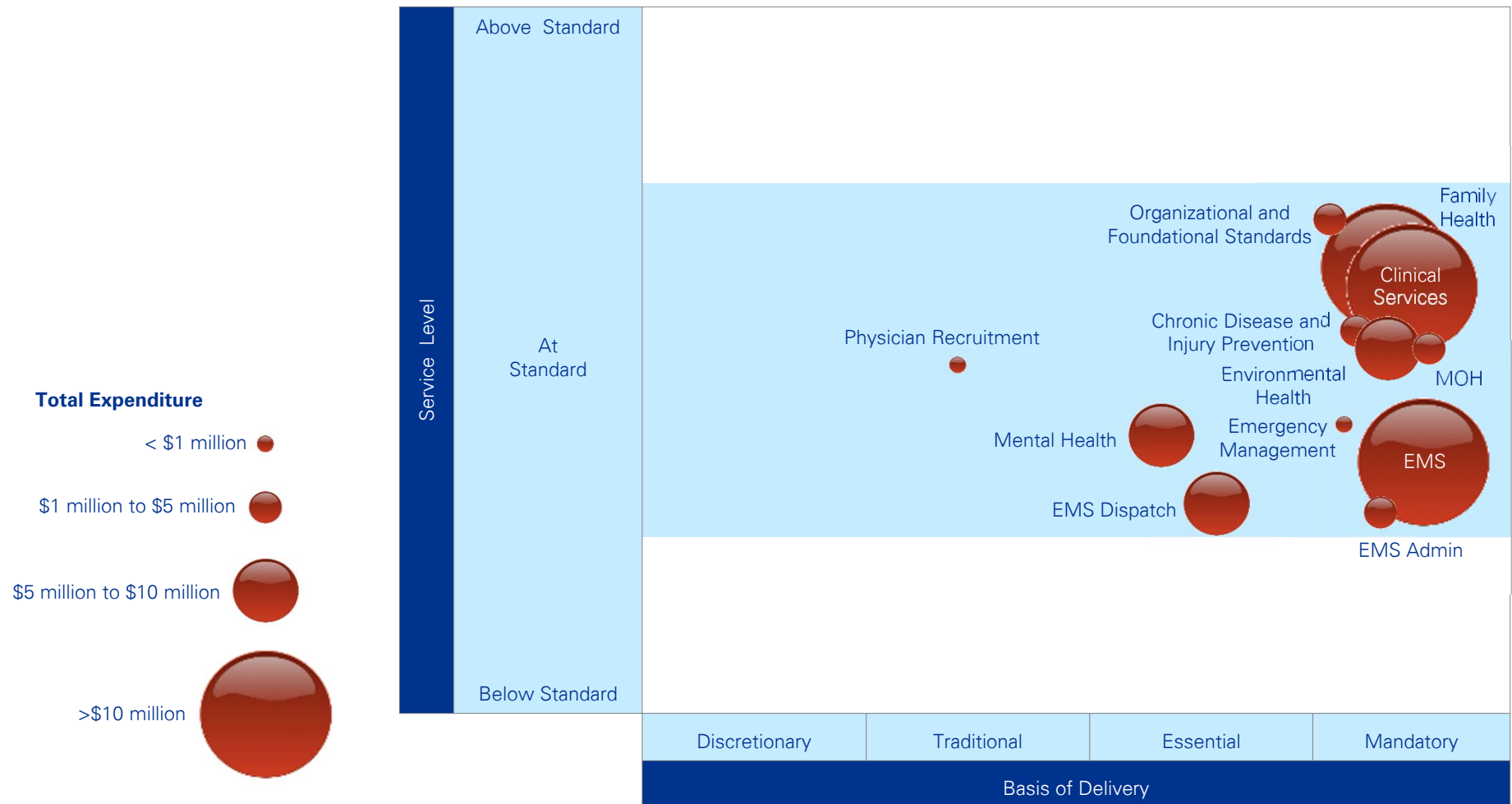
# Appendix A6 Service Profiles Public Health and Emergency Services





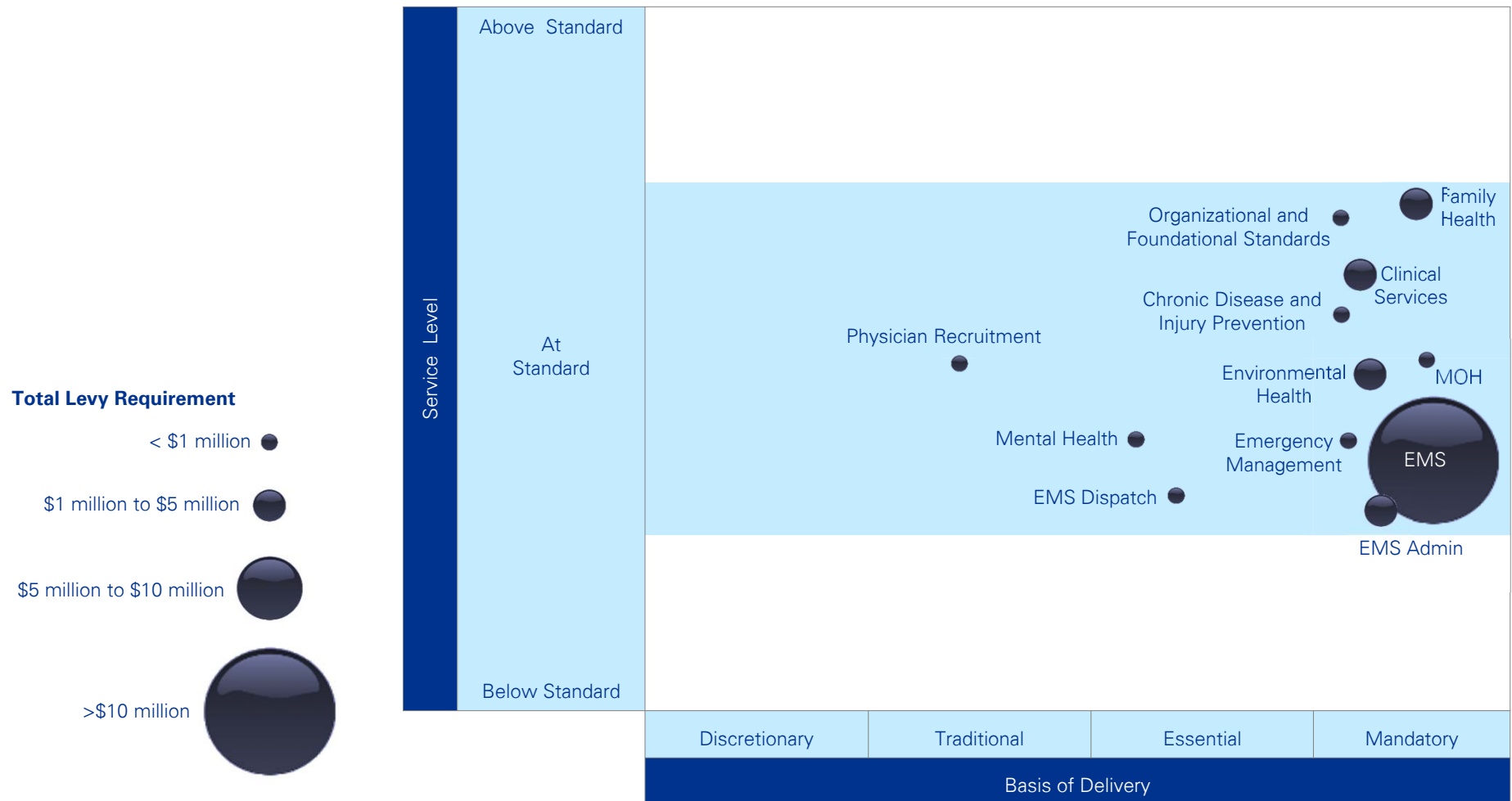
# Overview of the Region Public Health and Emergency Services (Operating Expenditures)

Services by Basis of Delivery, Service Level and Total Expenditure






# Overview of the Region Public Health and Emergency Services (Levy Requirement)

Services by Basis of Delivery, Service Level and Levy Requirement



# Regional Municipality of Niagara

## Municipal Service Profile Public Health - Medical Services

<b>Program</b>  Public Health and Emergency Services		<b>Service Overview</b>  Medical Services represents the executive branch of the Region's public health function, constituting the office of the Medical Officer of Health and Associate Medical Officer of Health. Medical Services is responsible for the overall oversight and coordination of Public Health, with a primary focus on disease prevention, health promotion and protection. Consistent with guidelines established by the Ministry of Health, Public Health targets social determinants of health, healthy behaviours, healthy communities and population health assessment.		<table><tr><td colspan="2"></td><td colspan="3"><b>Service Level</b></td></tr><tr><td colspan="2"></td><td>Below Standard</td><td>At Standard</td><td colspan="2">Above Standard</td></tr><tr><td rowspan="4"><b>Basis of Delivery</b></td><td>Mandatory</td><td colspan="4" rowspan="4"><div></div><p>The scope of the Region's public health services is consistent with the requirements outlined in the Ontario Public Health Standards: Requirements for Programs, Services and Accountability.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>					<b>Service Level</b>					Below Standard	At Standard	Above Standard		<b>Basis of Delivery</b>	Mandatory	<div></div> <p>The scope of the Region's public health services is consistent with the requirements outlined in the Ontario Public Health Standards: Requirements for Programs, Services and Accountability.</p>				Essential	Traditional	Discretionary
		<b>Service Level</b>																								
		Below Standard	At Standard	Above Standard																						
<b>Basis of Delivery</b>	Mandatory	<div></div> <p>The scope of the Region's public health services is consistent with the requirements outlined in the Ontario Public Health Standards: Requirements for Programs, Services and Accountability.</p>																								
	Essential																									
	Traditional																									
	Discretionary																									
<b>Organizational Unit</b>  Public Health																										
<b>Type of Service</b>  External and Internal		<b>Service Value</b>  Public Health contributes towards positive health outcomes by reducing preventable disease, injury and death and taking action on health inequalities. While Public Health is directed towards the entire population, it has a special focus on those at greater risk of poor health outcomes.		<b>Performance and Benchmarking</b>  Public Health delivers programs and services at a level that meets or exceeds the requirements outlined within the Health Protection and Promotion Act and the MOHLTC Ontario Public Health Standards, with an overall objective of attempting to make Niagara one of the top 25 healthiest places in Canada. Please refer to the individual service profiles for specific performance indicators for Public Health.  In comparison to other similar sized municipalities with public health mandates (Halton, Durham, Waterloo, Hamilton), the Region has the lowest cost per household and levy requirement per household for public health activities. This analysis excludes the Region's mental health programs as the Region appears to be unique in its involvement in mental health. In addition, mental health programs are fully funded by senior government and as such, there is no associated levy requirement.																						
<b>Budget (in thousands)</b> <table><tr><td>Operating Costs</td><td>\$</td><td>1,280</td></tr><tr><td>Revenues</td><td>\$</td><td>(963)</td></tr><tr><td><b>Net Levy</b></td><td><b>\$</b></td><td><b>317</b></td></tr><tr><td><b>Permanent FTEs</b></td><td></td><td><b>6.0</b></td></tr><tr><td><b>Student FTEs</b></td><td></td><td>-</td></tr><tr><td><b>Temporary FTEs</b></td><td></td><td>-</td></tr></table>		Operating Costs	\$	1,280	Revenues	\$	(963)	<b>Net Levy</b>	<b>\$</b>	<b>317</b>	<b>Permanent FTEs</b>		<b>6.0</b>	<b>Student FTEs</b>		-	<b>Temporary FTEs</b>		-			<b>Coordination with Local Area Municipalities</b>  Public health services are delivered exclusively by the Region, although some collaboration occurs with LAMs with respect to enforcement.				
Operating Costs	\$	1,280																								
Revenues	\$	(963)																								
<b>Net Levy</b>	<b>\$</b>	<b>317</b>																								
<b>Permanent FTEs</b>		<b>6.0</b>																								
<b>Student FTEs</b>		-																								
<b>Temporary FTEs</b>		-																								
		<b>Basis for Delivery</b>  <b>Mandatory</b> – The Region is designated as a Board of Health pursuant to the Health Protection and Promotion Act.																								

# Regional Municipal of Niagara

## Municipal Service Profile Public Health - Medical Services

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Residents of the Region that benefit from public health services</li> <li>Organizations that benefit from the Region's public health services</li> <li>Region departments that receive advice on public health matters</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.								
Service Output	The output of a service that fulfills a recognized client's need.	(1) Planning and policy development (2) Partnership-building (3) Advice on public health issues							
Service Output Level	The quantum of service outputs provided to direct clients.	Please refer to the individual service profiles for Public Health for information concerning levels of activity and service outputs.							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own Resources</b> - Executive leadership of Public Health is undertaken through the Region's own resources.							

## Municipal Service Profile

### Public Health - Medical Services




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# Regional Municipality of Niagara

## Municipal Service Profile

### Public Health - Chronic Disease and Injury Prevention

<b>Program</b> Public Health and Emergency Services		<b>Service Overview</b> Chronic Disease and Injury Prevention delivers services that are intended to reduce incidences of chronic diseases and injuries, including but not limited to healthy eating, tobacco-free living, active living, sun safety, early detection of cancer and healthy workplaces. In addition to direct service delivery, Public Health also works with community partners to increase their capacity to act on factors associated with the prevention of chronic diseases and injuries.		<table><tr><td colspan="2"></td><td colspan="3"><b>Service Level</b></td></tr><tr><td colspan="2"></td><td>Below Standard</td><td>At Standard</td><td colspan="2">Above Standard</td></tr><tr><td rowspan="4"><b>Basis of Delivery</b></td><td>Mandatory</td><td colspan="4" rowspan="4"><div></div><p>The scope of the Region's chronic disease and injury prevention services is consistent with the requirements outlined in the Ontario Public Health Standards: Requirements for Programs, Services and Accountability.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>					<b>Service Level</b>					Below Standard	At Standard	Above Standard		<b>Basis of Delivery</b>	Mandatory	<div></div> <p>The scope of the Region's chronic disease and injury prevention services is consistent with the requirements outlined in the Ontario Public Health Standards: Requirements for Programs, Services and Accountability.</p>				Essential	Traditional	Discretionary
		<b>Service Level</b>																								
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<b>Basis of Delivery</b>	Mandatory	<div></div> <p>The scope of the Region's chronic disease and injury prevention services is consistent with the requirements outlined in the Ontario Public Health Standards: Requirements for Programs, Services and Accountability.</p>																								
	Essential																									
	Traditional																									
	Discretionary																									
<b>Organizational Unit</b> Public Health																										
<b>Type of Service</b> External		<b>Service Value</b> Public Health contributes towards reducing the burden of chronic diseases of public health importance and improve the overall well-being of the Region's residents. It reduces population health inequities related to chronic diseases, contributing towards healthy outcomes for all residents.		<b>Performance and Benchmarking</b> During 2018, Chronic Disease and Injury Prevention conducted 1,070 inspections of smoking controlled locations within Niagara, representing an annual inspection rate of 94.20%. Chronic Disease and Injury Prevention also conducted 375 community engagement events during the period April to December 2018, with a significant increase anticipated during 2019 when full adoption is implemented.  In comparison to other similar sized municipalities with public health mandates (Halton, Durham, Waterloo, Hamilton), the Region has the lowest cost per household and levy requirement per household for public health activities. This analysis excludes the Region's mental health programs as the Region appears to be unique in its involvement in mental health. In addition, mental health programs are fully funded by senior government and as such, there is no associated levy requirement.																						
<b>Budget (in thousands)</b> <table><tr><td>Operating Costs</td><td>\$</td><td>3,606</td></tr><tr><td>Revenues</td><td>\$</td><td>(2,891)</td></tr><tr><td><b>Net Levy</b></td><td><b>\$</b></td><td><b>715</b></td></tr><tr><td><b>Permanent FTEs</b></td><td></td><td><b>37.0</b></td></tr><tr><td><b>Student FTEs</b></td><td></td><td><b>3.7</b></td></tr><tr><td><b>Temporary FTEs</b></td><td></td><td><b>-</b></td></tr></table>		Operating Costs	\$	3,606	Revenues	\$	(2,891)	<b>Net Levy</b>	<b>\$</b>	<b>715</b>	<b>Permanent FTEs</b>		<b>37.0</b>	<b>Student FTEs</b>		<b>3.7</b>	<b>Temporary FTEs</b>		<b>-</b>			<b>Coordination with Local Area Municipalities</b> While the majority of chronic disease and injury prevention activities are provided by the Region, some coordination does occur with the LAMs with respect to enforcement.				
Operating Costs	\$	3,606																								
Revenues	\$	(2,891)																								
<b>Net Levy</b>	<b>\$</b>	<b>715</b>																								
<b>Permanent FTEs</b>		<b>37.0</b>																								
<b>Student FTEs</b>		<b>3.7</b>																								
<b>Temporary FTEs</b>		<b>-</b>																								
		<b>Basis for Delivery</b> <b>Mandatory</b> – The Region is designated as a Board of Health pursuant to the Health Protection and Promotion Act. In addition, the Ontario Public Health Standards: Requirements for Programs, Services and Accountabilities mandates the requirement for chronic disease prevention and well-being services.																								

# Regional Municipal of Niagara

## Municipal Service Profile

### Public Health - Chronic Disease and Injury Prevention

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Residents of the Region that benefit from chronic disease and injury prevention services</li> <li>Organizations subject to legislation such as the Skin Cancer Prevention Act, the Health Menu Choices Act and Smoke Free Ontario Act</li> <li>Organizations that benefit from injury prevention services</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents of the Region that utilize organizations subject to legislation and inspected for compliance by Public Health</li> <li>Employees receiving injury prevention training</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Chronic disease and injury prevention education and communication</li> <li>(2) Inspections and compliance assessments</li> <li>(3) Development of community partnerships</li> <li>(4) Data analysis and reporting</li> <li>(5) Need assessments</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	During 2018, Chronic Disease and Injury Prevention conducted 1,070 inspections of smoking controlled locations within Niagara, representing an annual inspection rate of 94.20%. Chronic Disease and Injury Prevention also conducted 375 community engagement events during the period April to December 2018, with a significant increase anticipated during 2019 when full adoption is implemented.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own Resources</b> - Chronic disease and injury prevention services are delivered primarily through the Region's own resources.

## Regional Municipal of Niagara




## Municipal Service Profile

## Public Health - Chronic Disease and Injury Prevention

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)					
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
CDIP Administration	50100	Mandatory	Own Resources	\$ 503,056	\$ (377,292)	\$ 125,764	6.0	0.0	0.0
Injury Prevention	50101	Mandatory	Own Resources	\$ 581,545	\$ (436,159)	\$ 145,386	6.0	0.0	0.0
Lifestyles	50102	Mandatory	Own Resources	\$ 708,307	\$ (531,230)	\$ 177,077	7.0	0.3	0.0
Tobacco Use Program	50103	Mandatory	Own Resources	\$ 316,167	\$ (237,125)	\$ 79,042	3.0	0.0	0.0
Priority Populations	50105	Mandatory	Own Resources	\$ 470,274	\$ (352,706)	\$ 117,568	5.0	0.3	0.0
Youth Engagement	50106	Mandatory	Own Resources	\$ 277,784	\$ (208,338)	\$ 69,446	2.0	2.6	0.0
Tobacco Control - Youth Engagement	50200	Mandatory	Own Resources	\$ 80,000	\$ (80,000)	\$ -	1.0	0.0	0.0
Tobacco Protection and Enforcement	50201	Mandatory	Own Resources	\$ 668,600	\$ (668,600)	\$ -	7.0	0.5	0.0
Healthy Kids Community Chat	50303	Mandatory	Own Resources	\$ 370	\$ -	\$ 370	0.0	0.0	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
Total				\$ 3,606,103	\$ (2,891,450)	\$ 714,653	37.0	3.7	-

# Regional Municipality of Niagara

## Municipal Service Profile Public Health - Clinical Services

<b>Program</b> Public Health and Emergency Services		<b>Service Overview</b> Clinical Services provides services to residents that are intended to prevent infectious diseases. Included in the scope of activities undertaken by Clinical Services are vaccinations, sexual health screening, monitoring and reporting on infectious and communicable diseases, medical treatments, case management and outbreak management. In addition to those listed above, Clinical Services is responsible for a harm reduction program, infection prevention and control and case management.		<table><tr><td colspan="2"></td><td colspan="3"><b>Service Level</b></td></tr><tr><td colspan="2"></td><td>Below Standard</td><td>At Standard</td><td colspan="2">Above Standard</td></tr><tr><td rowspan="4"><b>Basis of Delivery</b></td><td>Mandatory</td><td colspan="4" rowspan="4"><div></div><p>The scope of the Region's clinical services is consistent with the requirements outlined in the Ontario Public Health Standards: Requirements for Programs, Services and Accountability.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>					<b>Service Level</b>					Below Standard	At Standard	Above Standard		<b>Basis of Delivery</b>	Mandatory	<div></div> <p>The scope of the Region's clinical services is consistent with the requirements outlined in the Ontario Public Health Standards: Requirements for Programs, Services and Accountability.</p>				Essential	Traditional	Discretionary
		<b>Service Level</b>																								
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<b>Basis of Delivery</b>	Mandatory	<div></div> <p>The scope of the Region's clinical services is consistent with the requirements outlined in the Ontario Public Health Standards: Requirements for Programs, Services and Accountability.</p>																								
	Essential																									
	Traditional																									
	Discretionary																									
<b>Organizational Unit</b> Public Health																										
<b>Type of Service</b> External				<b>Performance and Benchmarking</b> During 2018, Clinical Services administered 24,748 vaccines, with 55,050 vaccine records reviewed for compliance. Overall 95.90% of children in Niagara were found to be in compliance with the recommended schedule of vaccinations. Clinical Services also investigated and followed up on 4,032 mandatory reportable diseases during the year.  In comparison to other similar sized municipalities with public health mandates (Halton, Durham, Waterloo, Hamilton), the Region has the lowest cost per household and levy requirement per household for public health activities. This analysis excludes the Region's mental health programs as the Region appears to be unique in its involvement in mental health. In addition, mental health programs are fully funded by senior government and as such, there is no associated levy requirement.																						
<b>Budget (in thousands)</b> <table><tr><td>Operating Costs</td><td>\$</td><td>8,365</td></tr><tr><td>Revenues</td><td>\$</td><td>(6,611)</td></tr><tr><td><b>Net Levy</b></td><td><b>\$</b></td><td><b>1,754</b></td></tr><tr><td><b>Permanent FTEs</b></td><td></td><td><b>79.7</b></td></tr><tr><td><b>Student FTEs</b></td><td></td><td><b>0.2</b></td></tr><tr><td><b>Temporary FTEs</b></td><td></td><td><b>-</b></td></tr></table>		Operating Costs	\$	8,365	Revenues	\$	(6,611)	<b>Net Levy</b>	<b>\$</b>	<b>1,754</b>	<b>Permanent FTEs</b>		<b>79.7</b>	<b>Student FTEs</b>		<b>0.2</b>	<b>Temporary FTEs</b>		<b>-</b>	<b>Service Value</b> Public Health contributes towards reducing the burden of communicable diseases, vaccine-preventable diseases and infectious diseases of public health importance and improve the overall health of the Region's residents.						
Operating Costs	\$	8,365																								
Revenues	\$	(6,611)																								
<b>Net Levy</b>	<b>\$</b>	<b>1,754</b>																								
<b>Permanent FTEs</b>		<b>79.7</b>																								
<b>Student FTEs</b>		<b>0.2</b>																								
<b>Temporary FTEs</b>		<b>-</b>																								
		<b>Basis for Delivery</b> <b>Mandatory</b> – The Region is designated as a Board of Health pursuant to the Health Protection and Promotion Act. In addition, the Ontario Public Health Standards: Requirements for Programs, Services and Accountabilities mandates the requirement for immunization and infectious and communicable diseases prevention and control services.		<b>Coordination with Local Area Municipalities</b> Clinical services are delivered exclusively by the Region.																						

# Regional Municipal of Niagara

## Municipal Service Profile Public Health - Clinical Services

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Residents of the Region that benefit from clinical services (e.g. children receiving vaccinations, individuals screened for infectious diseases)</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents of the Region that are protected from infectious and communicable diseases</li> <li>Community organizations involved in healthcare</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Immunizations</li> <li>(2) Infectious disease clinics and outreach</li> <li>(3) Development of community partnerships</li> <li>(4) Data analysis and reporting</li> <li>(5) Surveillance</li> <li>(6) Outbreak management</li> <li>(7) Harm reduction programs</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	During 2018, Clinical Services administered 24,78 vaccines, with 55,050 vaccine records reviewed for compliance. Overall 95.90% of children in Niagara were found to be in compliance with the recommended schedule of vaccinations. Clinical Services also investigated and followed up on 4,032 mandatory reportable diseases during the year.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own Resources</b> - Clinical Services are delivered primarily through the Region's own resources.

## Municipal Service Profile

### Public Health - Clinical Services

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# Regional Municipality of Niagara

## Municipal Service Profile Public Health - Mental Health

<div>Program</div> <div>Public Health and Emergency Services</div>	<div>Service Overview</div> <div>The Region is involved in the delivery of community mental health services, including the deployment of Assertive Community Treatment Teams that provide intensive supports to individuals with serious mental health issues that have complex needs that cannot be addressed by other mental health programs. Other mental health services delivered by Public Health include early mental health intervention and psycho-geriatric supports. Mental Health also provides early psychosis intervention, telemedicine, supportive independent living.</div>		<div><div></div><div>Service Level</div><div><div>Below Standard</div><div>At Standard</div><div>Above Standard</div></div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div><div>Basis of Delivery</div><div>Mandatory</div><div>Essential</div><div>Traditional</div><div>Discretionary</div></div><div><div></div><div>The Region's mental health services are fully funded by the LHIN/Ministry of Health and Long-term Care and as such, are considered to be at standard.</div></div></div>		
<div>Organizational Unit</div> <div>Public Health</div>					
<div>Type of Service</div> <div>External</div>					
<div>Budget (in thousands)</div> <div><div><div>Operating Costs</div><div>\$</div><div>6,200</div></div><div><div>Revenues</div><div>\$</div><div>(6,240)</div></div><div><div>Net Levy</div><div>\$</div><div>(40)</div></div><div><div>Permanent FTEs</div><div></div><div>57.0</div></div><div><div>Student FTEs</div><div></div><div>-</div></div><div><div>Temporary FTEs</div><div></div><div>-</div></div></div>	<div>Service Value</div> <div>Public Health provides supports for individuals with complex mental health issues, allowing them to remain in the community and remain as independent as possible.</div>		<div>Performance and Benchmarking</div> <div>On an annual basis, approximately 1,300 clients received mental health services across all programs, with an average monthly waitlist of 297 clients (ranging from a low of 270 waitlisted clients in February 2018 to a high of 363 waitlisted clients in December 2018).</div> <div>Based on our review of publicly-available budget information for other similar sized municipalities with public health mandates (Halton, Durham, Waterloo, Hamilton), we note that the Region is unique in the delivery of mental health services. Based on this finding, along with the absence of taxation support for the mental health services, we have not included a financial comparison of the cost or levy requirement associated with the Region's mental health programs.</div>		
	<div>Basis for Delivery</div> <div>Essential – The provision of mental health programs is not required under the Ontario Public Health Standards: Requirements for Programs, Services and Accountabilities. In addition, programs such as Assertive Community Treatment Teams are typically offered by hospitals or other non-municipal organizations. While not mandatory, mental health programs are essential to the well-being of individuals with mental health issues.</div>		<div>Coordination with Local Area Municipalities</div> <div>Mental health services are delivered exclusively by the Region.</div>		

# Regional Municipality of Niagara

## Municipal Service Profile Public Health - Mental Health

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Residents of the Region receiving mental health services.</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Family members and caregivers of individuals receiving mental health services.</li> <li>Community organizations involved in the provision of mental health services.</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	(1) Mental health services (2) Data analysis and reporting (3) Development of community partnerships
Service Output Level	The quantum of service outputs provided to direct clients.	During 2018, a total of 11,474 clients received mental health services across all programs, with an average monthly waitlist of 297 clients (ranging from a low of 270 waitlisted clients in February 2018 to a high of 363 waitlisted clients in December 2018).
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own Resources</b> - Mental Health services are delivered primarily through the Region's own resources.



## Municipal Service Profile




### Public Health - Mental Health

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# Regional Municipality of Niagara

## Municipal Service Profile

### Public Health - Environmental Health

<b>Program</b> Public Health and Emergency Services		<b>Service Overview</b> Environmental Health delivers services intended to protect the community through the maintenance of a healthy environment, including a variety of inspections (food safety, drinking water systems), training and data analysis and monitoring.		<table><tr><td colspan="2"></td><td colspan="3"><b>Service Level</b></td></tr><tr><td colspan="2"></td><td>Below Standard</td><td>At Standard</td><td colspan="2">Above Standard</td></tr><tr><td rowspan="4"><b>Basis of Delivery</b></td><td>Mandatory</td><td colspan="5" rowspan="4"><div></div><p>The scope of the Region's environmental health services is consistent with the requirements outlined in the Ontario Public Health Standards: Requirements for Programs, Services and Accountability.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>					<b>Service Level</b>					Below Standard	At Standard	Above Standard		<b>Basis of Delivery</b>	Mandatory	<div></div> <p>The scope of the Region's environmental health services is consistent with the requirements outlined in the Ontario Public Health Standards: Requirements for Programs, Services and Accountability.</p>					Essential	Traditional	Discretionary
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<b>Organizational Unit</b> Public Health																											
<b>Type of Service</b> External		<b>Service Value</b> Public Health contributes towards reducing the burden of food-borne, water-borne and other diseases spread by communal or public means. It also contributes towards the prevention of injuries related to recreational water use.		<b>Performance and Benchmarking</b> During 2018, a total of 12,036 inspections were performed on food establishments, personal service settings and public swimming pools, representing an annual inspection rate of 100% for the required number of inspections based on the annual risk categorization. Environmental Services also investigated and followed up on 114 complaints during 2018.  In comparison to other similar sized municipalities with public health mandates (Halton, Durham, Waterloo, Hamilton), the Region has the lowest cost per household and levy requirement per household for public health activities. This analysis excludes the Region's mental health programs as the Region appears to be unique in its involvement in mental health. In addition, mental health programs are fully funded by senior government and as such, there is no associated levy requirement.																							
<b>Budget (in thousands)</b> <table><tr><td>Operating Costs</td><td>\$</td><td>5,025</td></tr><tr><td>Revenues</td><td>\$</td><td>(3,883)</td></tr><tr><td><b>Net Levy</b></td><td><b>\$</b></td><td><b>1,142</b></td></tr><tr><td><b>Permanent FTEs</b></td><td></td><td><b>45.0</b></td></tr><tr><td><b>Student FTEs</b></td><td></td><td><b>3.7</b></td></tr><tr><td><b>Temporary FTEs</b></td><td></td><td><b>-</b></td></tr></table>		Operating Costs	\$	5,025	Revenues	\$	(3,883)	<b>Net Levy</b>	<b>\$</b>	<b>1,142</b>	<b>Permanent FTEs</b>		<b>45.0</b>	<b>Student FTEs</b>		<b>3.7</b>	<b>Temporary FTEs</b>		<b>-</b>	<b>Basis for Delivery</b> <b>Mandatory</b> – The Region is designated as a Board of Health pursuant to the Health Protection and Promotion Act. In addition, the Ontario Public Health Standards: Requirements for Programs, Services and Accountabilities mandates the requirement for services focused on food safety, safe water and healthy environments.		<b>Coordination with Local Area Municipalities</b> Public health services are delivered exclusively by the Region.					
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# Regional Municipality of Niagara

## Municipal Service Profile

### Public Health - Environmental Health




Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Organizations undergoing inspection by Environmental Health</li> <li>Individuals benefiting from environmental health training and communications.</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents of the Region that are protected from food-borne diseases, water-borne diseases and other diseases spread through communal means.</li> <li>Community organizations involved in healthcare</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Surveillance and risk management</li> <li>(2) Inspections</li> <li>(3) Remediation orders</li> <li>(4) Data analysis and reporting</li> <li>(5) Public education</li> <li>(6) Training courses</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	During 2018, a total of 12,036 inspections were performed on food establishments, personal service settings and public swimming pools, representing an annual inspection rate of 100% for the required number of inspections based on the annual risk categorization. Environmental Services also investigated and followed up on 114 complaints during 2018.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own Resources</b> - Environmental Health activities are delivered primarily through the Region's own resources.

**Municipal Service Profile**  
**Public Health - Environmental Health**

259

# Regional Municipality of Niagara

## Municipal Service Profile Public Health - Family Health

<table><tr><th colspan="2">Program</th></tr><tr><td colspan="2">Public Health and Emergency Services</td></tr></table>	Program		Public Health and Emergency Services		<table><tr><th colspan="2">Service Overview</th></tr><tr><td colspan="2">Family Health provides resources and services to pregnant women and expectant or new families with children from birth to 18 years of age. Family Health activities are focused on reproductive health, children's health and school-based health programs.</td></tr></table>	Service Overview		Family Health provides resources and services to pregnant women and expectant or new families with children from birth to 18 years of age. Family Health activities are focused on reproductive health, children's health and school-based health programs.		<table><tr><th colspan="2"></th><th colspan="3">Service Level</th></tr><tr><th colspan="2"></th><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The scope of the Region's family health services is consistent with the requirements outlined in the Ontario Public Health Standards: Requirements for Programs, Services and Accountability.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>			Service Level					Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The scope of the Region's family health services is consistent with the requirements outlined in the Ontario Public Health Standards: Requirements for Programs, Services and Accountability.</p>			Essential	Traditional	Discretionary			
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<table><tr><th colspan="2">Type of Service</th></tr><tr><td colspan="2">External</td></tr></table>	Type of Service		External		<table><tr><th colspan="2">Service Value</th></tr><tr><td colspan="2">Family Health contributes to the optimal preconception, pregnancy, newborn, child, youth, parental and family health and outcomes. It provides families with increased knowledge, skills and access to local supports, contributing towards healthy growth and development of children from prenatal to adolescence. School-based and other programs overcome inequalities, providing accessible child and dental health.</td></tr></table>	Service Value		Family Health contributes to the optimal preconception, pregnancy, newborn, child, youth, parental and family health and outcomes. It provides families with increased knowledge, skills and access to local supports, contributing towards healthy growth and development of children from prenatal to adolescence. School-based and other programs overcome inequalities, providing accessible child and dental health.		<table><tr><th colspan="2">Performance and Benchmarking</th></tr><tr><td colspan="2">During 2018, Family Health screened 3,412 births for risk, representing 81.60% of all births in Niagara. Overall, 2,266 births were identified as having risk, representing 66.33% of all births. In addition, Family Health screened 7,679 junior kindergarten and senior kindergarten children for dental decay, missing or filled teeth, representing 90.30% of junior and senior kindergarten children in Niagara.</td></tr><tr><td colspan="2">In comparison to other similar sized municipalities with public health mandates (Halton, Durham, Waterloo, Hamilton), the Region has the lowest cost per household and levy requirement per household for public health activities. This analysis excludes the Region's mental health programs as the Region appears to be unique in its involvement in mental health. In addition, mental health programs are fully funded by senior government and as such, there is no associated levy requirement.</td></tr></table>	Performance and Benchmarking		During 2018, Family Health screened 3,412 births for risk, representing 81.60% of all births in Niagara. Overall, 2,266 births were identified as having risk, representing 66.33% of all births. In addition, Family Health screened 7,679 junior kindergarten and senior kindergarten children for dental decay, missing or filled teeth, representing 90.30% of junior and senior kindergarten children in Niagara.		In comparison to other similar sized municipalities with public health mandates (Halton, Durham, Waterloo, Hamilton), the Region has the lowest cost per household and levy requirement per household for public health activities. This analysis excludes the Region's mental health programs as the Region appears to be unique in its involvement in mental health. In addition, mental health programs are fully funded by senior government and as such, there is no associated levy requirement.																
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# Regional Municipality of Niagara

## Municipal Service Profile Public Health - Family Health

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Children and families receiving family health services</li> <li>Schools and other community groups working in conjunction with the Region</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Community organizations involved in healthcare</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Needs assessments</li> <li>(2) Clinical health services</li> <li>(3) Dental health services</li> <li>(4) Data analysis and reporting</li> <li>(5) Public education and training</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	During 2018, Family Health screened 3,412 births for risk, representing 81.60% of all births in Niagara. Overall, 2,266 births were identified as having risk, representing 66.33% of all births. In addition, Family Health screened 7,679 junior kindergarten and senior kindergarten children for dental decay, missing or filled teeth, representing 90.30% of junior and senior kindergarten children in Niagara.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own Resources</b> - Family Health activities are delivered primarily through the Region's own resources.

# Regional Municipality of Niagara

## Municipal Service Profile Public Health - Family Health

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Family Health Administration	51100	Mandatory	Own Resources	\$ 425,152	\$ (318,864)	\$ 106,288	4.0	0.0	0.0
Reproductive Health	51101	Mandatory	Own Resources	\$ 337,863	\$ (253,397)	\$ 84,466	3.0	0.0	0.0
Parent-Child Health	51102	Mandatory	Own Resources	\$ 2,182,881	\$ (1,637,161)	\$ 545,720	20.5	0.0	0.0
School Health A	51103	Mandatory	Own Resources	\$ 1,503,665	\$ (1,127,749)	\$ 375,916	14.6	0.0	0.0
School Health B	51104	Mandatory	Own Resources	\$ 1,279,064	\$ (959,298)	\$ 319,766	12.1	0.0	0.0
Dental Program	51105	Mandatory	Own Resources	\$ 568,851	\$ (426,638)	\$ 142,213	5.4	0.0	0.0
Nurse Family Partnership	51106	Mandatory	Own Resources	\$ 448,175	\$ (336,131)	\$ 112,044	4.0	0.0	0.0
CNO Support	51150	Mandatory	Own Resources	\$ 121,500	\$ (121,500)	\$ -	1.0	0.0	0.0
Breastfeeding SDOH	51151	Mandatory	Own Resources	\$ 90,250	\$ (90,250)	\$ -	1.0	0.0	0.0
Healthy Smiles Ontario	51152	Mandatory	Own Resources	\$ 1,250,900	\$ (1,250,900)	\$ -	13.8	0.0	0.0
Healthy Babies	51250	Mandatory	Own Resources	\$ 2,347,353	\$ (2,347,352)	\$ 1	26.8	0.0	0.0
Infant and Child Development Services	51251	Mandatory	Own Resources	\$ 568,423	\$ (568,423)	\$ -	6.4	0.0	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
Total				\$ 11,124,077	\$ (9,437,663)	\$ 1,686,414	112.6	-	-

# Regional Municipality of Niagara

## Municipal Service Profile

### Public Health - Organizational and Foundational Standards

<div>Program</div> <div>Public Health and Emergency Services</div>		<div>Service Overview</div> <div>Organizational and Foundational Standards provides functional support and leadership across a broad spectrum of areas including continuous quality improvement, knowledge sharing, staff education, and customer service at each Public Health Office; communication support, social marketing, risk and crisis communications, and issues management; and population health assessment, data analysis, research, evaluation, and medical informatics.</div>		<div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> 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# Regional Municipality of Niagara

## Municipal Service Profile

### Public Health - Organizational and Foundational Standards

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Residents of the Region, who directly benefit from the services delivered by Niagara Region Public Health</li> <li>Internal employees</li> <li>Ministry of Health</li> <li>Community partners</li> <li>Organizations that benefit from data to inform decision-making</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents through participation in academic research</li> <li>Residents through continuous quality improvement of Regional programs and services</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Strategy development - Public health standards</li> <li>(2) Public health outbreak communication</li> <li>(3) Conducting data analytics, evaluation, population health assessment</li> <li>(4) Partnership building</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	Organizational and Foundational Standards leads the completion of a standardized operating plan for submission to the Ministry of Health on an annual basis, with strategic planning undertaken every four years. As part of its data analytics and performance monitoring, Organizational and Foundational Standards assesses overall client satisfaction, with an overall score of 70 (excellent across all service sectors) received in December 2018.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - Organizational and Foundational Standards are performed by the Region's own resources.




## Municipal Service Profile

### Public Health - Organizational and Foundational Standards

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# Regional Municipality of Niagara

## Municipal Service Profile Public Health - Physician Recruitment

<table><tr><th colspan="2">Program</th></tr><tr><td colspan="2">Public Health and Emergency Services</td></tr></table>	Program		Public Health and Emergency Services		<table><tr><th colspan="2">Service Overview</th></tr><tr><td colspan="2">On behalf of Niagara Regional Council, Organizational and Foundational Standards is tasked with physician recruitment.</td></tr></table>	Service Overview		On behalf of Niagara Regional Council, Organizational and Foundational Standards is tasked with physician recruitment.		<table><tr><th colspan="2" rowspan="2"></th><th colspan="3">Service Level</th></tr><tr><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The scope of the Region's approach to physician recruitment is consistent with similar municipalities.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>			Service Level			Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The scope of the Region's approach to physician recruitment is consistent with similar municipalities.</p>			Essential	Traditional	Discretionary							
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# Regional Municipality of Niagara

## Municipal Service Profile Public Health - Physician Recruitment

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• New physicians</li> <li>• Retiring physicians</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Residents of the Region who receive medical care</li> <li>• Local health organizations</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	(1) Physician recruitment
Service Output Level	The quantum of service outputs provided to direct clients.	There are approximately 250 primary care physicians in the Niagara Region, with 78 identified practice opportunities.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own resources</b> - Physician recruitment services are delivered through the Region's own resources.

## Municipal Service Profile




### Public Health - Physician Recruitment

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# Regional Municipality of Niagara

## Municipal Service Profile

### Emergency Services - Administration and Other

<b>Program</b>  Public Health and Emergency Services		<b>Service Overview</b>  Emergency Services Administration provides overall management and oversight of all programs within the Emergency Services Division. This includes land ambulance, dispatch, emergency management, the administration of the Region's 911 service contract, regional fire service coordination and the regional hazmat response team (CBRNE). This requires short and long-term planning with respect to service delivery and capital requirements, corporate functions such as scheduling and procurement, data analysis and reporting and project management.		<table><tr><td colspan="2"></td><th colspan="3">Service Level</th></tr><tr><td colspan="2"></td><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The scope of the Region's administrative activities with respect to emergency management and land ambulance is consistent with other municipalities and Provincial requirements.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>					Service Level					Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The scope of the Region's administrative activities with respect to emergency management and land ambulance is consistent with other municipalities and Provincial requirements.</p>			Essential	Traditional	Discretionary
		Service Level																						
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Basis of Delivery	Mandatory	<div></div> <p>The scope of the Region's administrative activities with respect to emergency management and land ambulance is consistent with other municipalities and Provincial requirements.</p>																						
	Essential																							
	Traditional																							
	Discretionary																							
<b>Organizational Unit</b>  Emergency Services																								
<b>Type of Service</b>  External and Internal				<b>Performance and Benchmarking</b>  Performance and benchmarking analysis for emergency services is included in the individual service profiles prepared for the specific services.																				
<b>Budget (in thousands)</b>																								
Operating Costs	\$	1,637																						
Revenues	\$	-																						
Net Levy	\$	1,637																						
Permanent FTEs		6.3																						
Student FTEs		-																						
Temporary FTEs		-																						
		<b>Basis for Delivery</b>  <b>Mandatory</b> – Section 6(1) of the Ambulance Act mandates that upper tier municipalities are responsible for ensuring the proper provision of land ambulance services in accordance with the specific needs of the municipality. In addition, Section 2.1 of the Emergency Management and Civil Protection Act requires all municipalities to develop an emergency management program that involves an emergency plan, training programs, public education and other elements as required by the Province.		<b>Coordination with Local Area Municipalities</b>  There is a high degree of interaction between the Region and LAMs with respect to emergency services, including: <ul style="list-style-type: none"><li>The coordination of emergency management and incident response;</li><li>Tier response arrangements between land ambulance and LAM fire services; and</li><li>Coordination of the 12 LAM fire services for the seamless provision of services across municipal boundaries.</li></ul>																				

# Regional Municipality of Niagara

## Municipal Service Profile

### Emergency Services - Administration and Other

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Residents of the Region that benefit from emergency services</li> <li>LAMs that coordinate with the Region on emergency services and fire coordination</li> <li>Partner community agencies who receive client referrals from the Region</li> <li>Tourists who access emergency services while visiting Niagara</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Partner community agencies involved in collaborative client services</li> <li>Ministry of Health</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Planning and policy development</li> <li>(2) Data analysis</li> <li>(3) Advice and assistance to Region departments</li> <li>(4) Advice and assistance to LAMs</li> <li>(5) Advice and assistance to Province</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	The Region's emergency services is comprised of 17 ambulance stations, 43 ambulances, a headquarters, fleet centre and training centre. During 2018, emergency services handled 62,758 calls for assistance.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own Resources</b> - The administration of the Region's emergency services is primarily undertaken through its own resources.

## Municipal Service Profile

### Emergency Services - Administration and Other


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# Regional Municipality of Niagara

## Municipal Service Profile

### Emergency Services - Emergency Medical Services

<b>Program</b>  Public Health and Emergency Services		<b>Service Overview</b>  Emergency Medical Services ("EMS") provides land ambulance first response for critically ill and injured patients of the Region and also provides a number of specialized mobile integrated health services of a less urgent nature that are focused on community-based access to appropriate resources and clinical care. EMS is also responsible for a number of internal support functions, including ambulance dispatch, staff scheduling, human resources, procurement, data analysis and reporting, quality assurance, training, research regulatory compliance, technology and innovation and public education. EMS works with a variety of community partners, most notably LAM fire services and NRPS for tiered response and Niagara Health System and other community partners for integrated coordinated health care. EMS also works closely with the Ministry of Health in the development of innovations for provincial applicability.					
<b>Organizational Unit</b>  Emergency Services				<b>Basis of Delivery</b>	<b>Service Level</b>  Below Standard      At Standard      Above Standard		
					Mandatory	<div></div> <p>The scope of the Region's land ambulance service is consistent with other municipalities and Provincial requirements.</p>	
					Essential		
					Traditional		
				Discretionary			
<b>Type of Service</b>  External and Internal		<b>Service Value</b>  EMS contributes towards the protection of life and safety of residents through first response for medical emergencies. Through its integrated community based programs, EMS also contributes towards the ability of older adults and other vulnerable residents to receive more appropriate care through more appropriate resources other than an emergency department, thereby alleviating pressures on local hospital systems and promoting optimal health.		<b>Performance and Benchmarking</b>  In recent years, the Region has not met its response time standards for the most acute calls. During 2018, 76% of the most acute calls (CTAS 1) were responded to within the Region's targeted response time of 8 minutes, compared to its targeted performance of 80%. We note that the Region has revised its response time standards in 2019.  In comparison to selected municipalities for which publicly-available information is available (Halton, Durham, Waterloo Region, Hamilton), the Region has the second lowest levy requirement per household of the group. The 2018 MBNCanada Performance Measurement Report indicates that the Region has the third highest number of unique responses per capita, reflecting the significant increase in call volumes in recent years. The report also indicates that the Region has the second lowest operating cost per vehicle in-service hour of the 12 municipalities included in the analysis.			
<b>Budget (in thousands)</b>							
Operating Costs	\$	42,100					
Revenues	\$	(24,136)					
Net Levy	\$	17,964					
Permanent FTEs		250.0					
Student FTEs		-					
Temporary FTEs		2.5					
			<b>Basis for Delivery</b>		<b>Coordination with Local Area Municipalities</b>		
			Mandatory – Section 6(1) of the Ambulance Act mandates that upper tier municipalities are responsible for ensuring the proper provision of land ambulance services in accordance with the specific needs of the municipality.		EMS is characterized by a high degree of interaction with LAMs through tiered response arrangements, which will define the joint response of fire and EMS personnel to medical calls. It is important to note that the nature of tiered response will vary among the LAMs.		

# Regional Municipality of Niagara

## Municipal Service Profile

### Emergency Services - Emergency Medical Services

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Residents of the Region that benefit from emergency medical services</li> <li>LAMs that coordinate with the Region on tiered response</li> <li>Tourists who access services while visiting Niagara</li> <li>Partner community agencies who receive client referrals from our service</li> <li>Partner community agencies involved in collaborative client services</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Organizations that benefit from the Region's emergency services (e.g. NHS)</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) First response to medical emergencies</li> <li>(2) Community-based clinical care</li> <li>(3) Data analysis and reporting</li> </ol>							
Service Output Level	The quantum of service outputs provided to direct clients.	The Region's emergency services is comprised of 17 ambulance stations, 43 ambulances, a headquarters, fleet centre and training centre. During 2018, emergency services handled 62,758 calls for assistance.							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own Resources</b> - Emergency Medical Services are delivered the Region's own resources.							

# Regional Municipality of Niagara

## Municipal Service Profile




### Emergency Services - Emergency Medical Services

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Land Ambulance Service	55050	Mandatory	Own Resources	\$ 35,805,867	\$ (23,809,860)	\$ 11,996,007	233.0	0.0	0.0
Land Ambulance System Performance	55051	Mandatory	Own Resources	\$ 919,219	\$ -	\$ 919,219	4.0	0.0	2.0
Land Ambulance Training	55052	Mandatory	Own Resources	\$ 472,560	\$ -	\$ 472,560	3.0	0.0	0.0
Contracted Services	55053	Mandatory	Own Resources	\$ 41,695	\$ (41,695)	\$ -	0.0	0.0	0.0
Land Ambulance - Support Service	55054	Mandatory	Own Resources	\$ 2,947,230	\$ -	\$ 2,947,230	10.0	0.0	0.0
Land Ambulance - Vehicles	55055	Mandatory	Own Resources	\$ 1,613,606	\$ -	\$ 1,613,606	0.0	0.0	0.0
Offload Nurse Funding	55100	Mandatory	Own Resources	\$ 204,415	\$ (204,415)	\$ -	0.0	0.0	0.0
Community Paramedicine	55102	Mandatory	Own Resources	\$ 79,733	\$ (79,575)	\$ 158	0.0	0.0	0.5
Healthy Hearts	55250	Mandatory	Own Resources	\$ 5,345	\$ -	\$ 5,345	0.0	0.0	0.0
Safety Village	55251	Mandatory	Own Resources	\$ 10,775	\$ -	\$ 10,775	0.0	0.0	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
Total				\$ 42,100,445	\$ (24,135,545)	\$ 17,964,900	####	-	2.5

# Regional Municipality of Niagara

## Municipal Service Profile

### Emergency Services - Emergency Management

<b>Program</b>  Public Health and Emergency Services		<b>Service Overview</b>  Emergency Management is responsible for ensuring the Region's preparedness for major emergencies, including prevention, mitigation, response and recovery. Emergency Management involves a range of capabilities, including hazard identification, risk assessment, critical infrastructure, business continuity, mass evacuation and public emergency notification. Emergency Management works in close coordination with LAMs, specifically their fire services and emergency management functions, with defined parameters for ensuring a coordinated and seamless response to an emergency event.		<table><tr><td colspan="2"></td><th colspan="3">Service Level</th></tr><tr><td colspan="2"></td><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The scope of the Region's emergency management service is consistent with other municipalities and Provincial requirements.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>					Service Level					Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The scope of the Region's emergency management service is consistent with other municipalities and Provincial requirements.</p>			Essential	Traditional	Discretionary
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	Essential																							
	Traditional																							
	Discretionary																							
<b>Organizational Unit</b>  Emergency Services																								
<b>Type of Service</b>  External and Internal		<b>Service Value</b>  Emergency Management contributes towards the safety of the Region's residents and the protection of property by preparing for and mitigating major emergencies. Emergency Management also contributes towards the business continuity of the Region and other organizations in the event of an emergency, contributing towards the continued delivery of essential services.		<b>Performance and Benchmarking</b>  The Region is fully compliant with the requirements of the Emergency Management and Civil Protection Act.  In comparison to selected municipalities for which publicly-available information is available (Durham, Hamilton), the Region's emergency management costs are in the mid-range of the comparator group.																				
<b>Budget (in thousands)</b> <table><tr><td>Operating Costs</td><td>\$</td><td>395</td></tr><tr><td>Revenues</td><td>\$</td><td>(28)</td></tr><tr><td><b>Net Levy</b></td><td><b>\$</b></td><td><b>367</b></td></tr><tr><td><b>Permanent FTEs</b></td><td></td><td><b>2.0</b></td></tr><tr><td><b>Student FTEs</b></td><td></td><td>-</td></tr><tr><td><b>Temporary FTEs</b></td><td></td><td>-</td></tr></table>		Operating Costs	\$	395	Revenues	\$	(28)	<b>Net Levy</b>	<b>\$</b>	<b>367</b>	<b>Permanent FTEs</b>		<b>2.0</b>	<b>Student FTEs</b>		-	<b>Temporary FTEs</b>		-					
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<b>Student FTEs</b>		-																						
<b>Temporary FTEs</b>		-																						
		<b>Basis for Delivery</b>  <b>Mandatory</b> – Section 2.1 of the Emergency Management and Civil Protection Act requires all municipalities to develop an emergency management program that involves an emergency plan, training programs, public education and other elements as required by the Province.		<b>Coordination with Local Area Municipalities</b>  Emergency services are characterized by a high degree of interaction with LAMs through a number of coordinated initiatives, primarily in supporting the coordination of emergency planning.																				

# Regional Municipality of Niagara

## Municipal Service Profile

### Emergency Services - Emergency Management

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Residents of the Region that benefit from emergency management services</li> <li>LAMs that coordinate with the Region on emergency management</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Organizations that benefit from the Region's emergency services (e.g. NHS, NRPS)</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Emergency planning</li> <li>(2) Coordination of Emergency Operations Centre</li> <li>(3) Advice and assistance to LAMs with respect to emergency management</li> <li>(4) Establishment and oversight of joint initiatives with LAMs and other parties</li> </ol>							
Service Output Level	The quantum of service outputs provided to direct clients.	The scope of the Region's Emergency Management activities include annual updating of emergency management plans, ongoing training (including desktop exercises) and periodic consultation and coordination with LAMS, NRPS and other stakeholders.							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own Resources</b> - Emergency Management is delivered through the Region's own personnel.							


## Municipal Service Profile

### Emergency Services - Emergency Management

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# Regional Municipality of Niagara

## Municipal Service Profile Emergency Services - Dispatch

<b>Program</b>		<b>Service Overview</b>		<b>Service Level</b>				
Public Health and Emergency Services		The Region operates a completely integrated, accredited 24/7 ambulance communications centre that supports the dispatch of various resources, including allied agencies (NRP and LAM fire) to 911 calls received for EMS services. This service is provided within a Performance Agreement with the Ministry of Health and provides an enhanced and innovative model of systems management. The service is a test-bed for other Provincial innovations and contributes to the development of base technology for other provincial dispatch systems.		Below Standard	At Standard	Above Standard		
<b>Organizational Unit</b>				<b>Basis of Delivery</b>	<div></div> <p>The Region's involvement in ambulance dispatch is a discretionary program that is not common among Ontario municipalities, who generally rely upon Provincial dispatch centres. However, given that effective dispatching is essential to the function of EMS, we have classified it as an essential service.</p>			
Emergency Services								
<b>Type of Service</b>		<b>Service Value</b>					<b>Performance and Benchmarking</b>	
External		Emergency Medical Services dispatch contributes towards the protection of life and safety of residents through first response for medical emergencies. Effective resource management contributes towards positive clinical outcomes by ensuring the appropriate prioritization and resource allocation to calls for medical assistance. Value is recognized through cost avoidance in maximizing resource utilization and reducing the requirement for continual resource enhancements.					Given the unique nature of the Region's dispatch activities, performance and benchmarking information have not been provided.	
<b>Budget (in thousands)</b>				<b>Coordination with Local Area Municipalities</b>				
Operating Costs	\$	5,930		Ambulance dispatch is undertaken exclusively by the Region.				
Revenues	\$	(5,718)						
Net Levy	\$	212						
Permanent FTEs		39.0						
Student FTEs		-						
Temporary FTEs		2.6						
		<b>Basis for Delivery</b>						
		Essential - Niagara Region provides this service within a non-mandated Performance Agreement with the Ministry of Health. However, given that effective dispatching is essential to the function of EMS, we have classified it as an essential service.						

# Regional Municipality of Niagara

## Municipal Service Profile Emergency Services - Dispatch

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Residents requiring emergency medical assistance</li> <li>Allied agencies for tiered response</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Health care providers within the Niagara Region</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	(1) Management of calls for emergency services (2) Resource dispatching (3) Quality assurance (4) Data analytics and reporting							
Service Output Level	The quantum of service outputs provided to direct clients.	During 2018, emergency services handled 62,758 calls for assistance, with an average response time of two minutes and 19 seconds for Code 4 calls (highest priority calls).							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own Resources</b> - Ambulance dispatch is delivered through the Region's personnel.							



## Municipal Service Profile

### Emergency Services - Dispatch

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## Region of Niagara Service Sustainability Review

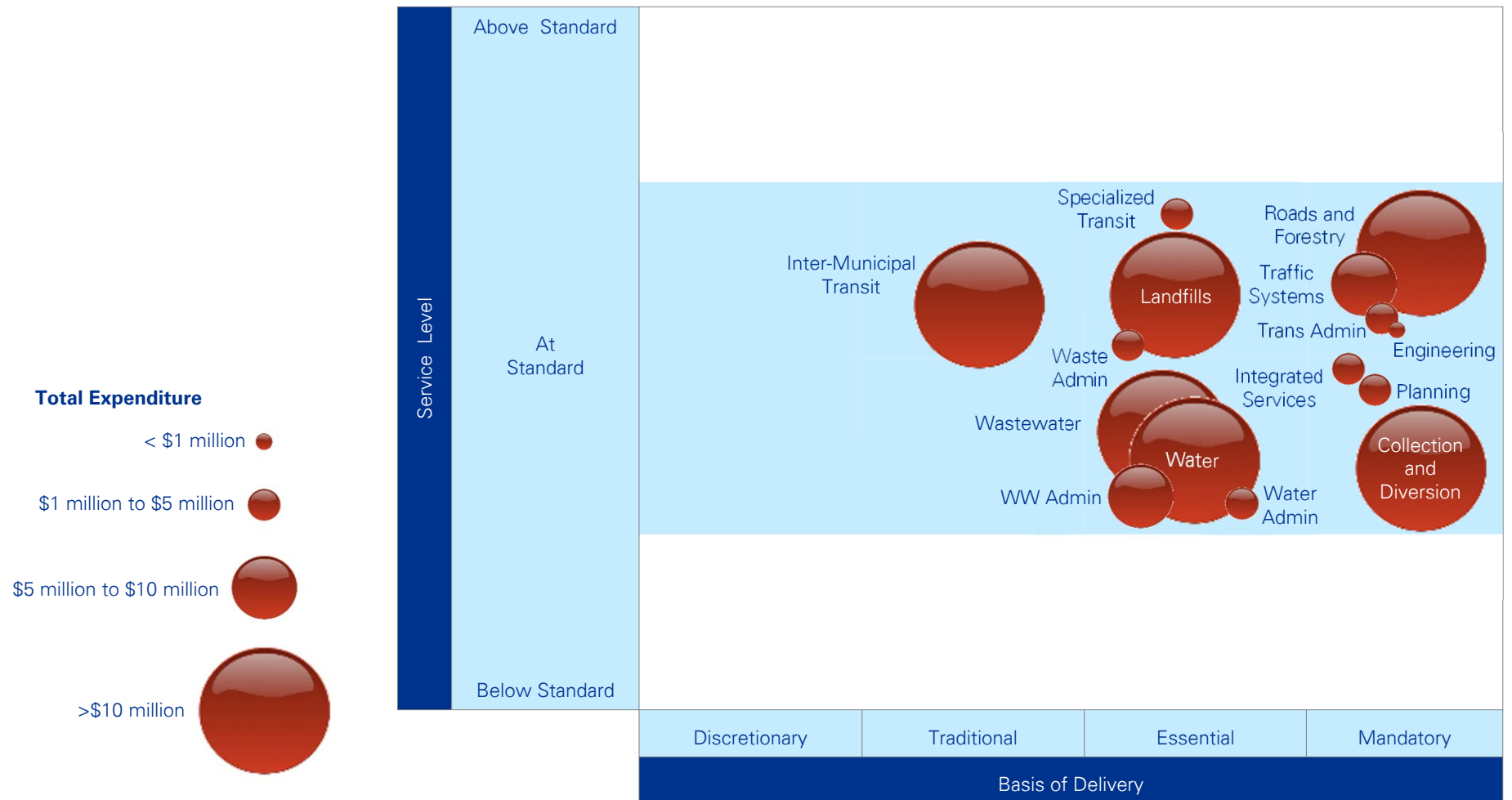
# Appendix A7 Service Profiles Public Works





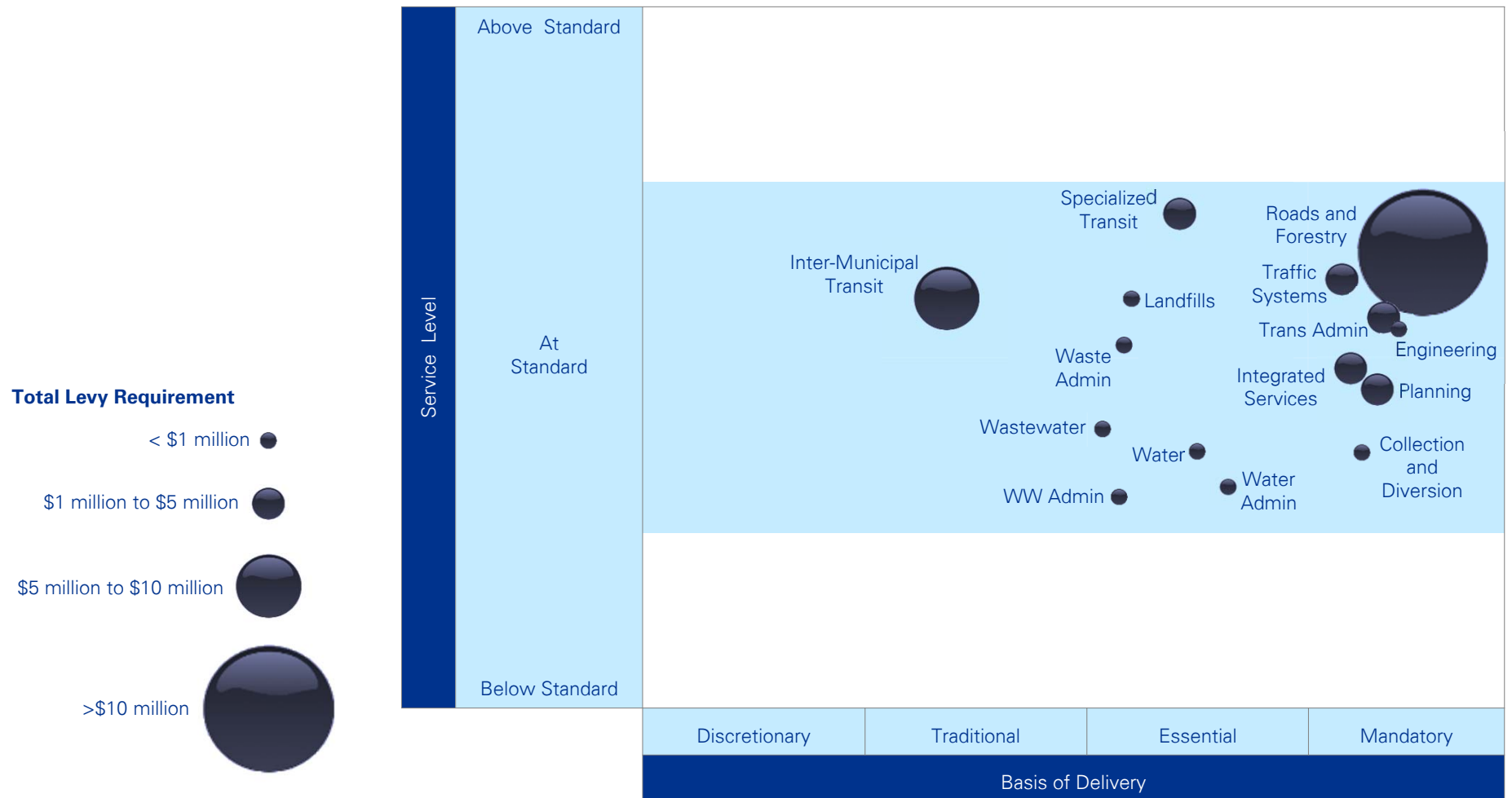
# Overview of the Region Public Works (Operating Expenditures)

Services by Basis of Delivery, Service Level and Total Expenditure



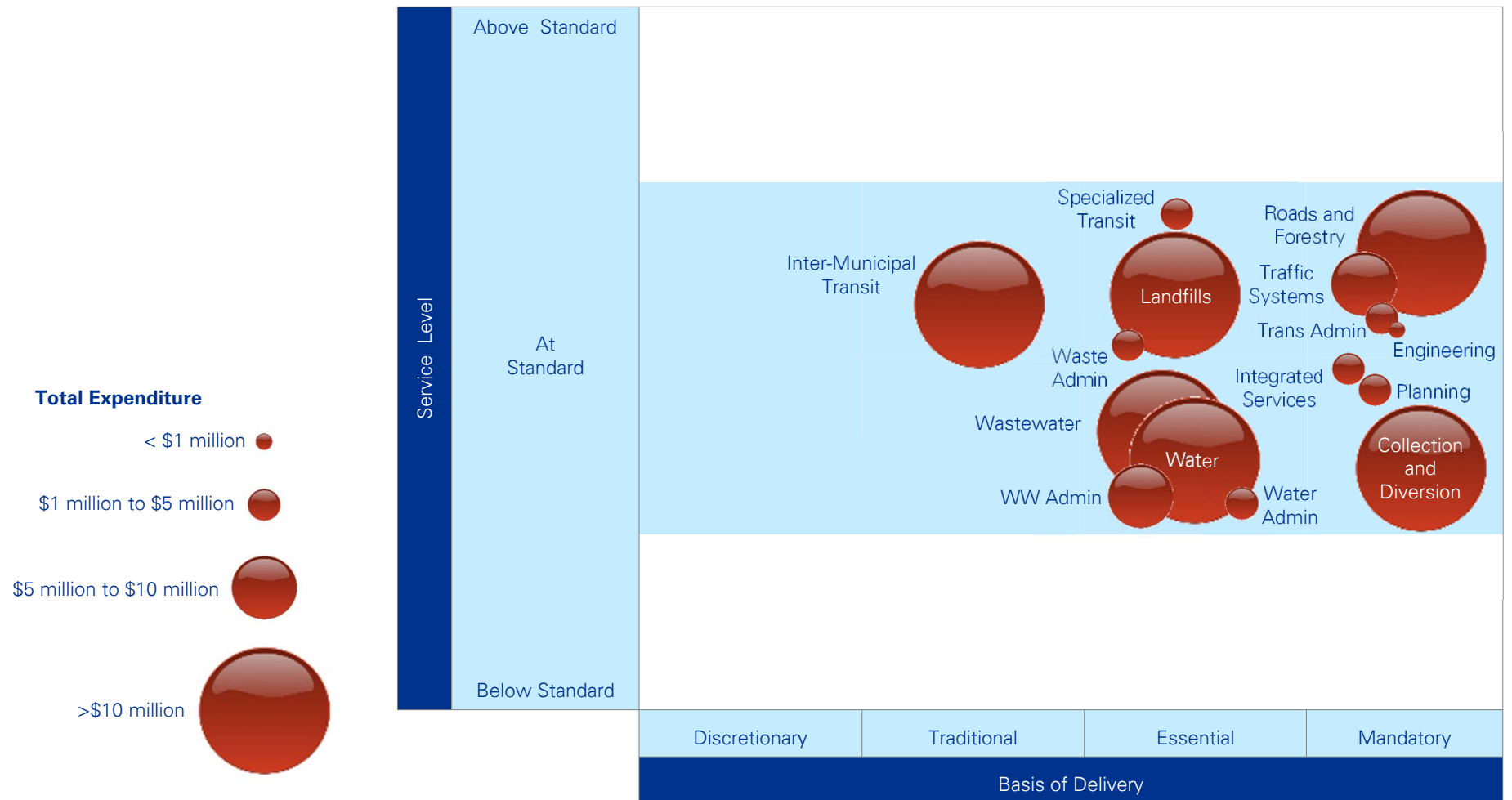
# Overview of the Region Public Works (Levy Requirement)

Services by Basis of Delivery, Service Level and Levy Requirement



# Overview of the Region Public Works (Operating Expenditures)

Services by Basis of Delivery, Service Level and Total Expenditure



# Overview of the Region

## Public Works (Levy Requirement)




### Services by Basis of Delivery, Service Level and Levy Requirement



# Regional Municipality of Niagara

## Municipal Service Profile

### Transportation - Intermunicipal Conventional Transit

<table><tr><th colspan="2">Program</th></tr><tr><td colspan="2">Public Works</td></tr></table>	Program		Public Works		<table><tr><th colspan="2">Service Overview</th></tr><tr><td colspan="2">Niagara Region Transit ('NRT') is the service provider of Inter-Municipal Transit ('IMT'), which provides residents with scheduled year round transit services six days a week. NRT does not provide for Sunday service nor service on statutory holidays. NRT's IMT service has 8 main routes with 2 link routes (Port Colborne and Fort Erie). The Go Implementation Project is in support of GO Transit further expansion into the Niagara Region with the intent of linking transit routes to GO and creating an integrated system.</td></tr></table>	Service Overview		Niagara Region Transit ('NRT') is the service provider of Inter-Municipal Transit ('IMT'), which provides residents with scheduled year round transit services six days a week. NRT does not provide for Sunday service nor service on statutory holidays. NRT's IMT service has 8 main routes with 2 link routes (Port Colborne and Fort Erie). The Go Implementation Project is in support of GO Transit further expansion into the Niagara Region with the intent of linking transit routes to GO and creating an integrated system.		<table><tr><th colspan="2"></th><th colspan="3">Service Level</th></tr><tr><th colspan="2"></th><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The scope of the Region's activities with respect to intermunicipal transit is consistent with other municipalities.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>			Service Level					Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The scope of the Region's activities with respect to intermunicipal transit is consistent with other municipalities.</p>			Essential	Traditional	Discretionary
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<table><tr><th colspan="2">Budget (in thousands)</th></tr><tr><td>Operating Costs</td><td>\$ 10,773</td></tr><tr><td>Revenues</td><td>\$ (3,660)</td></tr><tr><td>Net Levy</td><td>\$ 7,113</td></tr><tr><td>Permanent FTEs</td><td>-</td></tr><tr><td>Student FTEs</td><td>-</td></tr><tr><td>Temporary FTEs</td><td>8.0</td></tr></table>	Budget (in thousands)		Operating Costs	\$ 10,773	Revenues	\$ (3,660)	Net Levy	\$ 7,113	Permanent FTEs	-	Student FTEs	-	Temporary FTEs	8.0	<table><tr><th colspan="2">Service Value</th></tr><tr><td colspan="2">Public transportation improves upon the quality of life in the Niagara Region by providing safe, efficient and economical service.</td></tr></table>	Service Value		Public transportation improves upon the quality of life in the Niagara Region by providing safe, efficient and economical service.		<table><tr><th colspan="2">Performance and Benchmarking</th></tr><tr><td colspan="2">From 2016 to 2018, the Region has seen a significant increase in passenger boardings (191%), with the average hourly passenger volumes increasing from 7.45 in 2016 to 13.33 in 2018:</td></tr><tr><td colspan="2"><ul style="list-style-type: none"><li>2016 - 32,939 revenue hours of service with total boardings of 254,803</li><li>2017 - 37,333 revenue hours of service with total boardings of 492,540</li><li>2018 - 55,625 revenue hours of service with total boardings of 741,800</li></ul></td></tr><tr><td colspan="2">For the purposes of our financial analysis, we have consolidated conventional transit costs for the Region with the LAMs so as to provide comparability with other municipalities. Based on reported 2018 operating costs for similar sized municipalities (Durham, Halton, Waterloo, Hamilton, London), we note that the consolidated cost of conventional transit in Niagara is the lowest of the comparator municipalities on a per household basis.</td></tr></table>	Performance and Benchmarking		From 2016 to 2018, the Region has seen a significant increase in passenger boardings (191%), with the average hourly passenger volumes increasing from 7.45 in 2016 to 13.33 in 2018:		<ul style="list-style-type: none"><li>2016 - 32,939 revenue hours of service with total boardings of 254,803</li><li>2017 - 37,333 revenue hours of service with total boardings of 492,540</li><li>2018 - 55,625 revenue hours of service with total boardings of 741,800</li></ul>		For the purposes of our financial analysis, we have consolidated conventional transit costs for the Region with the LAMs so as to provide comparability with other municipalities. Based on reported 2018 operating costs for similar sized municipalities (Durham, Halton, Waterloo, Hamilton, London), we note that the consolidated cost of conventional transit in Niagara is the lowest of the comparator municipalities on a per household basis.	
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For the purposes of our financial analysis, we have consolidated conventional transit costs for the Region with the LAMs so as to provide comparability with other municipalities. Based on reported 2018 operating costs for similar sized municipalities (Durham, Halton, Waterloo, Hamilton, London), we note that the consolidated cost of conventional transit in Niagara is the lowest of the comparator municipalities on a per household basis.																												
	<table><tr><th colspan="2">Basis for Delivery</th></tr><tr><td colspan="2">Traditional - The provision of conventional transit is a typical service offered by municipalities.</td></tr></table>	Basis for Delivery		Traditional - The provision of conventional transit is a typical service offered by municipalities.		<table><tr><th colspan="2">Coordination with Local Area Municipalities</th></tr><tr><td colspan="2">Given the nature of the service which provides for movement of residents between municipalities, there is coordination between the Region and its Local Area Municipalities. The Region provides operating dollars to the LAMs to provide for non-exclusive routes. There is also a coordination committee and working group with the LAMs to provide for opportunities to discuss intermunicipal transit.</td></tr></table>	Coordination with Local Area Municipalities		Given the nature of the service which provides for movement of residents between municipalities, there is coordination between the Region and its Local Area Municipalities. The Region provides operating dollars to the LAMs to provide for non-exclusive routes. There is also a coordination committee and working group with the LAMs to provide for opportunities to discuss intermunicipal transit.																			
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# Regional Municipality of Niagara

## Municipal Service Profile

### Transportation - Intermunicipal Conventional Transit

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Individuals who access intermunicipal transit - residents and students</li> <li>Student riders (via U-Pass)</li> <li>Non-student riders, accessing employment, health facilities, shopping/entertainment</li> <li>Academic Institutions (chartered routes)</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Businesses of the Region</li> <li>Residents of the Region who benefit from reduced traffic congestion</li> <li>Academic institutions that benefit from the provision of increased access to opportunities for students choosing to enroll here</li> <li>Community organizations who benefit from transit</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	(1) Conventional transit services (2) Provision of operating dollars to Local Area Municipalities (3) GO Implementation project management							
Service Output Level	The quantum of service outputs provided to direct clients.	During 2018, the Region operated a total of 55,625 revenue hours of IMT service, with a total of 741,800 passenger boardings, comprised of the following: <ul style="list-style-type: none"> <li>Adults - 127,599</li> <li>Seniors - 12,909</li> <li>U-Pass - 601,292</li> </ul>							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Combined</b> - The Region contracts the operation of Inter-Municipal Transit routes and provides funds to the Local Area Municipalities to provide for conventional transit services, but also contributes to service planning, schedules, public consultation and technology integration efforts.							



## Municipal Service Profile

### Transportation - Intermunicipal Conventional Transit

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# Regional Municipality of Niagara

## Municipal Service Profile

### Transportation - Specialized Transit

Program		Service Overview		Service Level	
Public Works		Niagara Specialized Transit provides transportation from one municipality to another municipality to eligible riders. The service is offered year round with service from Monday to Saturday. Eligibility for ridership includes (i) residency in the Region; (ii) travel from one municipality to another; and (iii) the requirement for different levels of accommodation.		Below Standard	At Standard
Organizational Unit				Above Standard	
Transportation					
Type of Service		Service Value		Performance and Benchmarking	
External		Specialized transit provides accessible transportation in order to help remove and prevent barriers that affect a person's ability to gain and maintain employment, access health care, and pursue recreational, educational and social activities for themselves and their family.		<p>From 2016 to 2018, the Region has seen a significant increase in specialized transit usage, with the number of dedicated service trips increasing by 75% over the last three years. From 2017 to 2018, the total number of revenue hours has increased by 47%.</p> <ul style="list-style-type: none"> <li>2016 - 17,183 dedicated service trips with 23,000 revenue hours</li> <li>2017 - 27,307 dedicated service trips with 15,356 revenue hours</li> <li>2018 - 30,067 dedicated service trips with 22,531 revenue hours</li> </ul> <p>For the purposes of our financial analysis, we have consolidated specialized transit costs for the Region with the LAMs so as to provide comparability with other municipalities. Based on reported 2018 operating costs for similar sized municipalities (Durham, Halton, Waterloo, Hamilton, London), we note that the consolidated cost of specialized transit in Niagara is the lowest of the comparator municipalities on a per household basis.</p>	
Budget (in thousands)		Basis for Delivery		Coordination with Local Area Municipalities	
Operating Costs	\$ 2,213	<p><b>Essential</b> - The provision of specialized transit services meets the transportation needs of individuals that cannot access conventional modes of transportation.</p>		<p>Specialized transit services provided by the Region are done so exclusively by the Region with no significant coordination with the Local Area Municipalities.</p>	
Revenues	\$ (255)				
Net Levy	\$ 1,958				
Permanent FTEs	-				
Student FTEs	1.0				
Temporary FTEs	2.0				

# Regional Municipality of Niagara

## Municipal Service Profile

### Transportation - Specialized Transit

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Individuals requiring enhanced levels of accommodation who access specialized transit</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Niagara Health Services (dialysis and other programs)</li> <li>Employers</li> <li>Community organizations who's clients utilize specialized transit</li> <li>Academic institutions</li> <li>Commercial properties</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	(1) Specialized transit services							
Service Output Level	The quantum of service outputs provided to direct clients.	<p>During 2018, the Region operated a total of 22,531 revenue hours of specialized transit service, with a total of 30,067 trips provided during the year. With respect to specialized transit:</p> <ul style="list-style-type: none"> <li>The average trip distance is 25 kilometers, with a duration of 32 minutes</li> <li>Approximately 42% of trips relate to medical appointments, with an additional 32%</li> </ul>							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Combined</b> - The Region contracts the operation of specialized transit but utilizes its own requires for the handling of customer inquiries and complaints, policy setting and other administrative functions</p>							

## Municipal Service Profile

### Transportation - Specialized Transit

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# Regional Municipality of Niagara

## Municipal Service Profile Transportation - Administration

<div>Program</div> <div>Public Works</div>		<div>Service Overview</div> <div>Transportation Administration is responsible for the overall vision, planning, budgeting, management and implementation of the Transportation Services Division portfolio. Transportation Administration is responsible for critical liaison roles corporately, division-wide, publicly and politically. The role is strategic in developing programs that are approved by CLT and Council for the betterment of the Region. Additionally, the role coordinates workplans across the departments within the Transportation Services Division to ensure financial, resource and legislative compliance. There also is a strategic coordination and partnership role with other Regional Departments, LAMs and third-party agencies (MTO, Metrolinx, CN, MECP) with respect to infrastructure and development projects and planning. The unit also seeks out and applies for new funding opportunities.</div>		<div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> 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# Regional Municipality of Niagara

## Municipal Service Profile Transportation - Administration

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Regional departments within the Transportation Division</li> <li>Regional Council</li> <li>Other Regional departments</li> <li>Third parties, including LAMs and senior government agencies and ministries</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents and organizations within the Region that benefit from an effective transportation network</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Short and long-term transportation planning</li> <li>(2) Engineering plans and designs</li> <li>(3) Capital project management</li> <li>(4) Vision on capital projects and planning</li> <li>(5) Community engagement and communications</li> </ol>							
Service Output Level	The quantum of service outputs provided to direct clients.	Transportation Administration is responsible for the planning and overall management of the Region's transportation infrastructure, with provides interconnectivity between the 12 LAMs.							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own Resources</b> - The administration of the Region's Transportation Services is delivered primarily through its own resources, with some consulting services as required.							

## Municipal Service Profile

### Transportation - Administration

294

## Municipal Service Profile

### Transportation - Roads and Forestry

295



# Regional Municipality of Niagara

## Municipal Service Profile Transportation - Roads and Forestry

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Residents and tourists that utilize the Regional road network</li> <li>Organizations that benefit from road transportation</li> <li>Local area municipalities</li> <li>Ministry of Transportation</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents of and organizations in the Region that benefit from the effective movement of people and goods</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Winter control</li> <li>(2) Road and bridge repair</li> <li>(3) Tree maintenance</li> <li>(4) Culvert maintenance and repairs</li> <li>(5) Asphalt maintenance</li> <li>(6) Shoulder maintenance</li> <li>(7) Roadside maintenance</li> <li>(8) Drainage</li> <li>(9) Safety-related matters</li> <li>(10) Bike lanes and MUPs</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>The Region's road network is comprised of:</p> <ul style="list-style-type: none"> <li>1,732 lane kilometers of roads</li> <li>129 bridges</li> <li>58 large culverts</li> <li>Four maintenance centres</li> <li>One service centre</li> <li>Multiple bike lanes, MUPs and trees within the ROW</li> </ul>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Combined</b> - The Region utilizes a combination of own resources and external contractors for Traffic Operations, which is intended to:</p> <ul style="list-style-type: none"> <li>Balance differences in resource requirements between summer and winter; and</li> <li>Ensure a cost-effective approach to road maintenance. For example, portions of the Region's road network that are distant from its maintenance centres will be maintained by contractors in order to avoid significant movements to and from the centres.</li> </ul>

# Regional Municipality of Niagara


## Municipal Service Profile Transportation - Roads and Forestry

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Operations Administration	60100	Mandatory	Own Resources	\$ 1,143,160	\$ -	\$ 1,143,160	6.0	0.0	0.0
Smithville Patrol	60102	Mandatory	Combined	\$ 2,121,690	\$ (17,000)	\$ 2,104,690	13.0	0.0	0.0
Jordan Patrol	60103	Mandatory	Combined	\$ 804,785	\$ (14,000)	\$ 790,785	7.2	0.0	0.0
Pelham Patrol	60104	Mandatory	Combined	\$ 2,268,049	\$ (16,000)	\$ 2,252,049	13.8	0.0	0.0
St. Catharines - NOTL Patrol	60105	Mandatory	Combined	\$ 1,120,937	\$ (17,000)	\$ 1,103,937	8.4	0.0	0.0
Thorold - Niagara Falls Patrol	60106	Mandatory	Combined	\$ 2,365,577	\$ (17,000)	\$ 2,348,577	14.8	0.0	0.0
Welland Patrol	60107	Mandatory	Combined	\$ 2,627,788	\$ (15,000)	\$ 2,612,788	15.0	0.0	0.0
Winter Maintenance Contract	60108	Mandatory	External	\$ 2,703,142	\$ -	\$ 2,703,142	0.0	0.0	0.0
Forestry	60109	Mandatory	Combined	\$ 1,817,187	\$ (2,500)	\$ 1,814,687	7.6	1.7	0.0
Betterments	60110	Mandatory	Combined	\$ 890,000	\$ -	\$ 890,000	0.0	0.0	0.0
City of St. Catharines Contract	60111	Mandatory	External	\$ 410,000	\$ -	\$ 410,000	0.0	0.0	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
<b>Total</b>				<b>\$ 18,272,315</b>	<b>\$ (98,500)</b>	<b>\$ 18,173,815</b>	<b>85.8</b>	<b>1.7</b>	<b>-</b>

# Regional Municipality of Niagara

## Municipal Service Profile

### Transportation - Traffic Systems and Operations

<div>Program</div> <div>Public Works</div>		<div>Service Overview</div> <div>Traffic Systems and Operations is responsible for the design and layout of traffic signals, illumination, signs and pavement markings. Traffic Systems and Operations maintains consistency with respect to the level of maintenance and repair through the Region, as well as ensures compliance with legislative requirements. Traffic Systems and Operations also manages the Region's 24-hour Dispatch Operations Center.</div>		<div><div></div><div>Service Level</div><div><div>Below Standard</div><div>At Standard</div><div>Above Standard</div></div></div> <div><div><div>Basis of Delivery</div><div><div>Mandatory</div><div>Essential</div><div>Traditional</div><div>Discretionary</div></div></div><div><div></div><div>The Region is compliant with its minimum maintenance standards and other applicable legislation and regulation.</div></div></div>																				
<div>Organizational Unit</div> <div>Transportation Systems and Operations</div>																								
<div>Type of Service</div> <div>External</div>																								
<div>Budget (in thousands)</div> <table><tr><td>Operating Costs</td><td>\$</td><td>6,575</td></tr><tr><td>Revenues</td><td>\$</td><td>(2,409)</td></tr><tr><td>Net Levy</td><td>\$</td><td>4,166</td></tr><tr><td>Permanent FTEs</td><td></td><td>43.2</td></tr><tr><td>Student FTEs</td><td></td><td>1.7</td></tr><tr><td>Temporary FTEs</td><td></td><td>-</td></tr></table>		Operating Costs	\$	6,575	Revenues	\$	(2,409)	Net Levy	\$	4,166	Permanent FTEs		43.2	Student FTEs		1.7	Temporary FTEs		-	<div>Service Value</div> <div>Traffic Systems and Operations ensures the consistency and uniformity of transportation systems, traffic signals, markings and signage throughout the Region, which contributes towards driver, passenger and pedestrian safety and the efficiency of transportation movements in the Region.</div>		<div>Performance and Benchmarking</div> <div>The Region is compliant with its established standards for the maintenance of traffic systems, signals, markings and signal, which meet the minimum standards established by the Province.</div> <div>Please refer to the service profile for Transportation Administration for financial analysis of the Region's transportation costs, which include Traffic Systems and Operations.</div>		
Operating Costs	\$	6,575																						
Revenues	\$	(2,409)																						
Net Levy	\$	4,166																						
Permanent FTEs		43.2																						
Student FTEs		1.7																						
Temporary FTEs		-																						
		<div>Basis for Delivery</div> <div>Mandatory - Section 44(1) of the Municipal Act establishes the Region's responsibility to keep highways or bridges under its jurisdiction "in a state of repair that is reasonable in the circumstances". Ontario Regulation 239/02: Minimum Maintenance Standards for Municipal Highways (which has been amended by Ontario Regulation 47/13), Ontario Traffic Manuals and the Highway Traffic Act provide additional guidance and requirements for road maintenance activities, including traffic signals, signage and pavement markings.</div>		<div>Coordination with Local Area Municipalities</div> <div>There is a high degree of coordination between the Region and LAMs with respect to traffic systems and operations, with service level agreements in place for traffic signal design, central signal system connectivity, maintenance and operations.</div>																				

# Regional Municipality of Niagara

## Municipal Service Profile

### Transportation - Traffic Systems and Operations

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Drivers (residents and tourists) that utilize the Region's road network</li> <li>• Pedestrians that benefit from traffic signals, pavement markings and signage</li> <li>• LAMs</li> <li>• Organizations that utilize the Region's road network</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Residents and organizations that benefit from the Region's services</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Traffic signal installations, maintenance and general oversight</li> <li>(2) Pavement markings</li> <li>(3) Signals and illumination</li> <li>(4) Manufacturing and installation of signage</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	The Region's road network includes 468 signalized intersections that are maintained by Traffic Systems and Operations.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Combined</b> - The Region utilizes a combination of own resources and external contractors for Traffic Operations, as required.




## Municipal Service Profile

### Transportation - Traffic Systems and Operations

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# Regional Municipality of Niagara

## Municipal Service Profile Transportation - Engineering

<b>Program</b> Public Works		<b>Service Overview</b> Transportation Engineering is responsible for the design and construction of the Regional road network. The Department oversees the project management, design, construction, contract documents, warranty and contract administration and inspection of new capital infrastructure, rehabilitations and hot mix program across the Region.		<table><tr><td colspan="2"></td><th colspan="3">Service Level</th></tr><tr><td colspan="2"></td><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The Region is compliant with its minimum maintenance standards and other applicable legislation and regulation.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>					Service Level					Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The Region is compliant with its minimum maintenance standards and other applicable legislation and regulation.</p>			Essential	Traditional	Discretionary
		Service Level																						
		Below Standard	At Standard	Above Standard																				
Basis of Delivery	Mandatory	<div></div> <p>The Region is compliant with its minimum maintenance standards and other applicable legislation and regulation.</p>																						
	Essential																							
	Traditional																							
	Discretionary																							
<b>Organizational Unit</b> Transportation Systems and Operations																								
<b>Type of Service</b> External and Internal		<b>Service Value</b> The Region's road network provides effective, efficient and safe vehicular movements of passengers and freight across the Niagara Region. This provides for connectivity between the LAMs with direct links to LAM road networks and Provincial Highways. Effective and efficient road transportation supports public health and safety, environmental protection, economic prosperity and sustainability of the Region.		<b>Performance and Benchmarking</b> The Region conducts periodic condition assessments of its transportation infrastructure, specifically roads and bridges. The results of the most recent assessments indicate that (i) 64% of its roads were rated as being in either excellent or good condition, with 30% rated as fair and 6% rated as poor; (ii) 53% of bridges were rated as very good or good, with 36% rated as fair and 11% as poor; and (iii) 70% of large culverts were rated as good, with 20% rated as fair and 10% rated as poor.  The most recent condition assessment of the Region's road network also identified a construction backlog (representing roads in need of immediate repair) of \$91.2 million in 2018, which has increased by approximately \$5 million since 2016.																				
<b>Budget (in thousands)</b> <table><tr><td>Operating Costs</td><td>\$</td><td>989</td></tr><tr><td>Revenues</td><td>\$</td><td>(2)</td></tr><tr><td><b>Net Levy</b></td><td><b>\$</b></td><td><b>987</b></td></tr><tr><td><b>Permanent FTEs</b></td><td></td><td><b>19.0</b></td></tr><tr><td><b>Student FTEs</b></td><td></td><td><b>1.3</b></td></tr><tr><td><b>Temporary FTEs</b></td><td></td><td><b>-</b></td></tr></table>		Operating Costs	\$	989	Revenues	\$	(2)	<b>Net Levy</b>	<b>\$</b>	<b>987</b>	<b>Permanent FTEs</b>		<b>19.0</b>	<b>Student FTEs</b>		<b>1.3</b>	<b>Temporary FTEs</b>		<b>-</b>			<b>Basis for Delivery</b> <b>Mandatory</b> - Section 44(1) of the Municipal Act establishes the Region's responsibility to keep highways or bridges under its jurisdiction "in a state of repair that is reasonable in the circumstances".		
Operating Costs	\$	989																						
Revenues	\$	(2)																						
<b>Net Levy</b>	<b>\$</b>	<b>987</b>																						
<b>Permanent FTEs</b>		<b>19.0</b>																						
<b>Student FTEs</b>		<b>1.3</b>																						
<b>Temporary FTEs</b>		<b>-</b>																						
				<b>Coordination with Local Area Municipalities</b> Given the interconnectivity of the Region's road network with LAM road networks and Provincial Highways, coordination is required for items such as joint procurements, Region oversight of construction and contract administration with cost share allocations from LAMs and Ministry of Transportation.																				

# Regional Municipality of Niagara

## Municipal Service Profile Transportation - Engineering

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>• Drivers (residents and tourists) that utilize the Region's road network</li> <li>• Pedestrians that benefit from traffic signals, pavement markings and signage</li> <li>• LAMS</li> <li>• Organizations that utilize the Region's road network</li> <li>• Ministry of Transportation and other government agencies</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>• Residents and organizations that benefit from the Region's services</li> </ul>							
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Short and long-term transportation planning</li> <li>(2) Engineering plans and designs</li> <li>(3) Capital project management</li> <li>(4) Assistance and advice on capital projects and planning</li> <li>(5) Community engagement and communications</li> <li>(6) Contract documents, administration and inspections</li> </ol>							
Service Output Level	The quantum of service outputs provided to direct clients.	During 2018, the Region reported a total of \$31.4 million in its annual Financial Information Return relating to capital expenditures for roads, bridges and other transportation-related infrastructure.							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Combined</b> - The Region utilizes a combination of own resources and external contractors for Transportation Engineering, as required.							

## Municipal Service Profile


### Transportation - Engineering

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# Regional Municipality of Niagara

## Municipal Service Profile Transportation - Planning

<div>Program</div> <div>Public Works</div>		<div>Service Overview</div> <div>Transportation Planning is responsible for the short and long-term planning and modelling for transportation initiatives, including traffic studies and analytics, environmental assessments and data collection and analysis, safety initiatives and the implementation of a complete streets philosophy. The Department is responsible for the development and traffic study reviews and also provides assistance and guidance to other Regional Departments and LAMs with respect to infrastructure and development projects and planning.</div>				<div>Service Level</div> <div>Below StandardAt StandardAbove Standard</div>																				
<div>Organizational Unit</div> <div>Transportation Systems and Operations</div>				<div>Basis of Delivery</div>	Mandatory	<div></div> <div>The Region is compliant with its minimum maintenance standards and other applicable legislation and regulation.</div>																				
					Essential																					
					Traditional																					
		Discretionary																								
<div>Type of Service</div> <div>External and Internal</div>		<div>Service Value</div> <div>Transportation Planning with mandated with developing a long-term strategy for a multi-modal transportation system throughout Niagara Region that will transform the transportation network and the way people and goods move in the Region and how transportation can contribute to a high quality of life. The TMP sets the strategic vision to improve the Region's existing transportation within each of the 12 LAMs, incorporating strategies to enhance the movement of people and goods across all modes.</div>		<div>Performance and Benchmarking</div> <div>Please refer to the service profile for Transportation Administration for financial analysis of the Region's transportation costs, which include Transportation Planning.</div>																						
<div>Budget (in thousands)</div> <table><tr><td>Operating Costs</td><td>\$</td><td>1,923</td></tr><tr><td>Revenues</td><td>\$</td><td>(359)</td></tr><tr><td>Net Levy</td><td>\$</td><td>1,564</td></tr><tr><td>Permanent FTEs</td><td></td><td>10.0</td></tr><tr><td>Student FTEs</td><td></td><td>-</td></tr><tr><td>Temporary FTEs</td><td></td><td>-</td></tr></table>		Operating Costs	\$	1,923	Revenues	\$	(359)	Net Levy	\$	1,564	Permanent FTEs		10.0	Student FTEs		-	Temporary FTEs		-							
Operating Costs	\$	1,923																								
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Permanent FTEs		10.0																								
Student FTEs		-																								
Temporary FTEs		-																								
		<div>Basis for Delivery</div> <div>Mandatory - Section 44(1) of the Municipal Act establishes the Region's responsibility to keep highways or bridges under its jurisdiction "in a state of repair that is reasonable in the circumstances".</div>		<div>Coordination with Local Area Municipalities</div> <div>The Region coordinates with the 12 LAMs with respect to transportation planning, capital investment and other aspects relating to the management of the Niagara transportation network.</div>																						

# Regional Municipality of Niagara

## Municipal Service Profile Transportation - Planning

Profile Component	Definition								
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Residents of Niagara and tourists.</li> <li>Pedestrians through active transportation.</li> <li>LAMs that benefit from the Region's oversight (operations and maintenance) of their traffic signals.</li> <li>Developments</li> <li>Goods Movement</li> </ul>							
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.								
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>Short and long-term transportation planning</li> <li>Environmental Assessments</li> <li>Capital project management</li> <li>Assistance and advice on capital projects and planning</li> <li>Community engagement and communications</li> <li>Safety</li> </ol>							
Service Output Level	The quantum of service outputs provided to direct clients.	Regional Road network: <ul style="list-style-type: none"> <li>Environmental Assessments</li> <li>Developments</li> <li>New proposed corridors (ie. Niagara Escarpment Crossing and Mid-Penn)</li> <li>Safety Reviews and Analytics</li> </ul>							
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Combined</b> - The Region assesses and utilizes a combination of own resources and external contractors for Traffic Operations, as required.							

# Regional Municipality of Niagara

## Municipal Service Profile Transportation - Planning

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Transportation Planning	60250	Mandatory	Own Resources	\$ 1,829,996	\$ (308,860)	\$ 1,521,136	10.0	0.0	0.0
Active Transportation Initiatives	60251	Mandatory	Own Resources	\$ 92,750	\$ (50,000)	\$ 42,750	0.0	0.0	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
Total				\$ 1,922,746	\$ (358,860)	\$ 1,563,886	10.0	-	-

# Regional Municipality of Niagara

## Municipal Service Profile

### Transportation - Integrated Services

Program		Service Overview		Service Level		
Public Works		<p>Transportation Integrated Services ("TIS") is a services department that supports the Transportation Division and Region with many different functions. The department is responsible for the Region's fleet and oversees the purchasing, maintenance and replacement functions of vehicles and equipment, including light-duty vehicles (cars and trucks), heavy-duty vehicles (snowplows, sanders, forestry trucks) and moveable equipment (trailers, backhoes, loaders) for selected operational areas. TIS also maintains registrations and insurance for vehicles and equipment and information requirements under the Highway Traffic Act and ensures licensing compliance with the Ministry of Transportation for the Region. The department also oversees the Region's GIS, Cityworks Platform (work order system, accounting functions, reporting), M5 Platform (fleet tracking system) and asset management and sustainability activities.</p>		Below Standard	At Standard	Above Standard
Organizational Unit				<div><div></div><div></div></div> <p><b>Fleet</b> The Region is in compliance with mandatory requirements associated with its fleet.</p> <p><b>GIS, Cityworks, M5 and Asset Management</b> The scope of the Region's activities are consistent with other municipalities.</p>		
Transportation Systems and Operations						
Type of Service						
Internal						
Budget (in thousands)		Performance and Benchmarking				
Operating Costs	\$ (1,191)	<p>The Region currently maintains a fleet of 75 light and heavy vehicles, with more than 1.6 million kilometer driven during 2018. In addition, Transportation Services utilizes 25 pieces of moveable equipment for Transportation Services, with almost 16,000 operating hours during 2018. The 2018 MBNCanada Performance Measurement Report indicates that, of the 15 municipalities included in the analysis:</p> <ul style="list-style-type: none"><li>The Region has the lowest cost for light vehicles per vehicle km</li><li>The Region has the lowest cost for medium vehicles per vehicle km</li><li>The Region has the lowest cost for heavy vehicles per vehicle km</li><li>The Region is in the mid-range of the comparator municipalities with respect to the frequency of unplanned maintenance work order hours</li></ul>				
Revenues	\$ (281)					
Net Levy	\$ (1,472)					
Permanent FTEs	24.5					
Student FTEs	1.0					
Temporary FTEs	-	Coordination with Local Area Municipalities				
		There is minimal coordination between the Region and LAMs with respect to fleet services, although the Region does provide the LAMs with the first right to purchase any vehicles that the Region no longer requires.				

# Regional Municipality of Niagara

## Municipal Service Profile Transportation - Integrated Services

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Regional departments utilizing vehicles and equipment</li> <li>Regional departments utilizing information from and the functionality of the Region's GIS, Cityworks, M5 and asset management platforms</li> <li>Provincial agencies receiving information from TIS concerning fleet activities</li> <li>LAMS purchasing vehicles and equipment from the Region</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents and organizations benefiting from the Region's services</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Fleet asset management planning</li> <li>(2) Fleet procurement</li> <li>(3) Fleet maintenance</li> <li>(4) Fleet dispositions</li> <li>(5) Licensing and registration</li> <li>(6) CVOR data collection</li> <li>(7) Service life and asset tracking</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	The Region currently maintains a fleet of 99 light and heavy vehicles and moveable equipment for Transportation Services, with more than 2.2 million kilometers driven during 2018.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Combined</b> - The Region assesses and utilizes a combination of own resources and external contractors, as required.

# Regional Municipality of Niagara




## Municipal Service Profile Transportation - Integrated Services

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)			FTEs		
				Operating Costs	Non-Taxation Revenue	Net Levy Requirement	Permanent	Student	Temporary
Transportation Integrated Services	60275	Mandatory	Own Resources	\$ 407,722	\$ -	\$ 407,722	4.0	1.0	0.0
Fleet Administration	60300	Mandatory	Own Resources	\$ 357,322	\$ (3,000)	\$ 354,322	3.5	0.0	0.0
Fleet Operations	60301	Mandatory	Own Resources	\$ (1,912,381)	\$ (275,000)	\$ (2,187,381)	15.0	0.0	0.0
Fleet Collision Centre	60302	Mandatory	Own Resources	\$ (43,502)	\$ (2,500)	\$ (46,002)	2.0	0.0	0.0
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
						\$ -			
Total				\$ (1,190,839)	\$ (280,500)	\$ (1,471,339)	24.5	1.0	-

# Regional Municipality of Niagara

## Municipal Service Profile

### Waste Management - Administration and Other

<b>Program</b> Public Works		<b>Service Overview</b> Waste management administration and other encompasses those activities that relate to the overall management of, and planning for, the Region's programs and infrastructure related to waste, including garbage, recyclables, organics and hazardous waste. It includes management of the division and master planning for waste management services. Solid waste administration also leads and provides assistance to other Waste Management program areas with respect to infrastructure, and project development and planning.		<table><tr><td colspan="2"></td><th colspan="3">Service Level</th></tr><tr><td colspan="2"></td><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The Region is compliant with applicable Provincial legislation and regulations.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>					Service Level					Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The Region is compliant with applicable Provincial legislation and regulations.</p>			Essential	Traditional	Discretionary
		Service Level																						
		Below Standard	At Standard	Above Standard																				
Basis of Delivery	Mandatory	<div></div> <p>The Region is compliant with applicable Provincial legislation and regulations.</p>																						
	Essential																							
	Traditional																							
	Discretionary																							
<b>Organizational Unit</b> Waste Management Division																								
<b>Type of Service</b> External and Internal				<b>Performance and Benchmarking</b> Please refer to the service profile for waste collection and diversion for performance and benchmarking information.																				
<b>Budget (in thousands)</b> <table><tr><td>Operating Costs</td><td>\$</td><td>1,846</td></tr><tr><td>Revenues</td><td>\$</td><td>(40)</td></tr><tr><td>Net Levy</td><td>\$</td><td>1,806</td></tr><tr><td>Permanent FTEs</td><td></td><td>8.0</td></tr><tr><td>Student FTEs</td><td></td><td>-</td></tr><tr><td>Temporary FTEs</td><td></td><td>-</td></tr></table>		Operating Costs	\$	1,846	Revenues	\$	(40)	Net Levy	\$	1,806	Permanent FTEs		8.0	Student FTEs		-	Temporary FTEs		-	<b>Service Value</b> Solid waste management contributes towards the environmental health of the Region by ensuring the effective collection, processing and disposal of residential and non-residential diversion waste streams, as well as collection and disposal of residential and non-residential waste/garbage received at landfill sites. This provides public health protection to residents by effectively managing solid waste contaminants and facilitates the continued growth of the Region (population and economic) by planning for needed infrastructure and capacity.				
Operating Costs	\$	1,846																						
Revenues	\$	(40)																						
Net Levy	\$	1,806																						
Permanent FTEs		8.0																						
Student FTEs		-																						
Temporary FTEs		-																						
		<b>Basis for Delivery</b> <b>Essential</b> – The provision of effective solid waste management services is critical to ensuring the public health and safety of residents. Under the Municipal Act, there is no requirement for municipalities to maintain solid waste management systems. Where municipalities choose to maintain these systems, the provisions of the related environmental compliance and Provincial legislation, including but not limited to the Environmental Protection Act and Ontario Regulation 232/98: Landfilling Sites, dictate service level requirements for municipalities. <b>Mandatory</b> – The provision of a subset of services is also required by Provincial legislation.		<b>Coordination with Local Area Municipalities</b> Waste management is delivered exclusively by the Region, with no operational involvement by LAMs. However LAMs provide input on closed landfill site closure plans, the base level of collection services provided and request enhanced services for their respective municipality.																				

# Regional Municipality of Niagara

## Municipal Service Profile

### Waste Management - Administration and Other

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Residential and non-residential users that receive waste collection</li> <li>Residential and non-residential users of waste management facilities</li> <li>Region departments that received assistance and advise with respect to capital projects and planning.</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents, non-residential sectors and visitors to the Region that benefit from effective solid waste management system.</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>Master planning for waste management services</li> <li>Capital project management</li> <li>Advice and assistance on capital projects and planning</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>The Region is responsible for the management and maintenance of three household hazardous waste facilities, four residential drop-off depots, two reusable good centres, two open and 12 closed landfills, one material recovery facility and four naturalization sites. Curbside collection of residential garbage, recyclables and organics is provided on a weekly basis, with a total of 278,000 tonnes of materials managed in 2017. Of this amount, approximately 130,000 tonnes, representing 56% of all waste collected, was diverted.</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Own Resources</b> - The administration of the Region's solid waste services is predominantly delivered through its own resources, although external resources are used for specialized services, such as master service planning and financial/engineering analysis.</p>



## Municipal Service Profile



### Waste Management - Administration and Other

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# Regional Municipality of Niagara

## Municipal Service Profile

### Waste Management - Waste Collection and Diversion

Program		Service Overview		Service Level		
Public Works		<p>The Region provides curbside collection to residents and selected non-residential customers. Residential garbage, recyclables and organics collection is provided weekly, with a one container limit placed on residential garbage and no limit placed on recyclables, organics and leaf and yard waste. Seasonal curbside collection is also available for brush and branches (eight times annually), Christmas trees and household batteries (each once per year). The Region's recycling and organics collection service extends beyond residential customers to recyclable collections (cart-based and curbside) from multi-residential and non-residential customers. The Region also provides front-end garbage collection at multi-residential properties and the collection of waste from public spaces (e.g. street receptables and special events) and non-residential curbside customers including designated business areas. The Region owns and manages a material recovery facility that receives and processes recyclable materials. The Region has two leaf and yard waste composting sites and a private sector contract for the processing of organics and a subset of the leaf and yard waste.</p>		Below Standard	At Standard	Above Standard
Organizational Unit				Basis of Delivery	<p><i>Recyclable and yard waste collection</i></p>  <p><i>Residential garbage collection</i></p>  <p>The Region is compliant with Provincial legislation and regulation relating to the mandatory collection of recyclables and yard waste. In addition, its current collection cycle and limit are generally consistent with other municipalities.</p>	
Waste Management Division						
Type of Service						
External						
Budget (in thousands)		Performance and Benchmarking				
Operating Costs	\$ 38,812	<p>The Region is fully compliant with the provisions of the Certificates of Approval relating to its waste management activities, as well as other Provincial legislation and regulation. In addition, the 2018 MBNCanada Performance Measurement Report indicates that the Region has the fourth highest diversion rate of the 16 municipalities included in the analysis.</p> <p>In comparison to selected municipalities for which publicly-available information is available (Halton, Durham, Waterloo Region, Hamilton, London), the Region has the highest waste management operating cost per household but the second lowest levy requirement per household. We attribute this to the fact that the Region operates its own material recovery facility, as opposed to other municipalities that rely on third party providers for this service, which results in a higher level of costs as well as a higher level of non-taxation revenues. The 2018 MBNReport also indicates that the Region has the lowest cost per tonne for garbage collection and the second lowest cost per tonne for solid waste diversion, with an average cost per tonne for waste disposal that is in the mid-range of the comparator municipalities.</p>				
Revenues	\$ (15,965)					
Net Levy	\$ 22,847					
Permanent FTEs	8.0					
Student FTEs	9.0					
Temporary FTEs	2.0	Coordination with Local Area Municipalities				
Service Value		Waste collection is delivered exclusively by the Region, with no operational involvement by LAMs. However LAMs provide input on the base level of collection services provided and request enhanced services for their respective municipality.				
Solid waste collection contributes towards the environmental health of the Region by providing residents and other service users with convenient curbside service, as well as waste disposal opportunities in public spaces.						
The Region's material recovery facility and diversion programs contribute towards the extension of the useful lives of its landfills by diverting recyclable materials, deferring closure and post-closure costs and providing a financial benefit to ratepayers. In addition, the direct ownership of a material recovery facility reduces transportation costs and environmental impacts that would otherwise be incurred if materials were transported elsewhere for processing.						
Basis for Delivery						
Essential - The provision of curbside residential garbage collection is not mandated by legislation or regulation but is considered essential for public health and safety.						
Mandatory - Provincial legislation does establish a requirement for recyclables and leaf and yard waste based on the level of municipal population (recyclables - more than 5,000 residents, leaf and yard waste - more than 50,000 residents). Processing/marketing of collected Blue Box recyclables and composting of the leaf and yard waste, along with the associated collection programs, are mandatory under Ontario Regulation 101/94 Recycling and Composting of Municipal Waste.						

# Regional Municipality of Niagara

## Municipal Service Profile

### Waste Management - Waste Collection and Diversion

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Residents and non-residential users that receive curbside, cart based or front-end collection service</li> <li>Residents and users that utilize waste collection facilities located in public spaces</li> <li>Residential and non-residential users of waste management facilities</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents, non resident sectors and visitors to the Region that benefit from effective solid waste collection and diversion services</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Residential and non-residential garbage collection (base and enhanced service)</li> <li>(2) Residential and non-residential recyclables collection (base and enhanced service)</li> <li>(3) Residential and non-residential organics collection (base and enhanced service)</li> <li>(4) Collection of garbage and recyclables from public spaces</li> <li>(5) Recyclable processing and commodity marketing</li> <li>(6) Organics and leaf and yard waste processing</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>The Region provides weekly residential and non-residential curbside garbage, recycling and organics collection, with a total of 75,000 tonnes of garbage, 39,000 tonnes of recyclables and 35,000 tonnes of organics collected during 2017. The Region processed 51,000 tonnes of organics (from curbside collection and depot drop-off) and 83,000 tonnes of recyclables (from curbside collection, depot drop-off and public/private sector contracts) in 2017. Total garbage landfilled (from curbside collection and drop-off depots) amounted to 118,000 tonnes in 2017.</p> <p>During 2017, the Region received and processed over 130,000 tonnes of recyclable and organic materials</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>External</b> - The Region relies on external contractors for the collection of solid waste, recyclables and organics, as well as an external contractor (Niagara Recycling, a non-profit organization) for the operation and maintenance of the materials processing facility.</p>

# Regional Municipality of Niagara

## Municipal Service Profile


### Waste Management - Waste Collection and Diversion

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)				FTEs		
				Operating Costs	Non-Taxation Revenue	Allocations	Net Levy Requirement	Permanent	Student	Temporary
Collection and Diversion Opportunities	65003	Mandatory	External	\$ 1,001,991	\$ -	\$ 41,811	\$ 1,043,802	8.0	-	2.0
Recycling Collection	65304	Mandatory	External	\$ 8,501,451	\$ (165,876)	\$ 108,010	\$ 8,443,585	-	4.0	-
Waste Collection	56500	Essential	External	\$ 7,664,838	\$ (1,071,336)	\$ 59,086	\$ 6,652,588	-	0.3	-
Organics Collection	65302	Traditional	External	\$ 5,971,196	\$ (95,288)	\$ 54,338	\$ 5,930,246	-	-	-
Organics Processing	65303	Traditional	External	\$ 3,585,932	\$ (31,000)	\$ 27,346	\$ 3,582,278	-	-	-
Waste Reduction	65300	Traditional	Own Resources	\$ 371,995	\$ (57,200)	\$ 191,971	\$ 506,766	-	4.7	-
Household Hazardous Waste	65301	Traditional	External	\$ 635,117	\$ (466,308)	\$ 20,258	\$ 189,067	-	-	-
Recycling Plant Operations	65305	Traditional	External	\$ 10,117,634	\$ (13,858,258)	\$ 152,221	\$ (3,588,403)	-	-	-
Glass Grinding System	65306	Traditional	External	\$ 203,837	\$ (220,000)	\$ 5,841	\$ (10,322)	-	-	-
Debt Charges - Diversion	65350	Traditional	Own Resources	\$ -	\$ -	\$ 97,443	\$ 97,443	-	-	-
							\$ -			
							\$ -			
							\$ -			
							\$ -			
							\$ -			
							\$ -			
							\$ -			
							\$ -			
							\$ -			
							\$ -			
Total				\$ 38,053,991	\$ (15,965,266)	\$ 758,326	\$ 22,847,051	8.0	9.0	2.0

# Regional Municipality of Niagara

## Municipal Service Profile

### Waste Management - Landfill Management

Program	Service Overview	Service Level		
Public Works	<p>The Region manages a total of 12 closed landfills and also manages four naturalization sites (closed landfills that have been restored to natural habitat). Post-closure monitoring includes, but is not limited to, monitoring leachate, groundwater, surface water and/or landfill gas to protect against the release of contamination from closed landfills.</p> <p>The Region manages two operating landfills (Humberstone and Road 12), with a private sector landfill providing additional waste management capacity.</p>	Below Standard	At Standard	Above Standard
Organizational Unit		 <p><i>Closed landfills</i></p> <p><i>Open Landfills</i></p> <p>The Region is compliant with Provincial legislation and regulation relating to open and closed landfill sites.</p>		
Waste Management Division				
Type of Service	Service Value	Performance and Benchmarking		
Internal and External	<p>Closed landfill management contributes towards the environmental health of the Region by ensuring the effective control of contaminants potentially released by closed landfills. In addition, the transformation of former landfills into naturalization sites provides recreation and leisure opportunities to the Region's residents.</p> <p>Open landfill management contributes towards the environmental health of the Region by ensuring the safe and effective long-term disposal of solid waste.</p>	<p>Please refer to the service profile for waste collection and diversion for performance and benchmarking information.</p>		
Budget (in thousands)				
Operating Costs	\$ 14,269	<b>Coordination with Local Area Municipalities</b> <p>Closed landfill maintenance is the responsibility of the Region, although certain of the landfill sites are legacy sites formerly operated by LAMs prior to the transfer of responsibility for solid waste from the lower tier to the upper tier.</p> <p>Open landfill services are delivered exclusively by the Region, with no operational involvement by LAMs. However LAMs provide input on closed landfill site closure plans.</p>		
Revenues	\$ (3,594)			
<b>Net Levy</b>	<b>\$ 10,675</b>			
<b>Permanent FTEs</b>	<b>16.0</b>			
<b>Student FTEs</b>	<b>2.0</b>			
<b>Temporary FTEs</b>	<b>0.2</b>	<b>Basis for Delivery</b> <p><b>Mandatory</b> – The requirement to carry out and report on closure and post-closure activities in respect of closed landfills is mandated by Provincial legislation and regulation, specifically the Environmental Protection Act and Ontario Regulation 232/98: Landfilling Sites. Post-closure activities are required to be completed for the greater of 20 years or the contaminating life span of the landfill site.</p> <p><b>Essential</b> – The provision of effective solid waste management services is critical to ensuring the public health and safety of residents. Where municipalities choose to do so, the provisions of the related Environmental Compliance Approval and Provincial legislation, including but not limited to the Environmental Protection Act and Ontario Regulation 232/98: Landfilling Sites, dictate service level requirements for municipalities.</p>		

# Regional Municipality of Niagara

## Municipal Service Profile

### Waste Management - Landfill Management

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>Residents that benefit from closed landfill monitoring and management activities</li> <li>Residents and visitors that utilize naturalization sites</li> <li>Residents and non-residential users that produce solid waste disposed of at the Region's landfills</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Residents, non-residential users and visitors to the Region that benefit from effective solid waste disposal services</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Closed landfill monitoring and maintenance</li> <li>(2) Open landfill and drop-off depot operations and maintenance</li> <li>(3) Ministry reporting</li> <li>(4) Capital project management</li> <li>(5) Engineering plans and design</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	<p>The Region manages a total of 12 closed landfills and also manages four naturalization sites (closed landfills that have been restored to natural habitat). Post-closure monitoring will include, but not be limited to, monitoring leachate, groundwater, surface water and/or landfill gas to protect against the release of contamination from closed landfills.</p> <p>The Region manages two operating landfills with drop-off depots plus a third drop-off depot at a closed landfill site, and also has an arrangement for waste disposal at a private sector landfill. During 2017, a total of 118,000 tonnes of solid waste was disposed of at the Region's landfills and at the private sector landfill.</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>External</b> - The monitoring of the Region's closed landfills is undertaken primarily by third party contractors. The Region relies primarily on external contractors for the operation of its landfills and drop-off depots, with an arrangement for additional waste disposal at a private sector landfill.</p>

# Regional Municipality of Niagara

## Municipal Service Profile

### Waste Management - Landfill Management

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)				FTEs		
				Operating Costs	Non-Taxation Revenue	Allocations	Net Levy Requirement	Permanent	Student	Temporary
Waste Disposal Operations	65002	Essential	Own Resources	\$ 976,495	\$ -	\$ 45,424	\$ 1,021,919	9.0	1.7	-
Disposal Reserve Transfers	65104	Essential	External	\$ 3,678,500	\$ -	\$ -	\$ 3,678,500	-	-	-
Bridge Street Landfill	65105-107	Essential	Own Resources	\$ 1,043,019	\$ (709,814)	\$ 49,142	\$ 382,347	1.5	-	-
Humberstone Landfill	65110-112	Essential	External	\$ 2,466,828	\$ (1,901,515)	\$ 119,845	\$ 685,158	3.0	0.3	-
Niagara Rd 12	65115-117	Essential	External	\$ 1,623,994	\$ (875,184)	\$ 69,645	\$ 818,455	2.5	-	0.2
Caistor Road Landfill	65121-122	Essential	Own Resources	\$ 25,936	\$ -	\$ 580	\$ 26,516	-	-	-
Centre Street Landfill	65126-127	Essential	Own Resources	\$ 68,983	\$ -	\$ 5,974	\$ 74,957	-	-	-
Elm Street Landfill	65131-132	Essential	Own Resources	\$ 204,932	\$ -	\$ 14,186	\$ 219,118	-	-	-
Glenridge Landfill	65136-137	Essential	Own Resources	\$ 367,375	\$ -	\$ 19,790	\$ 387,165	-	-	-
Line 5 Landfill	65141-142	Essential	Own Resources	\$ 139,794	\$ -	\$ 9,158	\$ 148,952	-	-	-
Mountain Road Landfill	65146-147	Essential	Own Resources	\$ 392,718	\$ (2,000)	\$ 15,549	\$ 406,267	-	-	-
Perry Street Landfill	65156-157	Essential	Own Resources	\$ 25,026	\$ -	\$ 809	\$ 25,835	-	-	-
Quarry Road Landfill	65161-162	Essential	Own Resources	\$ 135,527	\$ -	\$ 10,961	\$ 146,488	-	-	-
Station Road Landfill	65166-167	Essential	Own Resources	\$ 54,952	\$ -	\$ 5,410	\$ 60,362	-	-	-
Winger Road Landfill	65171-172	Essential	Own Resources	\$ 22,461	\$ -	\$ 349	\$ 22,810	-	-	-
Park Road Landfill	65175-177	Essential	Own Resources	\$ 96,400	\$ -	\$ 5,029	\$ 101,429	-	-	-
Private Sector Disposal	65250	Essential	External	\$ 1,842,535	\$ (105,200)	\$ 12,419	\$ 1,749,754	-	-	-
Debt Charges		Essential	Own Resources	\$ -	\$ -	\$ 719,487	\$ 719,487	-	-	-
<b>Total</b>				<b>\$ 13,165,475</b>	<b>\$ (3,593,713)</b>	<b>\$ 1,103,756</b>	<b>\$ 10,675,518</b>	<b>16.0</b>	<b>2.0</b>	<b>0.2</b>

# Regional Municipality of Niagara

## Municipal Service Profile Water Administration and Other

Program		Service Overview		Service Level			
Public Works		<p>Water administration and other encompasses those activities that relate to the overall management of, and planning for, the Region's water operations and infrastructure. It includes management of the division, master planning for water services, infrastructure engineering and design, project management, annual reporting to the Ministry of the Environment (coordinated with LAMs), financial planning associated with licensing requirements and staff training and development. Water administration also provides assistance to other Region departments with respect to infrastructure and development projects and planning.</p>		Below Standard		At Standard	Above Standard
Organizational Unit				<div><div></div><p>The scope of water operations undertaken by the Region and LAMs is consistent with that provided by other municipalities as well as Provincial requirements.</p></div>			
Water Operations Division							
Type of Service							
External and Internal							
Budget (in thousands)		Service Value		Performance and Benchmarking			
Operating Costs	\$ 4,566	<p>The provision of safe potable drinking water contributes to the health and safety of the Region's residents, the protection of property through fire protection delivered by LAMs (supported by sufficient peak instantaneous water flows) and the Region's overall economic prosperity by ensuring reliable water services to commercial, industrial and institutional customers services by LAMs.</p>		<p>In conjunction with LAMs, the Region treated and distributed a total of 58,491 megalitres of water during 2018 and was fully compliant with operating requirements established by the Province.</p> <p>For the purposes of our financial analysis, we have consolidated water and wastewater costs for the Region with the LAMs so as to provide comparability with other municipalities that provide water and wastewater services through a single tier model. Overall, the Region accounts for approximately one-third of the reported water and wastewater costs in Niagara. Based on reported 2018 operating costs for larger Ontario municipalities (Durham, Halton, Hamilton, London, Ottawa and Peel), we note that the consolidated cost of water and wastewater services in Niagara is the third highest of the selected comparator municipalities.</p>			
Revenues	\$ (57)						
Net Levy	\$ 4,509						
Permanent FTEs	20.4						
Student FTEs	2.4						
Temporary FTEs	0.8						
		Basis for Delivery		Coordination with Local Area Municipalities			
		<p><b>Essential</b> – The provision of potable water supplies is critical to ensuring the public health and safety of residents as well as contributing towards economic activity in the community. Where municipalities choose to maintain a drinking water system, the provisions of the Safe Drinking Water Act and related regulations apply, most notably Ontario Regulation 188/07: Licensing of Municipal Drinking Water Systems, Ontario Regulation 169/03: Water Quality Standards and Ontario Regulation 170/03: Drinking Water Systems.</p>		<p>The delivery of water through a combined Region/LAM model results in the coordination of operational and capital decision-making. The Region identifies capital investments through Capital Validation Meetings, where upgrades to the Regionally-owned infrastructure are identified to support growth and development. Investment decisions relating to LAM-owned infrastructure are determined by the LAMs.</p>			



# Regional Municipality of Niagara

## Municipal Service Profile Water Administration and Other

Profile Component	Definition																																					
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>LAM's that receive water from the Region</li> <li>Region departments that received assistance and advise with respect to capital projects and planning.</li> </ul>																																				
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Regional residents and organizations that benefit from access to potable water</li> </ul>																																				
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>Master planning for water services</li> <li>Engineering plans and designs</li> <li>Staff training and development</li> <li>Capital project management</li> <li>Advice and assistance on capital projects and planning</li> </ol>																																				
Service Output Level	The quantum of service outputs provided to direct clients.	<p>The existing water distribution system managed by the Region consists of six water treatment plants, 316 km of watermain, 14 booster stations with a further six at treatment plants, 25 storage facilities reservoirs and 15 re-chlorination stations. During 2018, treated water flows amounted to 58,491 megalitres, as follows:</p> <table> <thead> <tr> <th></th><th><u>Treated Water (ML)</u></th><th><u>Percentage</u></th></tr> </thead> <tbody> <tr> <td>St. Catharines</td><td>15,507.748</td><td>26.51%</td></tr> <tr> <td>Niagara Falls</td><td>14,863.334</td><td>25.41%</td></tr> <tr> <td>Welland</td><td>6,949.306</td><td>11.88%</td></tr> <tr> <td>Fort Erie</td><td>4,698.410</td><td>8.03%</td></tr> <tr> <td>Niagara-on-the-Lake</td><td>3,305.842</td><td>5.65%</td></tr> <tr> <td>Grimsby</td><td>3,273.544</td><td>5.60%</td></tr> <tr> <td>Port Colborne</td><td>3,233.180</td><td>5.53%</td></tr> <tr> <td>Lincoln</td><td>2,331.585</td><td>3.99%</td></tr> <tr> <td>Thorold</td><td>2,185.888</td><td>3.74%</td></tr> <tr> <td>Pelham</td><td>1,243.900</td><td>2.13%</td></tr> <tr> <td>West Lincoln</td><td>898.278</td><td>1.54%</td></tr> </tbody> </table>		<u>Treated Water (ML)</u>	<u>Percentage</u>	St. Catharines	15,507.748	26.51%	Niagara Falls	14,863.334	25.41%	Welland	6,949.306	11.88%	Fort Erie	4,698.410	8.03%	Niagara-on-the-Lake	3,305.842	5.65%	Grimsby	3,273.544	5.60%	Port Colborne	3,233.180	5.53%	Lincoln	2,331.585	3.99%	Thorold	2,185.888	3.74%	Pelham	1,243.900	2.13%	West Lincoln	898.278	1.54%
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Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Combined</b> - The administration of the Region's water network is predominantly delivered through its own resources, although external resources are used for specialized services, such as the design of water treatment facilities or master servicing plan development.																																				

## Municipal Service Profile




### Water Administration and Other

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# Regional Municipality of Niagara

## Municipal Service Profile

### Water Treatment and Distribution

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# Regional Municipality of Niagara

## Municipal Service Profile Water Treatment and Distribution

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>LAMs that receive water from the Region</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Regional residents and organizations that benefit from access to potable water</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Water treatment</li> <li>(2) Water transmission</li> <li>(3) Infrastructure maintenance and installation</li> <li>(4) Laboratory testing</li> <li>(5) Ministry reporting</li> <li>(6) Community engagement (Children's Water Festival, Water Wagon Program, Flushables Campaign, public tours)</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	The Region currently services the urban area of the municipalities of Grimsby, West Lincoln, Lincoln, St. Catharines, Thorold, Welland, Pelham, Port Colborne, Niagara-on-the-Lake, Niagara Falls, and Fort Erie. The existing water distribution system managed by the Region consists of six water treatment plants, 316 km of watermains, 14 booster stations with a further six at treatment plants, 25 storage facilities reservoirs and 15 re-chlorination stations. During 2018, the Region and LAMs collectively distributed 58,491.015 megalitres of water.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Own Resources</b> - The administration of the Region's water network is predominantly delivered through its own resources, although external resources are used for specialized requirements or in the event of emergencies (e.g. water main breaks).

# Regional Municipality of Niagara




## Municipal Service Profile Water Treatment and Distribution

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)				FTEs		
				Operating Costs	Non-Taxation Revenue	Allocations	Total Requisition to LAMS	Permanent	Student	Temporary
Water Area Operations 1 - Niagara Falls	67100	Essential	Own Resources	\$ 3,493,854	\$ (99,642)		\$ 3,394,212	16.0	0.7	1.0
Water Area Operations 1 - RH	67101	Essential	Own Resources	\$ 777,955	\$ (58,579)		\$ 719,376	-	-	-
Water Area Operations 1 - Maintenance	67150	Essential	Own Resources	\$ 1,301,966	\$ -	\$ 702,959	\$ 2,004,925	8.0	0.7	-
Water Area Operations 2 - Welland	67200	Essential	Own Resources	\$ 2,586,594	\$ (99,033)		\$ 2,487,561	16.0	0.7	1.0
Water Area Operations 2 - Port Colborne	67201	Essential	Own Resources	\$ 643,979	\$ -		\$ 643,979	-	-	-
Water Area Operations 2 - Maintenance	67250	Essential	Own Resources	\$ 1,355,638	\$ -	\$ 702,959	\$ 2,058,597	8.0	0.7	-
Water Area Operations 3 - DEC	67300	Essential	Own Resources	\$ 2,998,941	\$ (82,657)		\$ 2,916,284	16.0	0.7	-
Water Area Operations 3 - Grimsby	67301	Essential	Own Resources	\$ 1,278,577	\$ (16,704)		\$ 1,261,873	-	-	-
Water Area Operations 3 - Maintenance	67350	Essential	Own Resources	\$ 1,895,250	\$ -	\$ 1,405,917	\$ 3,301,167	10.0	0.7	-
WS General Non System	67400	Essential	Own Resources	\$ 20,941,608			\$ 20,941,608	-	-	-
Integrated Systems - SCADA	69200	Essential	Own Resources	\$ 387,442	\$ -	\$ (387,442)	\$ -	1.9	0.1	-
Integrated Systems - Electrical	69300	Essential	Own Resources	\$ 679,548	\$ -	\$ (679,548)	\$ -	3.8	-	-
Integrated Systems - Instrumentation	69400	Essential	Own Resources	\$ 582,447	\$ -	\$ (582,447)	\$ -	3.0	-	-
Integrated Systems - Environmental Monitoring and Analysis	69500	Essential	Own Resources	\$ 539,011	\$ -	\$ (539,011)	\$ -	3.8	0.1	-
							\$ -			
							\$ -			
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<b>Total</b>				<b>\$ 39,462,809</b>	<b>\$ (356,615)</b>	<b>\$ 623,388</b>	<b>\$ 39,729,582</b>	<b>86.5</b>	<b>4.3</b>	<b>2.0</b>

# Regional Municipality of Niagara

## Municipal Service Profile

### Wastewater Administration and Other

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# Regional Municipality of Niagara

## Municipal Service Profile

### Wastewater Administration and Other

Profile Component	Definition																																					
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>LAMs that provide wastewater to the Region for treatment</li> <li>Region departments that received assistance and advise with respect to capital projects and planning.</li> </ul>																																				
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Regional residents and organizations that benefit from wastewater treatment</li> </ul>																																				
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>Master planning for wastewater services</li> <li>Engineering plans and designs</li> <li>Staff training and development</li> <li>Capital project management</li> <li>Advice and assistance on capital projects and planning</li> </ol>																																				
Service Output Level	The quantum of service outputs provided to direct clients.	<p>The existing wastewater system managed by the Region consists of 11 wastewater treatment facilities, 283 km of trunk wastewater linear infrastructure including sewers and forcemains, 112 sewage pumping stations, three remote odour control stations and one biosolids storage and processing facility. During 2018, the Region and LAMs collected and treated 76,139.718 megalitres of wastewater, as follows:</p> <table> <thead> <tr> <th></th><th>Wastewater (ML)</th><th>Percentage</th></tr> </thead> <tbody> <tr> <td>St. Catharines</td><td>22,245.637</td><td>29.22%</td></tr> <tr> <td>Niagara Falls</td><td>14,770.103</td><td>19.40%</td></tr> <tr> <td>Welland</td><td>10,834.796</td><td>14.23%</td></tr> <tr> <td>Fort Erie</td><td>7,737.272</td><td>10.16%</td></tr> <tr> <td>Niagara-on-the-Lake</td><td>3,076.349</td><td>4.04%</td></tr> <tr> <td>Grimsby</td><td>3,571.232</td><td>4.69%</td></tr> <tr> <td>Port Colborne</td><td>4,547.025</td><td>5.97%</td></tr> <tr> <td>Lincoln</td><td>2,884.816</td><td>3.79%</td></tr> <tr> <td>Thorold</td><td>3,869.927</td><td>5.08%</td></tr> <tr> <td>Pelham</td><td>1,348.559</td><td>1.77%</td></tr> <tr> <td>West Lincoln</td><td>1,254.002</td><td>1.65%</td></tr> </tbody> </table>		Wastewater (ML)	Percentage	St. Catharines	22,245.637	29.22%	Niagara Falls	14,770.103	19.40%	Welland	10,834.796	14.23%	Fort Erie	7,737.272	10.16%	Niagara-on-the-Lake	3,076.349	4.04%	Grimsby	3,571.232	4.69%	Port Colborne	4,547.025	5.97%	Lincoln	2,884.816	3.79%	Thorold	3,869.927	5.08%	Pelham	1,348.559	1.77%	West Lincoln	1,254.002	1.65%
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Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p><b>Combined</b> - The administration of the Region's wastewater network is predominantly delivered through its own resources, although external resources are used for specialized services, such as the design of wastewater treatment facilities or master servicing plan development.</p>																																				

## Municipal Service Profile

### Wastewater Administration and Other




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# Regional Municipality of Niagara

## Municipal Service Profile

### Wastewater Collection and Treatment

<b>Program</b> Public Works		<b>Service Overview</b> On an annual basis, the Region treats almost 80 million cubic meters of wastewater, which is sent by the LAMs through their local collection network to the Region for treatment. In addition to treatment , this service includes the performance of required infrastructure maintenance (facilities and linear), laboratory testing, biosolids management and Ministry of the Environment reporting. The Region has implemented a wastewater quality management system to ensure compliance with legislation and regulation, contribute towards customer service and support continuous improvement and quality management.		<table><tr><td colspan="2"></td><th colspan="3">Service Level</th></tr><tr><td colspan="2"></td><th>Below Standard</th><th>At Standard</th><th>Above Standard</th></tr><tr><td rowspan="4">Basis of Delivery</td><td>Mandatory</td><td colspan="3" rowspan="4"><div></div><p>The Region is compliant with applicable Provincial legislation and regulation.</p></td></tr><tr><td>Essential</td></tr><tr><td>Traditional</td></tr><tr><td>Discretionary</td></tr></table>					Service Level					Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	<div></div> <p>The Region is compliant with applicable Provincial legislation and regulation.</p>			Essential	Traditional	Discretionary
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<b>Organizational Unit</b> Wastewater Operations Division																								
<b>Type of Service</b> External		<b>Service Value</b> Wastewater management contributes towards the environmental health of the Region by ensuring the effective treatment of wastewater flows prior to discharge into the environment. This provides public health protection to residents by effectively managing waterborne contaminants and facilitates the continued growth of the Region (population and economic) by planning for needed infrastructure and capacity. Wastewater management also provides a benefit to the agricultural sector as approximately half of biosolids are applied to agricultural land, while the remainder is processed into fertilizer.		<b>Performance and Benchmarking</b> In conjunction with LAMs, the Region collected and treated a total of 76,139 megalitres of wastewater during 2018 and was fully compliant with operating requirements established by the Provincial and Federal governments.  For the purposes of our financial analysis, we have consolidated water and wastewater costs for the Region with the LAMs so as to provide comparability with other municipalities that provide water and wastewater services through a single tier model. Overall, the Region accounts for approximately one-third of the reported water and wastewater costs in Niagara. Based on reported 2018 operating costs for larger Ontario municipalities (Durham, Halton, Hamilton, London, Ottawa and Peel), we note that the consolidated cost of water and wastewater services in Niagara is the third highest of the selected comparator municipalities.																				
<b>Budget (in thousands)</b> <table><tr><td>Operating Costs</td><td>\$</td><td>67,199</td></tr><tr><td>Revenues</td><td>\$</td><td>(363)</td></tr><tr><td><b>Net Levy</b></td><td><b>\$</b></td><td><b>66,836</b></td></tr><tr><td><b>Permanent FTEs</b></td><td></td><td><b>129.1</b></td></tr><tr><td><b>Student FTEs</b></td><td></td><td><b>5.4</b></td></tr><tr><td><b>Temporary FTEs</b></td><td></td><td><b>0.5</b></td></tr></table>		Operating Costs	\$	67,199	Revenues	\$	(363)	<b>Net Levy</b>	<b>\$</b>	<b>66,836</b>	<b>Permanent FTEs</b>		<b>129.1</b>	<b>Student FTEs</b>		<b>5.4</b>	<b>Temporary FTEs</b>		<b>0.5</b>	<b>Basis for Delivery</b> <b>Essential</b> – The provision of effective wastewater management is critical to ensuring the public health and safety of residents. The provisions of the legislation such as the Ontario Water Resources Act, the Municipal Drainage Act, Clean Water Act and Canadian Environmental Protection Act – and their associated regulations – dictate service level requirements for municipalities.		<b>Coordination with Local Area Municipalities</b> The delivery of water through a combined Region/LAM model results in the coordination of operational and capital decision-making. The Region identifies capital investments through Capital Validation Meetings, where upgrades to the Regionally-owned infrastructure are identified to support growth and development. Investment decisions relating to LAM-owned infrastructure are determined by the LAMs.		
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# Regional Municipality of Niagara

## Municipal Service Profile

### Wastewater Collection and Treatment

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> <li>LAM's that receive send wastewater to the Region for treatment</li> </ul>
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> <li>Regional residents and organizations that benefit from wastewater treatment</li> </ul>
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> <li>(1) Wastewater treatment</li> <li>(2) Biosolids management</li> <li>(3) Infrastructure maintenance and installation</li> <li>(4) Laboratory testing</li> <li>(5) Spill response and enforcement</li> <li>(6) Maintenance of precipitation and climate stations</li> <li>(5) Ministry reporting</li> </ol>
Service Output Level	The quantum of service outputs provided to direct clients.	The Region currently services the urban area of the municipalities of Grimsby, West Lincoln, Lincoln, St. Catharines, Thorold, Welland, Pelham, Port Colborne, Niagara-on-the-Lake, Niagara Falls, and Fort Erie, with hauled sewage disposal services for residents and businesses not serviced by the collection system (including 92 wineries). The existing wastewater system managed by the Region consists of 11 wastewater treatment facilities, 302 km of trunk wastewater linear infrastructure including sewers and forcemains, 112 sewage pumping stations, three remote odour control stations, remote odour control at four treatment facilities and one biosolids storage and processing facility. During 2018, the Region and LAMs collected and treated 76,139.718 megalitres of wastewater.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<b>Combined</b> - The administration of the Region's wastewater network is predominantly delivered through its own resources, although external resources are used for specialized requirements or in the event of emergencies.

# Regional Municipality of Niagara

## Municipal Service Profile Wastewater Collection and Treatment

Sub-Service/Process	Department Identification Number	Basis for Delivery	Delivery Model	Financial Information (2019 Budget)				FTEs		
				Operating Costs	Non-Taxation Revenue	Allocations	Total Requisition to LAMS	Permanent	Student	Temporary
Wastewater Area Operations 1 - Niagara Falls	68100	Essential	Own Resources	6,105,264	-		6,105,264	16.0	0.7	-
Wastewater Area Operations 1 - Queenston	68101	Essential	Own Resources	72,247	-		72,247	-	-	-
Wastewater Area Operations 1 - Stevensville-Douglastown	68102	Essential	Own Resources	115,294	-		115,294	-	-	-
Wastewater Area Operations 1 - Fort Erie	68103	Essential	Own Resources	1,208,627	(3,671)		1,204,956	-	-	-
Wastewater Area Operations 1 - Maintenance	68150	Essential	Own Resources	2,042,858	-	1,112,833	3,155,691	10.0	0.7	-
Wastewater Area Operations 2 - Welland	68200	Essential	Own Resources	3,436,182	-		3,436,182	17.0	0.7	0.5
Wastewater Area Operations 2 - Crystal Beach	68201	Essential	Own Resources	500,261	-		500,261	-	-	-
Wastewater Area Operations 2 - Port Colborne	68202	Essential	Own Resources	1,306,045	(1,200)		1,304,845	-	-	-
Wastewater Area Operations 2 - Maintenance	68250	Essential	Own Resources	2,212,398	-	1,112,833	3,325,231	12.0	0.7	-
Wastewater Area Operations 3 - Port Weller	68300	Essential	Own Resources	4,790,466	-		4,790,466	27.0	1.0	
Wastewater Area Operations 3 - Niagara-On-The-Lake	68301	Essential	Own Resources	921,543	-		921,543	-	-	-
Wastewater Area Operations 3 - Port Dalhousie	68302	Essential	Own Resources	2,357,078	-		2,357,078	-	-	-
Wastewater Area Operations 3 - Grimsby	68303	Essential	Own Resources	2,193,017	(31,320)		2,161,697	-		-
Wastewater Area Operations 3 - Maintenance	68350	Essential	Own Resources	3,062,944	(2,000)	2,225,665	5,286,609	14.0	0.7	-
Laboratory and Environmental Enforcement	68525	Essential	Own Resources	1,269,988	(325,000)		944,988	9.6	0.7	-
Biosolids - Operations	68550	Essential	Own Resources	4,437,628	-		4,437,628	3.0	-	-
WW - General Non System	68575	Essential	Own Resources	26,715,614			26,715,614			
Integrated Systems - SCADA	69200	Essential	Own Resources	632,142	-	(632,142)	-	3.1	0.2	-
Integrated Systems - Electrical	69300	Essential	Own Resources	1,108,736	-	(1,108,736)	-	6.2	-	-
Integrated Systems - Instrumentation	69400	Essential	Own Resources	950,307	-	(950,307)	-	5.0	-	-
Integrated Systems - Environmental	69500	Essential	Own Resources	879,439	-	(879,439)	-	6.2	0.2	-
<b>Total</b>				<b>\$ 66,318,079</b>	<b>\$ (363,191)</b>	<b>\$ 880,706</b>	<b>\$ 66,835,594</b>	<b>129.1</b>	<b>5.4</b>	<b>0.5</b>





## Region of Niagara Service Sustainability Review

# Appendix B Operational Challenges and Constraints





# Operational Challenges and Constraints

## A. Economic Development

- The general consensus appears to be that the Niagara region's economy has stabilized since the economic downturn in 2008, which resulted in a decline in the manufacturing sector. That said, the economy is significantly different than it was ten years ago, with service industries and agriculture playing a larger role in recent years. Manufacturing continues to be a major contributor to GDP in Niagara. Niagara's economy has seen unprecedented growth over the past four years, which is forecasted to continue to 2022. There have been record levels of industrial and commercial investment.
- With respect to economic development, there is an MOU between the Region and the Local Area Municipalities (LAMs) that states that the Region will be responsible for inward investment, marketing and research, while the LAMs would assume the role of business retention and expansion within their municipalities. However, even with this MOU, the current relationship between the Region and LAMs can sometimes be constrained by:
  - Insufficient resources at the LAM level, with only six of the twelve LAMs having economic development offices, which will sometimes require the Region to be involved in more localized economic development initiatives leading to an inconsistent approach to economic development across the Niagara Region; and,
  - The involvement of the LAMs in specific inward investment opportunities, resulting in a duplication of efforts between the Region and the respective LAM.
- The effectiveness of the Region's economic development function has been impacted by a high level of staff turnover since corporate restructuring in 2012. This has reduced the overall effectiveness of the economic development function.
- There is the perception that the new Regional Council does not yet have a clear understanding of the Region's economic development mandate and activities.
- Tourism is a major economic driver for the Niagara region. However, the role of Regional economic development in tourism is not well defined and needs clarification. It is focused on inward investment attraction with product development and consumer marketing being the role of the Tourism Partnership of Niagara and the DMOs.
- In certain instances, the Region's economic development function will act as a 'catch all' for specific initiatives (e.g. Canada Summer Games, Niagara District Airport) that may not necessarily fit with other functional units, resulting in a diversion of resources away from economic development activities or a need for additional resources.
- As with other municipal departments, staffing resources have been constrained as a result of the direction of previous Council not to increase staffing levels.

# Operational Challenges and Constraints

## B. Planning

- From an overall perspective, planning is inconsistent across Niagara Region due to different levels of investment and priorities on the part of the lower tier municipalities. While the Region will provide support to lower tiers where caparison gaps exist, this results in a diversion of efforts from Regional planning responsibilities and is also inconsistent with the delineation of responsibilities for upper and lower tier planning.
- The Region has made significant progress in the area of planning, with successful attainment of targets under the Province's growth plan and a refresh of land use planning. However, the planning function can benefit from further enhancements, including the increased use of technology for development application approvals, better coordination between the upper and lower tier, improved data analysis and the pro-active updating of policies and bylaws.
- The transfer of certain responsibilities from the Niagara Peninsula Conservation Authority ("NPCA") and other organizations results in increased demands on the Region's planning function.

## C. Transportation

- While there have not been substantive changes from a legislative perspective, transportation services have faced increased cost pressures from a number of different factors, including:
  - (i) New discretionary service levels (e.g. new requirements for bicycle lanes);
  - (ii) The transfer of certain services from the lower tiers to Region;
  - (iii) The impact of new technologies on infrastructure and operational requirements. For example, the installation of LED street lighting has changed the degree of lighting coverage, requiring the installation of additional lighting;
  - (iv) Ongoing investment requirements of the Region's transportation infrastructure, which continues to increase in the face of assets reaching end of useful life as well as the extension of Regional infrastructure into new areas (e.g. sidewalks, bus shelters);
  - (v) Climate change impacts, which have increased the frequency of weather events and impacted the seasonality of the winter maintenance season, requiring adjustments to the Region's resource allocations;
  - (vi) Increased work demands resulting from Part II orders (environmental) and soil contamination on capital projects; and
  - (vii) Operational cost pressures for fuel, salt, asphalt and other commodities that exceed the general rate of inflation.
  - (viii) Increased expectations from residents and politicians on level of services provided
- The Region's ability to ensure compliance with design and construction standards can be constrained by limited resources for inspections.



# Operational Challenges and Constraints

## C. Transportation (continued)

- Concerns exist over sustainable long-term external funding for transit services in the event of significant changes to the previously committed Provincial Gas Tax program funds.
- Service levels for specialized transit have been impacted by legislative requirements resulting from the Accessibility for Ontarians with Disability Act ("AODA") in order to align with conventional service. In addition, the issue of fare parity for specialized transit services with that of conventional, as well as resident expectations with respect to routes, frequency and bus stop locations are creating further financial pressures.
- The direction received from the previous Council to merge all transit services (inter-municipal transit and transit services offered by the local area municipalities) has created increased resource demands on the Region from a planning perspective, and could result in higher costs as routes, assets, and service levels align and expand in the future.

## D. Public Health

- Over the past five years, the Province has provided an incremental increase for funding to recognize inflation and population growth only once. In most years, Public Health has been required to scale back service delivery to accommodate inflation of costs and the need to serve a growing population base.
- Changes to the regulatory environment around public health in Ontario have created financial pressures for the Region, including:
  - (i) New food protection legislation (Food premises Regulation 493) have increased inspection requirements and the associated level of staffing resources;
  - (ii) Updates to standards for existing programs (IPAC, Smoke Free Ontario) increase service demands on the Region without providing additional funding;
  - (iii) New Provincial mandates on Public Health are regularly created without incremental funding provided for these programs (e.g. creation of a vision screening mandate, expansion of HPV vaccination to male children); and
  - (iv) Other Provincial and Federal policy changes impact Public Health workload without increased provincial funding typically being provided (e.g. legalization of cannabis).
- Public Health is facing changes in the types of services required by residents, with increased demand for mental health and addictions programming.

# Operational Challenges and Constraints

## **D. Public Health (continued)**

- Public Health operates from several leased premises as well as the Region's main administrative centre. As leases expire, the Region is faced with investment requirements associated with renovations, facility renewals and the repurposing of space to meet current service requirements.
- At the present time, the Region's ability to maximize the on-line delivery of public health services, as well as conduct data analysis, is limited by its information systems.
- Public Health has experienced turnover at the management level in the form of retirements and other departures, which is partially attributed to the competitiveness of its salary levels.
- While Regional Council funds Public Health, this primarily reflects heavy funding by the Ministry of Health, requiring limited to no levy support. Notwithstanding Council's funding for Public Health, there is the perception that Regional Council does not have a clear understanding of Public Health's mandate and activities. As a result, Council and corporate decisions are seen as having a potential impact on the messaging and services delivered by Public Health since residents view them as a Regional function. In reality, Public Health mandates are largely set by the Province, and Public Health is supposed to have autonomy to make decisions driven by public health science.

## **E. Financial Management & Planning, Internal Controls & Organizational Performance, Facilities, and Procurement (Corporate Services)**

- Several pieces of Federal and Provincial legislation, including but not limited to the new asset management planning requirements under the Infrastructure for Jobs and Prosperity Fund Act, accessibility requirements under the AODA, new procurement requirements for competitive bidding processes and regulations issued under the Technical Standards Safety Association have increased the level of work, and corresponding resource demands for Corporate Services.
- The Region is faced with a significant reinvestment requirement arising from facilities that are approaching end of useful life within the short to medium term future, with limited reserves available to support the level of expenditures required.
- While the Region's financial systems are viewed as functioning effectively and providing a satisfactory level of support for corporate decision making, other aspects of Corporate Services' systems and processes, such as the capacity to undertake detailed data analysis and the degree of integration of different systems maintained by various departments, are seen as challenges.



# Operational Challenges and Constraints

## **E. Financial Management & Planning, Internal Controls & Organizational Performance, Facilities, and Procurement (continued)**

- Several aspects of Corporate Services are faced with capacity limitations and resource shortages. In particular, Internal Controls and Organizational Performance has noted a significant challenge in recruiting talent to fill senior professional positions. Accordingly, Corporate Services is required to focus on ensuring day-to-day transactional needs are met, as opposed to being able to address more strategic and high value initiatives, including:
  - The implementation of plans to address issues identified through building condition assessments;
  - Improved responsiveness to user requests from the ERP support team;
  - Project management for corporate facilities;
  - Increasing the use of centralized procurement, which in turn provides greater efficiencies, increased leveraging of buying power and enhanced risk management; and,
  - Value-added data analytics, performance measurement and key performance indicators.
- There is the perception that corporate-support services, such as ERMS, have not enjoyed a high degree of visibility and/or priority with past Regional Councils, resulting in an insufficient level of resources (personnel, financial) allocated for operational and capital needs. As a result, the concern exists that a full understanding of the investment requirements associated with corporate facilities does not exist, leading to a significant and near-term infrastructure deficit. At the same time, it appears that where funding is provided, it is directed towards meeting growth requirements as opposed to addressing existing infrastructure and corporate processes and systems.

## **F. Human Resources**

- Changes to government regulation and legislation, most notably MOHCTC, ESA, OHSA, and Human Rights continue to impact the Region's Human Resources activities. Additionally, operation changes to functional departments as a result of new legislation and regulation are also expected to impact Human Resources given its role as a support to other Region functional areas.
- The Region's current human resources information system ("HRIS") is approaching end of life, with the anticipated requirement to replace the system within the next five years. In addition to the required financial investment for a new HRIS, Region staff will be required to invest time and capacity into planning for the selection and transition to the new HRIS.
- The Region has experienced significant turnover during the past one to two years, including turnover of staff in critical roles in the organization, increasing the demand for services from HR such as recruitment, onboarding and personnel change management. Accordingly, reinvestment into a people strategy to support business operations is required.



# Operational Challenges and Constraints

## **G. Legal Services**

- The extent of legal advice and assistance required by operational departments in the future is expected to increase commensurate with the growth that has occurred within Regional departments; the increase in the capital budget (greater risk, larger transactions, increase in contracts and engagement with third party suppliers); expansion into new service areas/activities (e.g. airports, Canada Summer Games, GO expansion) and potential changes related to governance matters (e.g. alternate service delivery)
- Significant changes to legislation including but not limited to changes to the Construction Act concerning prompt payment requirements and adjudication will also increase the need for legal support
- The Region continues to experience pressures with respect to third party claims, in part reflecting the increasingly litigious environment for municipalities in Ontario. This increases the level of workload associated with claims management and defense.
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## **H. Information Technology Solutions**

- The ability of the Region to sustain information technology initiatives is sometimes challenged by the nature of funding commitments. Specifically, the Region will sometimes allocate one-time funding for implementation (including capital acquisition costs) but will not provide ongoing funding for operational requirements associated with the initiatives. This requires Information Technology Solutions ("ITS") to reallocate resources from other activities to support the new initiatives.
- ITS is attempted to champion new disruptive technologies, including increased implementation of strategies using the Internet of Things, but has experienced minor internal resistance in certain instances from departments that do not want to adopt new technologies. Overall, there is a willingness to look at new technologies across the Region.
- Cybersecurity, including protecting against ransomware attacks, is becoming a major priority for municipalities, increasing the level of demand for ITS resources.
- The Region is facing major information technology investments in the short to mid-term future associated with the adoption of new technologies (e.g. cloud-based computing) and will need to focus more on funding re-occurring operational costs that arise after the adoption of new capital projects.
- ITS has experienced difficulties in recruiting employees with specialized skill sets.

# Operational Challenges and Constraints

## I. Waste Management

- Potential changes to the responsibility for, and funding of, recyclables may lead to the stranding of Regional assets without associated revenue sources.
- The expansion of the Region's organic and food waste collection and processing framework could create resource constraints within waste management.
- The Region is currently experiencing issues with respect to the level of service provided by its waste collection contractor, requiring the Region to (i) implement near-term solutions to address the immediate service level concerns; and (ii) determine a longer term sustainable strategy for waste collection. To the extent that the Region decides to bring waste collection services in-house, the associated level of investment in personnel and infrastructure will be significant.

## J. Water and Wastewater

- Bill 66, Restoring Ontario's Competitiveness Act, will permit municipalities to create so-called open for business bylaws that would take precedence over policies and legislations designed to contribute towards source water protection. This may result in increased operating cost pressures and resourcing requirements as the Region attempts to compensate for changes to the existing environment for source water protection.
- In the past, the level of water and wastewater rate increases approved by Regional Council has been lower than the level required to ensure a sustainable level of reinvestment in the Region's water and wastewater infrastructure, reflecting perceived affordability concerns. In the absence of sufficient levels of funding, the Region's water and wastewater infrastructure has continued to deteriorate, accelerating the growth of the Region's infrastructure deficit.
- The current allocation of responsibilities for water and wastewater management between the Region and local area municipalities is perceived as resulting in an inconsistent approach to capital asset management, with differing levels of investment and infrastructure service standards among the local area municipalities. This inconsistency has contributed towards a significantly higher degree of inflow and infiltration, with the Region's rate of inflow and infiltration approximately double that of other municipalities. This results in financial pressures for the Region in the form of:
  - (i) Increased operating costs, as the Region is required to treat a higher level of wastewater inflows;
  - (ii) Increased capital costs, as the Region is required to overbuild collection mains, treatment facilities and other infrastructure to accommodate a higher level of inflows; and
  - (iii) Increased risk of bypass events due to high levels of wastewater inflows.

# Operational Challenges and Constraints

## **K. Long-term Care**

- The Region's long-term care services are challenged by a lack of efficiency resulting from the operation of certain facilities with small numbers of beds, which preclude the realization of economies of scale. The Region's redevelopment strategies include the potential for site consolidation, which would allow for the centralization of beds into larger and more efficient facilities.
- The type and level of demand for long-term care services is changing due to the overall aging of the Region, which contributes to a higher level of demand for long-term care, as well as the increased need for respite care, palliative care and other seniors' programs. At the same time, resident acuity is increasing, resulting in a higher level of resource requirements for resident care.
- While initial directions from the Provincial government are viewed as supportive of long-term care in general, the Provincial inspection regime is considered to be very stringent, resulting in significant demands on staff resources.

## **L. Social Services**

- In November 2018, the Province announced its intention to introduce changes to Ontario Works over a multi-year period. While details of the changes are yet to be communicated, they could potentially include:
  - (i) A reduction in administration funding;
  - (ii) A change in the definition of ODSP eligibility, resulting in a shift of caseload to Ontario Works; and
  - (iii) The transformation of the Employment Services delivery model with the integration of Social Assistance and Employment Ontario.
- Increased demand for discretionary benefits.
- The Region currently does not fully spend its available envelope for administration, with approximately \$4 million of eligible funding unutilized. As administrative costs are cost-shared between the Region and the Province, access to these funds is contingent upon an increase in Regional funding for social services.

# Operational Challenges and Constraints

## M. Homelessness

- There are significant pressures in the Region with respect to homelessness and affordable housing as a result of a combination of factors:
  - (i) Vacancy rates, housing prices, and rental prices across all of Southern Ontario, which result in increased demand for more affordable housing within the Region;
  - (ii) The current social housing stock does not align with the actual type of unit in demand, with significant wait lists for existing stock; and
  - (iii) Foreign student intake is increased demand for accommodations.

These pressures have resulted in an increase in an increase in shelter occupancy from 86% to 107% over the past two years, reflecting both increased demand and increased length of stay, as well as an effective vacancy rate of 0% for rental units. In addition, current padmapper data states that rent is \$950 for a bachelor and the social assistance rate is \$733, causing a significant disconnect.

- There is an absence of coordination between the Region's homelessness program and the Local Housing Corporation, potentially impacting the overall effectiveness of homelessness services. Specifically, for example, the definition of homelessness between Niagara Regional Housing and Social Assistance differs.
- There are different rules established by the Federal and Provincial governments with respect to homelessness programs, increasing the level of administrative resources required from the Region.
- In comparison to other municipalities, the Region receives a lower degree of homelessness funding on a per capita basis, based on the number of individuals/families on social assistance, based on core housing need, and based on LICO, which significantly constraints the extent to its programming and services.
- The Region's homelessness services are primarily delivered by third party agencies, with a total of 22 organizations delivering homelessness services. A number of these agencies have limited financial and human resources, requiring the Region to focus part of their efforts on supporting its partner agencies as opposed to actual homelessness services.

# Operational Challenges and Constraints

## **N. Emergency Services**

- Emergency Medical Services (“EMS”) continues experience increasing call volumes for service due to a number of factors, including but not limited to the aging of the community and the change in use of emergency services as a entry into the health system for non emergent needs.
- EMS is currently undergoing a transformation of its delivery model with a focus of mobile integrated health to better align health and social resources with the needs of those calling 911 as opposed to the traditional ambulance response. As part of the service delivery changes, a revised response strategy, fleet assessment and centralized facilities plan have been developed.
- EMS is impacted by the preference on the part of the local area municipalities to maintain ambulance bases and staging within their individual communities, requiring a distribution of resources across the Region that is not necessarily reflective of where the level of demand actually exists.
- New technologies for Niagara’s 911 system, including the implementation of Next Generation 911, provide the opportunity for enhanced service levels and efficiencies but require significant capital technology.
- While there is a good level of coordination between the Region and the local area municipalities with respect to emergency management, there is an inconsistent level of capabilities and capacity across the lower tier municipalities. This creates risk for local municipalities and the Region to which the Region’s Emergency Management program mitigates to the extent possible through enhanced support to these municipalities.

## **O. Clerks**

- The provisions of the AODA have impacted clerk services with respect to accessibility to Regional documents, requiring changes to how materials are published and made available to the general public.
- The Region currently lacks a digital document management system, resulting in an elevated level of time and resources required to respond to Freedom of Information and other document requests.
- On a per capita basis, the Region has a relatively large council size (particularly in comparison to lower and single tier municipalities), increasing the level of support requirements from clerks.

## **P. Communications**

- The Region’s communication function has a number of unfilled staff vacancies, resulting in constraints on communication activities and increasing workload demands on the current staff.

# Operational Challenges and Constraints

## **Q. Children's Services**

- Effective January 1, 2018, the Province has consolidated the management of children's services under the EarlyON program, resulting in changes to the operating environment for the Region.
- From a system-wide perspective (Regional plus third-party agencies, there is a shortage of early childhood educators ("ECE") to provide high quality childcare.
- The potential for changes to class sizes, autism services, funding and other aspects of the education system may impact children's services, with the potential for increased demand resulting from changes to full-day kindergarten programming.





## Region of Niagara Service Sustainability Review

# Appendix C Sustainability, Flexibility and Vulnerability Indicators





# Financial Indicators

## FINANCIAL ASSETS TO FINANCIAL LIABILITIES

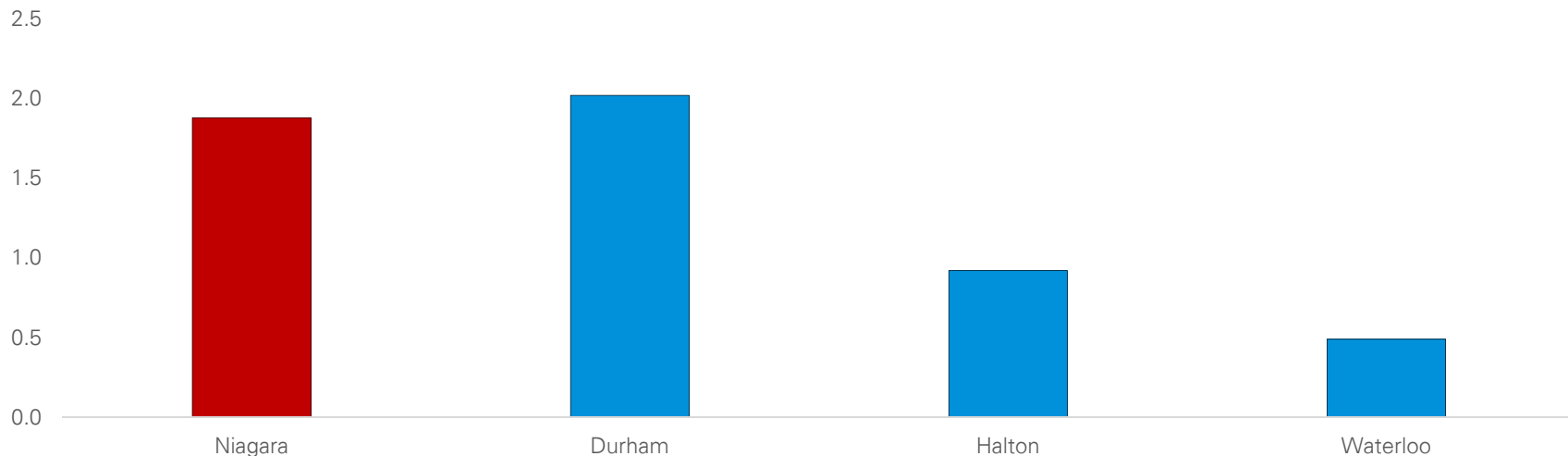
This financial indicator provides an assessment of the Region's solvency by comparing financial assets (including cash, investments and accounts receivable) to financial liabilities (accounts payable, deferred revenue and long-term debt). Lower levels of financial assets to financial liabilities (i.e. less than 1.0) are indicative of limited financial resources available to meet cost increases or revenue losses, which higher levels (i.e. more than 1.5) suggest that the municipality has a higher level of available financial resources to offset cost increases, funding losses or future capital reinvestment.

### TYPE OF INDICATOR

Sustainability ✓  
Flexibility  
Vulnerability

### POTENTIAL LIMITATIONS

- Financial assets may include investments in government business enterprises, which may not necessarily be converted to cash or yield cash dividends
- Financial liabilities may include liabilities for employee future benefits and future landfill closure and post-closure costs, which may (i) not be realized for a number of years; and/or (ii) may not be realized at once but rather over a number of years



# Financial Indicators

## TOTAL RESERVES AND RESERVE FUNDS PER HOUSEHOLD

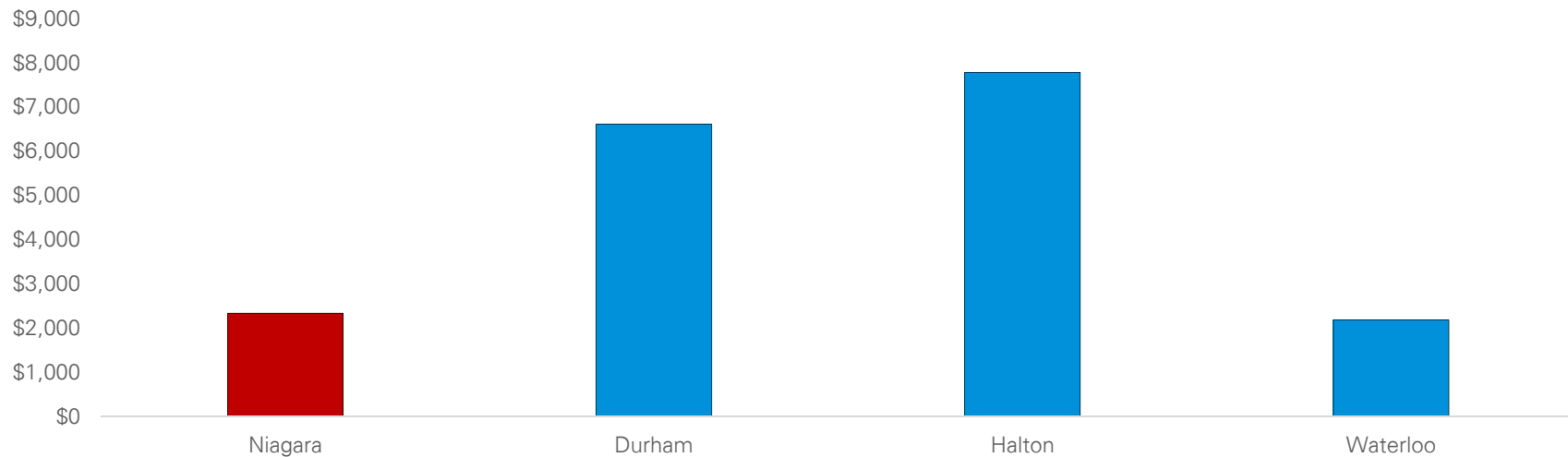
This financial indicator provides an assessment of the Region's ability to absorb incremental expenses or revenue losses through the use of reserves and reserve funds as opposed to taxes, user fees or debt. Low reserve levels are indicative of limited capacity to deal with cost increases or revenue losses, requiring the Region to revert to taxation or user fee increases or the issuance of debt. While there is no defined standard for the "right" level of reserve and reserve funds per household, upper tier municipalities in Ontario reported an average of \$3,800 in reserve and reserve funds per household, which is higher than the Region's reserve and reserve fund balances per household.

### TYPE OF INDICATOR

Sustainability ✓  
Flexibility  
Vulnerability

### POTENTIAL LIMITATIONS

- Reserves and reserve funds are often committed to specific projects or purposes and as such, may not necessarily be available to fund incremental costs or revenue losses
- As reserves are not funded, the Region may not actually have access to financial assets to finance additional expenses or revenue losses



# Financial Indicators

## CAPITAL ADDITIONS AS A PERCENTAGE OF AMORTIZATION EXPENSE

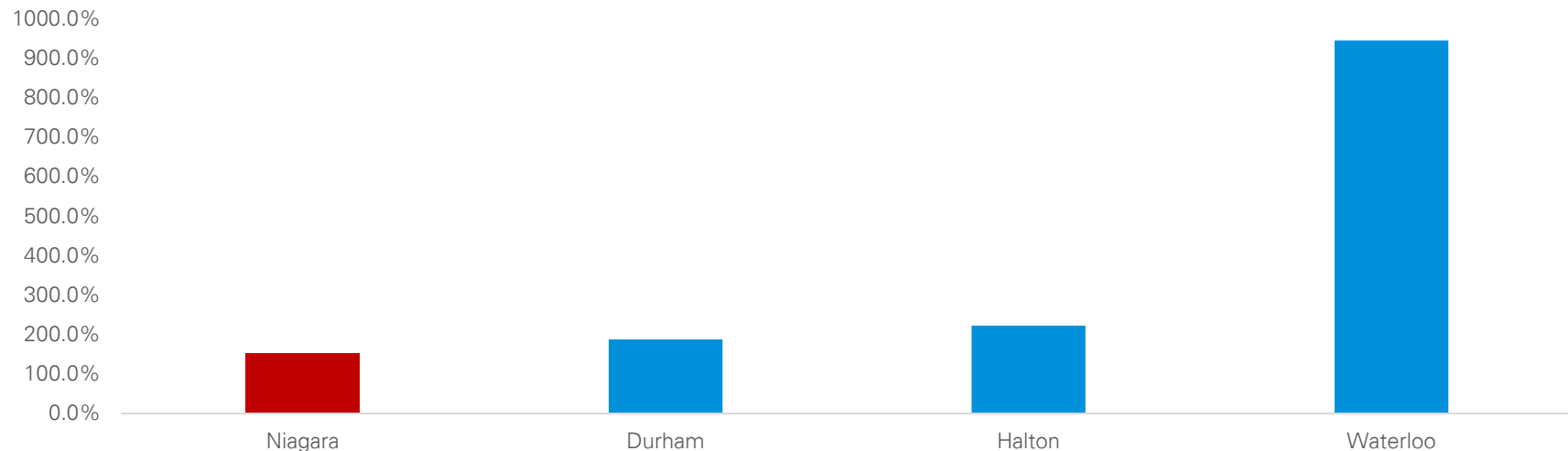
This financial indicator provides an assessment of the Region's solvency by assessing the extent to which it is sustaining its tangible capital assets. In the absence of meaningful reinvestment in tangible capital assets, the Region's ability to continue to deliver services at the current levels may be compromised. Over the long-term, investment levels of less than 100% to 150% can contribute to an increase in a municipality's infrastructure deficit and an associated reduction in service levels, with higher levels of capital investment likely indicative of the sustainment of capital infrastructure.

### TYPE OF INDICATOR

Sustainability ✓  
Flexibility  
Vulnerability

### POTENTIAL LIMITATIONS

- This indicator considers amortization expense, which is based on historical as opposed to replacement cost. As a result, the Region's capital reinvestment requirement will be higher than its reported amortization expense due to the effects of inflation.
- This indicator does not consider the differential between reinvestment of existing infrastructure vs. the construction of new infrastructure as a result of growth, regulatory changes or other factors.



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# Financial Indicators

## RESIDENTIAL TAXES PER HOUSEHOLD

This financial indicator provides an assessment of the Region's ability to increase taxes as a means of funding incremental operating and capital expenditures. Determining an appropriate level of taxation per household involves a range of considerations, including services, service levels and the balance between municipal taxation and user fees and as such, there can be considerable variability between municipalities.

### TYPE OF INDICATOR

Sustainability

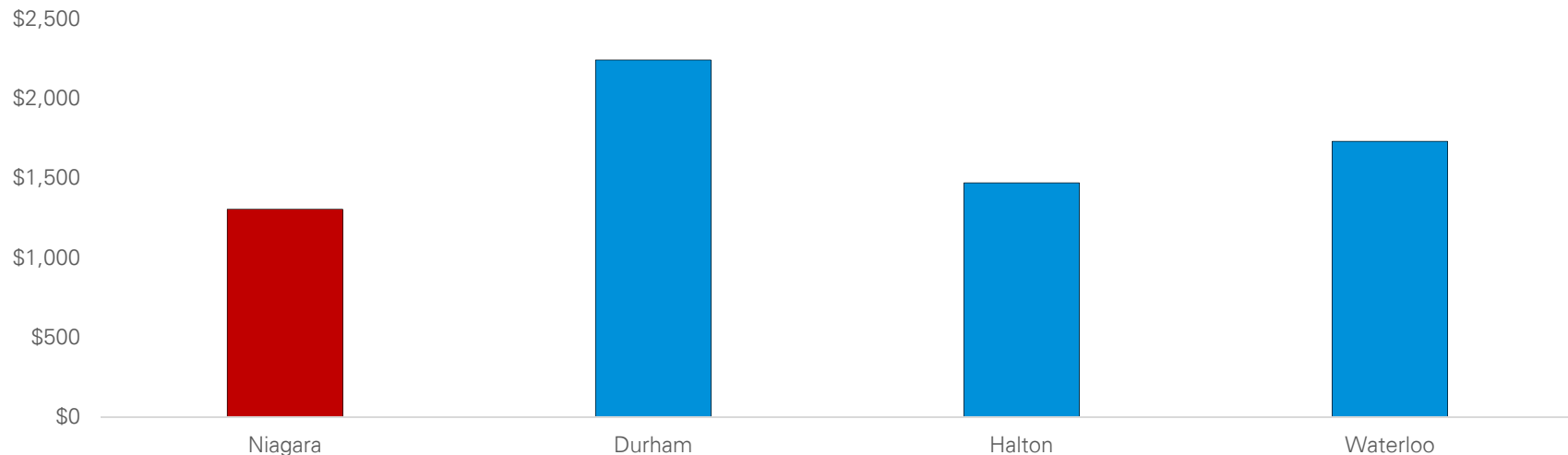
Flexibility



Vulnerability

### POTENTIAL LIMITATIONS

- This indicator does not incorporate income levels for residents and as such, does not fully address affordability concerns.
- In addition to upper tier taxes, taxpayers are also subject to taxation at the lower-tier and education level and as such, this indicator does not reflect the total tax cost to ratepayers.



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# Financial Indicators

## TOTAL LONG-TERM DEBT PER HOUSEHOLD

This financial indicator provides an assessment of the Region's ability to issue more debt by considering the existing debt loan on a per household basis. High debt levels per household may preclude the issuance of additional debt or result in a high level of debt servicing costs, while lower levels of debt may be indicative of funded capital requirements. While there is no recommended level of debt for Ontario municipalities (other than the limitation of debt servicing costs), upper tier municipalities in Ontario reported an average of \$3,200 in debt per household, which includes debt issued on behalf of lower tier municipalities.

### TYPE OF INDICATOR

Sustainability

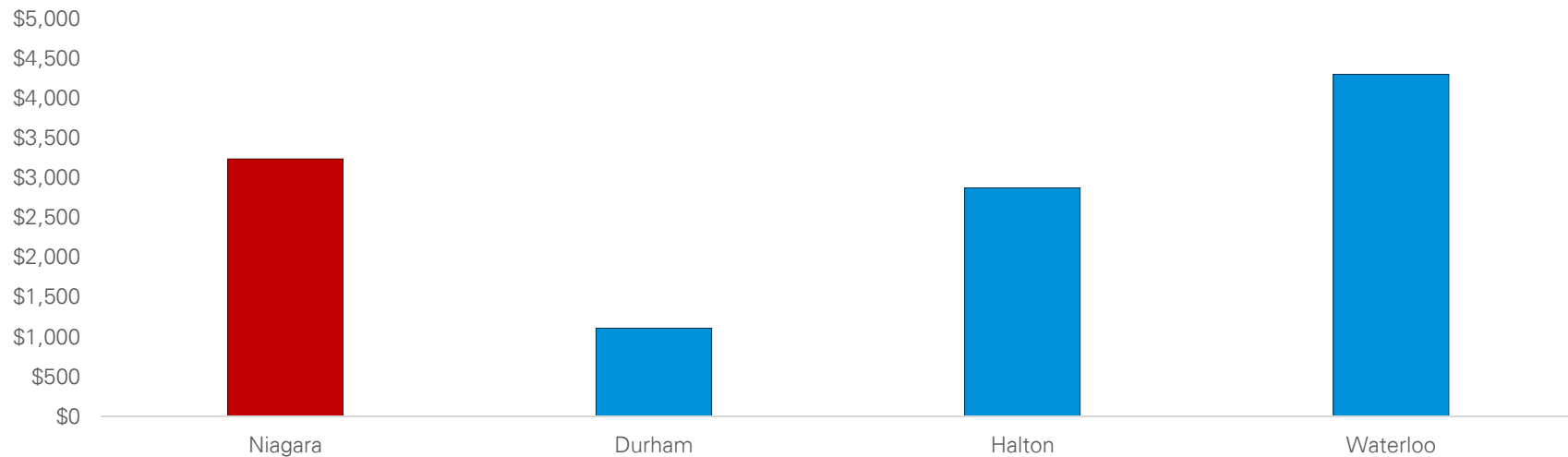
Flexibility



Vulnerability

### POTENTIAL LIMITATIONS

- This indicator does not consider the Provincial limitations on debt servicing cost, which cannot exceed 25% of own-source revenues unless approved by the Ontario Municipal Board



# Financial Indicators

## RESIDENTIAL TAXATION AS A PERCENTAGE OF HOUSEHOLD INCOME

This financial indicator provides an indication of potential affordability concerns by calculating the percentage of total household income used to pay municipal property taxes. Determining an appropriate level of taxation per household involves a range of considerations, including services, service levels and the balance between municipal taxation and user fees and as such, there can be considerable variability between municipalities.

### TYPE OF INDICATOR

Sustainability

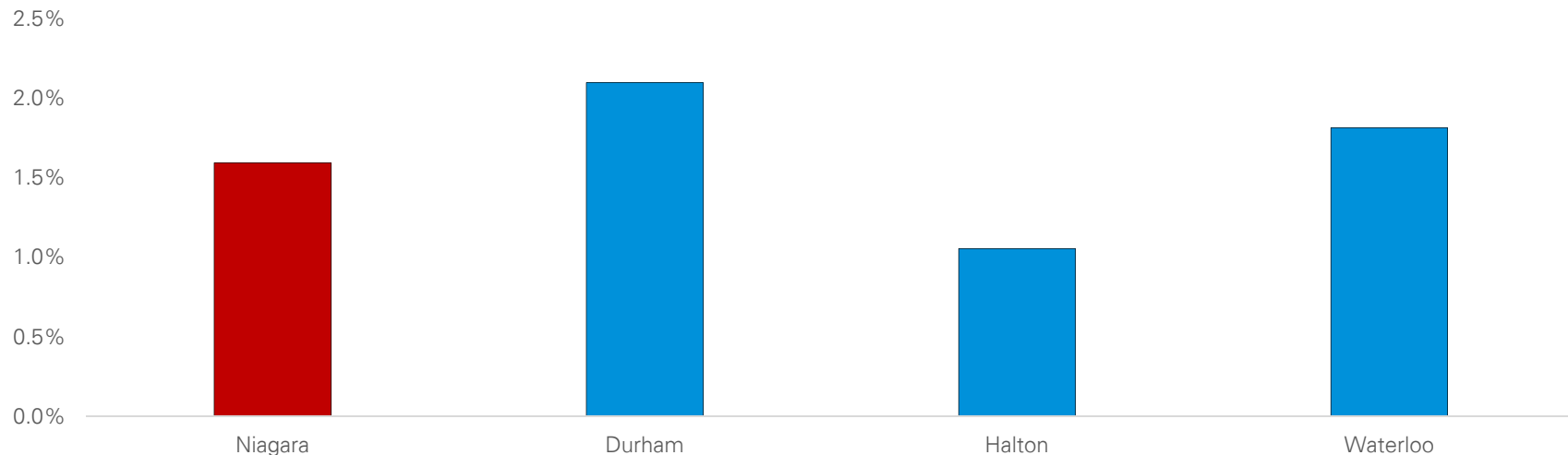
Flexibility



Vulnerability

### POTENTIAL LIMITATIONS

- This indicator considers residential affordability only and does not address commercial or industrial affordability concerns.
- This indicator is calculated on an average household basis and does not provide an indication of affordability concerns for low income or fixed income households.



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# Financial Indicators

## DEBT SERVICING COSTS (INTEREST AND PRINCIPAL) AS A PERCENTAGE OF TOTAL REVENUES

This financial indicator provides an indication as to the Region's overall indebtedness by calculating the percentage of revenues used to fund long-term debt servicing costs. High debt levels per household may preclude the issuance of additional debt or result in a high level of debt servicing costs, while lower levels of debt may be indicative of funded capital requirements. While there is no recommended level of debt for Ontario municipalities (other than the limitation of debt servicing costs), upper tier municipalities in Ontario, on average, incurred debt servicing costs (interest and principal) accounting to approximately 4% of total revenues.

### TYPE OF INDICATOR

Sustainability

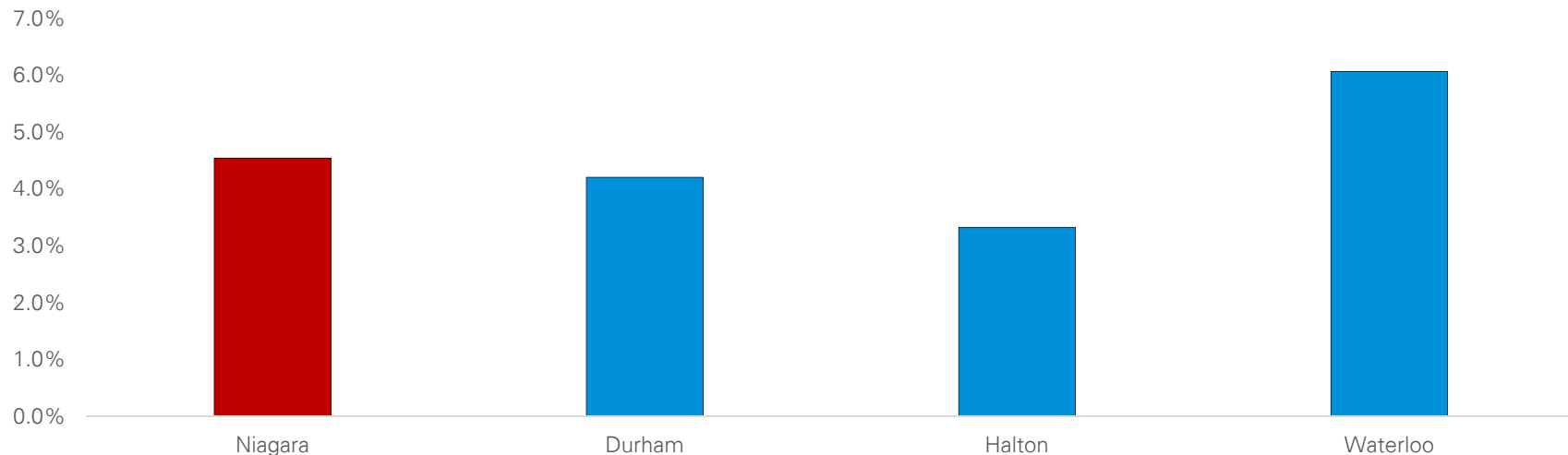
Flexibility



Vulnerability

### POTENTIAL LIMITATIONS

- No significant limitations have been identified in connection with this indicator



# Financial Indicators

## NET BOOK VALUE OF TANGIBLE CAPITAL ASSETS AS A PERCENTAGE OF HISTORICAL COST OF TANGIBLE CAPITAL ASSETS

This financial indicator provides an indication as to the extent to which the Region is reinvesting in its capital assets as they reach the end of their useful lives. An indicator of 50% indicates that the Region is, on average, investing in capital assets as they reach the end of useful life, with indicators of less than 50% indicating that the Region's reinvestment is not keeping pace with the aging of its assets.

### TYPE OF INDICATOR

Sustainability

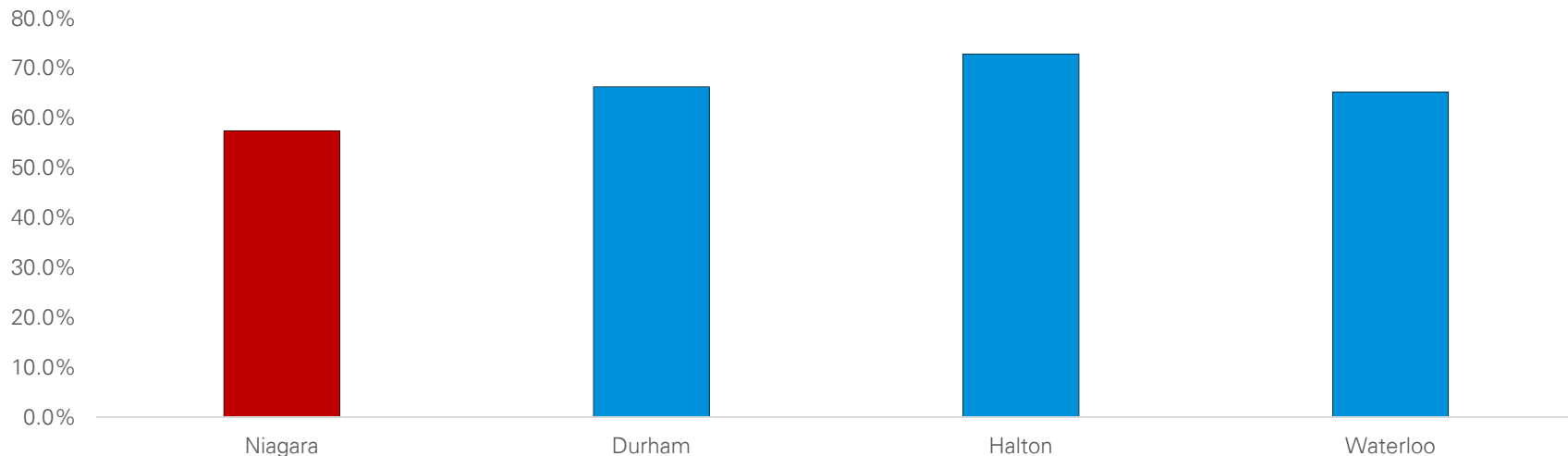
Flexibility



Vulnerability

### POTENTIAL LIMITATIONS

- This indicator is based on the historical cost of the Region's tangible capital assets, as opposed to replacement cost. As a result, the Region's pace of reinvestment is likely lower than calculated by this indicator as replacement cost will exceed historical cost.
- This indicator is calculated on a corporate-level basis and as such, will not identify potential concerns at the departmental level.



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# Financial Indicators

## OPERATING GRANTS AS A PERCENTAGE OF TOTAL REVENUES

This financial indicator provides an indication as to the Region's degree of reliance on senior government grants for the purposes of funding operating expenses. The level of operating grants as a percentage of total revenues is directly proportionate with the severity of the impact of a decrease in operating grants. Notwithstanding the increase in a municipality's vulnerability, higher levels of operating grants are sought in order to decrease the share of municipal operating costs funded by taxpayers, decreasing concerns over affordability.

### TYPE OF INDICATOR

Sustainability

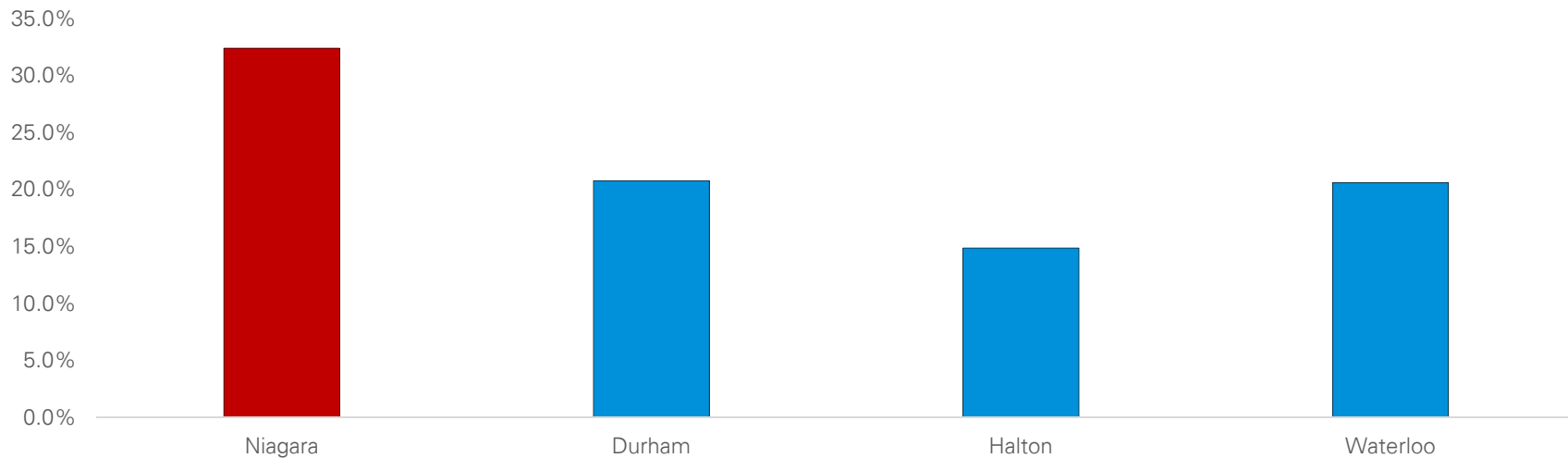
Flexibility

Vulnerability



### POTENTIAL LIMITATIONS

- To the extent possible, the Region should maximize its operating grant revenue. As such, there is arguably no maximum level associated with this financial indicator.



# Financial Indicators

## CAPITAL GRANTS AS A PERCENTAGE OF TOTAL CAPITAL EXPENDITURES

This financial indicator provides an indication as to the Region's degree of reliance on senior government grants for the purposes of funding capital expenditures. The level of capital grants as a percentage of total capital expenditures is directly proportionate with the severity of the impact of a decrease in capital grants. Notwithstanding the increase in a municipality's vulnerability, higher levels of capital grants are sought in order to decrease the share of municipal capital costs funded by taxpayers or debt, decreasing concerns over affordability or borrowing levels.

### TYPE OF INDICATOR

Sustainability

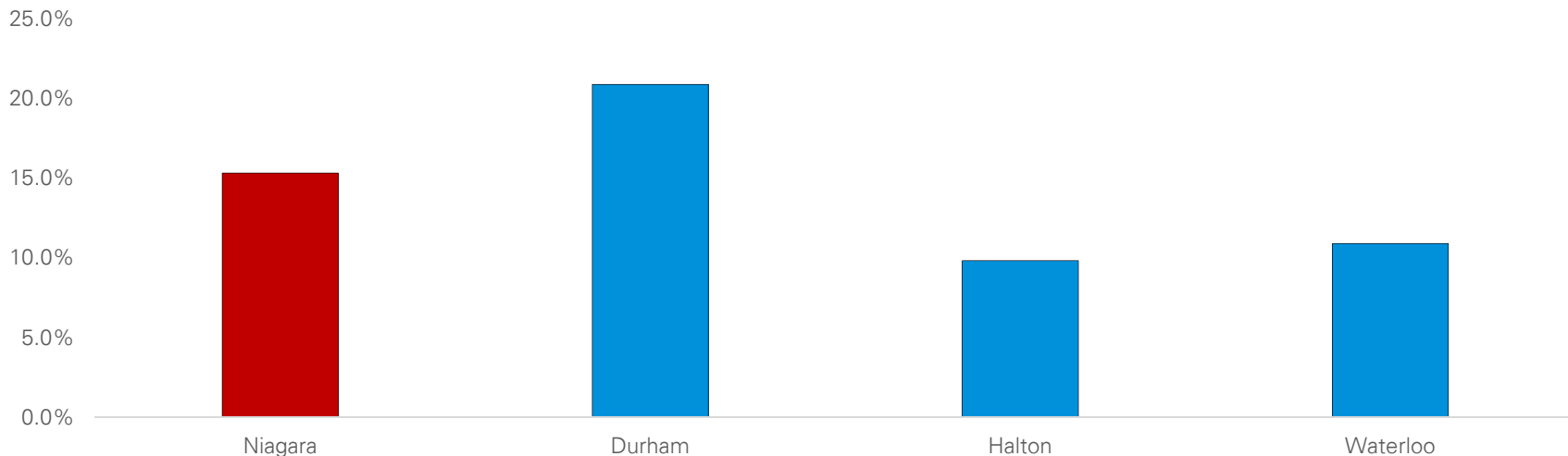
Flexibility

Vulnerability



### POTENTIAL LIMITATIONS

- To the extent possible, the Region should maximize its capital grant revenue. As such, there is arguably no maximum level associated with this financial indicator.







## Region of Niagara Service Sustainability Review

# Appendix D Opportunity Overview





# Opportunity Overview

Opportunity	Description	Estimated Financial Impact
Consolidate water and wastewater services	<p>This opportunity involves the adoption of a single-tier approach to water and wastewater services. While transferring to a single tier may be an option, governance considerations would likely be better addressed through the establishment of a local board or a municipal service corporation ("MSC"), which would allow governance participation by the lower tier municipalities.</p> <p>Factors supporting this opportunity include the following:</p> <ul style="list-style-type: none"> <li>• A comparative analysis of inflow and infiltration rates ("INI") indicates that the Region's rate of INI is higher than municipal comparators, resulting in increased wastewater treatment costs.</li> <li>• A comparative analysis involving other similar sized municipalities indicates that costs per household on a consolidated basis (LAM + Region) are higher than municipal comparators, reflecting potential inefficiencies resulting from the segregation of responsibilities for treatment and transmission (Region) and distribution (LAMs).</li> <li>• Regional personnel have identified issues surrounding efficiencies and system coordination.</li> <li>• The establishment of a single tier delivery model is consistent with the Province's focus on consolidation and streamlining of government services.</li> <li>• A previously commissioned report identified the use of a single tier delivery model on a consolidated basis (i.e. Region or MSC) as the preferred model for the delivery of water and wastewater services.</li> </ul>	>\$1 million
Consolidate information technology services	<p>This opportunity involves the adoption of a single-tier approach to information technology support services. While transferring to a single tier may be an option, governance considerations would likely be better addressed through the establishment of a local board or MSC, which would allow governance participation by the lower tier municipalities.</p> <p>Factors supporting this opportunity include the following:</p> <ul style="list-style-type: none"> <li>• The consistency of activities undertaken by the Region and LAMs, which lends itself to integration without impacting service levels.</li> <li>• A comparative analysis involving other similar sized municipalities indicates that Niagara's costs on a consolidated basis (LAM + Region) are higher than municipal comparators, reflecting potential inefficiencies resulting from duplicate efforts.</li> <li>• The establishment of a single tier delivery model is consistent with the Province's focus on consolidation and streamlining of government services.</li> <li>• The use of shared service models for information technology are prevalent in other areas of the broader public sector, most notably healthcare.</li> </ul>	>\$1 million

# Opportunity Overview

Opportunity	Description	Estimated Financial Impact
Consolidate procurement and accounts payable	<p>This opportunity involves the adoption of a single-tier approach to the procure-to-pay process, which includes purchasing, accounts payable and disbursements. While transferring to a single tier may be an option, governance considerations would likely be better addressed through the establishment of a local board or MSC, which would allow governance participation by the lower tier municipalities.</p> <p>Factors supporting this opportunity include the following:</p> <ul style="list-style-type: none"> <li>• The consistency of activities undertaken by the Region and LAMs, which lends itself to integration without impacting service levels.</li> <li>• A comparative analysis involving other similar sized municipalities indicates that Niagara's costs on a consolidated basis (LAM + Region) are higher than municipal comparators, reflecting potential inefficiencies resulting from duplicate efforts.</li> <li>• The establishment of a single tier delivery model is consistent with the Province's focus on consolidation and streamlining of government services.</li> <li>• The use of shared service models for procure-to-pay are prevalent in other areas of the broader public sector, most notably healthcare.</li> </ul>	>\$1 million
Consolidate economic development	<p>This opportunity involves the adoption of a single-tier approach to economic development activities. While transferring to a single tier may be an option, governance considerations would likely be better addressed through the establishment of a local board or MSC, which would allow governance participation by the lower tier municipalities.</p> <p>Factors supporting this opportunity include the following:</p> <ul style="list-style-type: none"> <li>• The consistency of activities undertaken by the Region and LAMs, which lends itself to integration without impacting service levels.</li> <li>• A comparative analysis involving other similar sized municipalities indicates that Niagara's costs on a consolidated basis (LAM + Region) are higher than municipal comparators, reflecting potential inefficiencies resulting from duplicate efforts.</li> <li>• The establishment of a single tier delivery model is consistent with the Province's focus on consolidation and streamlining of government services.</li> <li>• Regional Council has identified increased collaboration as a priority.</li> </ul>	>\$1 million

# Opportunity Overview

Opportunity	Description	Estimated Financial Impact
Consolidate planning services	<p>This opportunity would result in the delivery of planning services by a single tier, most likely the Region, and we understand would require an amendment to the Planning Act to permit for the delivery of planning services by a single tier. Factors supporting this opportunity include the following:</p> <ul style="list-style-type: none"> <li>• The existing degree of integration between the Region and LAMS with respect to planning and development application approvals.</li> <li>• A comparative analysis involving other similar sized municipalities indicates that Niagara's costs on a consolidated basis (LAM + Region) are higher than single tier municipal comparators, reflecting potential inefficiencies resulting from duplicate efforts.</li> <li>• The establishment of a single tier delivery model is consistent with the Province's focus on consolidation and streamlining of government services.</li> </ul>	>\$1 million
Reduce or eliminate private sector grant programs	<p>The Region currently offers incentives for new and expanding private sector investment, development, redevelopment and construction activity, including: (1) Smarter Niagara incentive program (SNIP) simple grants, which rebate for building and facade improvements, heritage restoration and improvement, environmental assessment studies and planning studies for eligible projects; (2) SNIP tax increment grants, which provide a grant payment equal to a percentage of the municipal tax increase generated by an eligible project; (3) public realm investment grants, which provide funding for streetscape and other public area improvements; (4) Gateway tax increment grants, which provide a grant payment equal to a percentage of the municipal tax increase generated by an eligible project; (5) Niagara Investment in Culture grants which provide funding for projects that promote culture in Niagara; and (6) Niagara Waterfront Investment Program grants which promote partnerships, private sector investment and public access to waterfront in the Niagara Region. As these grants are discretionary in nature, there is no requirement for the Region to provide them to private sector organizations. In addition, we note that in a number of instances the grants are actually paid to LAMs, representing the subsidization by the Region of LAMs; and</p>	>\$1 million

# Opportunity Overview

Opportunity	Description	Estimated Financial Impact
Reduce or eliminate development charge rebates	<p>The Region currently offers rebates of development charges for eligible properties, the intention of which is to incent new construction within the Region. As these grants are discretionary in nature, there is no requirement for the Region to provide them to private sector organizations. Accordingly, the Region may wish to consider:</p> <ul style="list-style-type: none"> <li>• Eliminating development charge grants; or</li> <li>• Reducing the allocated financial support for development charge grants.</li> </ul> <p>In addition, we note that the Region's development charge grants have been traditionally oversubscribed, with the Region providing more rebates than budgeted. The Region may also wish to consider capping the level of financial support provided, thereby eliminating the potential for budget exceedances.</p>	>\$1 million
Reduce or eliminate discretionary programming for youth	<p>The Region's community services programming includes two services that are discretionary in nature:</p> <ul style="list-style-type: none"> <li>• ProKids, which involves the Region subsidizing sports, recreation and culture programs for children from low income families; and</li> <li>• Niagara Prosperity Initiative, which involves the Region providing funding for projects to community organizations with a stated objective to reduce neighbourhood poverty.</li> </ul> <p>As discretionary programs, the Region is under no requirement to provide these services and could reduce or eliminate these discretionary programs in order to reduce operating costs.</p>	>\$1,000,000
Reduce or eliminate discretionary social assistance benefits	<p>In connection with the delivery of social assistance (income support), the Region provides financial assistance for discretionary benefits, which include the purchase of specific items, funerals and other eligible costs. The Region currently provides funding for discretionary benefits at the rate of \$13.00 per case, compared to the Provincial mandated minimum of \$10.00 per case. We understand that the Region is under no requirement to exceed the Provincially-mandated level for discretionary benefits and as such, could reduce the level of financial support for discretionary benefits accordingly.</p>	\$500,000 to \$1,000,000

# Opportunity Overview

Opportunity	Description	Estimated Financial Impact
Reduce discretionary homelessness benefits	Our analysis of comparative expenditures and funding for homelessness programs indicates that the Region receives a lower amount of senior government support for homelessness services than most other similar sized municipalities. Our analysis also indicates that the Region has compensated for the differential in senior government funding by providing a higher level of municipal financial support, with the Region having the second highest level of municipal support (as a percentage of total homelessness expenditures) of the selected comparator municipalities (the City of London provides discretionary funding for homelessness services). Overall, the Region provides funding equal to 16.2% of total spending on homelessness services. As a means of reducing operating costs, the Region could consider reductions in the level of financial support for homelessness services, such that the level of municipal support provided is consistent with the average of the selected municipalities (11.1%)	\$500,000 to \$1,000,000
Consider alternative approaches to staff transportation	Currently, Regional employees are permitted to utilize their own vehicles for business purposes, with mileage allowances paid by the Region. During 2018, Regional personnel claimed 2.449 million kms driving in connection with work activities, with a total of \$1.302 million in mileage allowances paid, resulting in an average allowance of \$0.53 per kilometer. This opportunity involves the increased use of rental vehicles as well as the acquisition of vehicles by the Region for use by staff, eliminating the need for mileage allowances, and reflects the assumption that the Region is able to acquire, maintain and operate light vehicles at an average operating cost per kilometer that is lower than the rate of mileage paid to employees for the use of their own vehicles. This opportunity may also provide a potential risk mitigation by ensuring that Regional employees are not travelling in unsafe vehicles.	\$500,000 to \$1,000,000



# Opportunity Overview

Opportunity	Description	Estimated Financial Impact
Rationalize ICOPS	<p>The Internal Controls and Organizational Performance division ('ICOPS') is mandated with the provision of internal audit, project management, continuous improvement and strategic planning services to the Region of Niagara. ICOPS has a total 2019 budget of \$2.3 million and a full-time staffing complement of 18 employees. During the course of the Review, a number of issues relating to the effectiveness of ICOPS and its overall value-for-money were raised. While the core capacities inherent within ICOPS are recognized as being important to the Region's operational success, the level of staffing and financial support may not be justified based on the outcomes achieved. In addition, there appears to be opportunity to enhance the extent and nature of ICOPS interactions with and support for other Regional functional units. This opportunity involves a review of the organizational structure, staffing model and lines of reporting for ICOPS, with the view of enhancing effectiveness and efficiency, maximizing coordination with other Regional functional units, incorporating municipal best/common practices and reducing operating costs. This opportunity is being considered based on the following:</p> <ul style="list-style-type: none"> <li>• The service sustainability review identified concerns over ICOPS' ability to meet its mandate of identifying opportunities for improvement, developing and delivering solutions, and measuring the outcomes, with apparent gaps in its performance noted. Follow-up discussions with functional units with the Region that have been involved with ICOPS confirmed these concerns.</li> <li>• The Region's investment in ICOPS, both in terms of staffing and financial resources, appears to be higher than other larger upper and single tier municipalities.</li> <li>• The Region is undertaking other initiatives that have commonality with ICOPS mandate (e.g. asset management planning, data analytics), providing the potential for integration.</li> </ul>	\$500,000 to \$1,000,000
Outsource internal audit functions	<p>The Region currently undertakes internal audit functions through its own resources, with 5.0 FTE staff providing internal auditing services. Overall, the Region spends approximately \$683,000 on internal audit services annually, the majority of which (90%) relates to wages and benefits.</p> <p>While the use of third parties for internal audit functions does not appear to be the most common delivery model for larger municipalities, we note that the City of London utilizes a third party provider (PWC) with an annual cost of \$312,000.</p> <p>This opportunity envisions the Region contracting out internal audit functions to a third party provider (accounting firm), with internal audit planning and monitoring undertaken by ICOPS.</p>	\$100,000 to \$500,000





## Region of Niagara Service Sustainability Review

# Appendix E Opportunity Ranking Criteria





# Opportunity Ranking Criteria

Consideration	Criteria	Recommended		
		Minimum	Maximum	Percentage of Total (Maximum)
<b>Levy Impact</b>	Potential Financial Benefits	-50	+200	
	Effort and Cost to Implement	-10	0	
	<b>Total – Levy Impact</b>	<b>-60</b>	<b>+200</b>	<b>50%</b>
<b>Public Perception and Impact</b>	Customer Service	-80	+80	
	Government Relations	-20	+20	
	<b>Total – Public Perceptions and Impacts</b>	<b>-100</b>	<b>+100</b>	<b>25%</b>
<b>Personnel</b>	Employee Implications	-60	+60	
	<b>Total – Personnel</b>	<b>-60</b>	<b>+60</b>	<b>15%</b>
<b>Internal Considerations</b>	Alignment with Regional Council's Strategic Priorities	-20	+20	
	Technology Hurdles	-5	+5	
	Time to Implement	-5	+5	
	Risk Transference	-5	+5	
	Contingency Planning	-5	+5	
	<b>Total – Internal Considerations</b>	<b>-40</b>	<b>+40</b>	<b>10%</b>
<b>Total</b>		<b>-260</b>	<b>400</b>	<b>+100%</b>

# Opportunity Ranking Criteria - Levy Impact

Criteria	Description	Scoring Range	
		Low	High
Potential Financial Benefits	<p>What would the potential impact of this opportunity be to the Region's levy requisition or user fees in terms of cost savings, revenue gains and capacity increases?</p> <ul style="list-style-type: none"> <li>Incremental impact of +\$1,000,000 +200</li> <li>Incremental impact of \$500,000 to \$1,000,000 +120</li> <li>Incremental impact of \$100,000 to \$500,000 +60</li> <li>Incremental impact of less than \$100,000 +20</li> <li>Minimal impact 0</li> <li>Opportunity is expected to increase the Region's levy requisition -50</li> </ul>	-50	+200
Effort and Cost to Implement	<p>What are the one-time implementation costs associated with this opportunity?</p> <ul style="list-style-type: none"> <li>Minimal implementation costs 0</li> <li>Implementation costs less than 50% of expected annual levy impact -4</li> <li>Implementation costs of 50% to 100% of expected annual levy impact -7</li> <li>Implementation costs in excess of 100% of expected annual levy impact -10</li> </ul>	-10	0

# Opportunity Ranking Criteria – Public Perception and Impact

Criteria	Description	Scoring Range	
		Low	High
Customer Service	Does this opportunity allow the Region to better respond to the needs of its residents and other customers?	-80	+80
	• Significant enhancement in customer service, addresses major customer need(s)		+80
	• Some contribution to enhanced customer service, addresses secondary customer need(s)		+40
	• No impact on customer service (positive or negative)		0
	• Opportunity will result in some deterioration in customer service		-40
	• Opportunity will have a major negative impact on customer service (timeliness, access)		-80
Governmental Relations	How will this opportunity impact the Region's relationships with other levels of government, including the Federal Government, Provincial Government and local area municipalities?	-20	+20
	• Anticipated enhancement of new or existing relationships, with the potential for enhanced funding		+20
	• No potential challenges with respect to relationships with other levels of government		0
	• Potential risk of adverse impacts that may compromise funding sources and other partnership arrangements		-20

# Opportunity Ranking Criteria – Personnel

Criteria	Description	Scoring Range	
		Low	High
Employee Implications	Would this opportunity have a positive or negative impact on labour relations, employee morale and engagement?	-60	+60
	• Major positive impact on labour relations		+60
	• Some enhancement in labour relations		+30
	• Neutral from a labour relations perspective		0
	• Some negative impacts on labour relation		-30
	• Major negative impact on labour relations		-60

# Opportunity Ranking Criteria - Internal Considerations

Criteria	Description	Scoring Range	
		Low	High
Regional Council's Strategic Priorities	<p>Does this opportunity help to achieve Regional Council's strategic priorities? Is it consistent with existing plans and strategies?</p> <ul style="list-style-type: none"> <li>Significant contribution towards achieving strategic priorities +20</li> <li>Minor contribution towards achieving strategic priorities +10</li> <li>No impact on strategic priorities 0</li> <li>Some inconsistencies with strategic priorities -10</li> <li>Major inconsistencies with strategic priorities -20</li> </ul>	-20	+20
Technology Hurdles	<p>How well does this opportunity fit within the technical reality of the Region? How compatible is the technical component of the solution within the Region's technical architecture? Is the technical component leading edge or bleeding edge?</p> <ul style="list-style-type: none"> <li>Proven technology that is compatible with the Region's existing systems +5</li> <li>Proven technology that is new to the Region 0</li> <li>No technology involved in opportunity 0</li> <li>Emerging technology, resulting in the Region being an early adopter -5</li> </ul>	-5	+5
Time to Implement	<p>In what approximate time frame could this idea be feasibly implemented?</p> <ul style="list-style-type: none"> <li>Before end of 2020 +5</li> <li>Before end of 2021 +3</li> <li>Before end of 2022 0</li> <li>2023 and subsequent years -5</li> </ul>	-5	+5
Risk Transference	<p>Does the opportunity result in the transfer risks being transferred to a third party? Potential risk transference can include litigation and reputational risks. Please note the financial risk transfer is considered under Levy Impact, while customer service risk transfers are considered under Public Perception and Impact.</p> <ul style="list-style-type: none"> <li>Significant transfer of non-financial risk +5</li> <li>Some transfer for non-financial risk +3</li> <li>No change to the Region's risk exposure 0</li> <li>Some transfer of non-financial risk to the Region from third parties -3</li> <li>Significant transfer of non-financial risk to the Region from third parties -5</li> </ul>	-5	+5

# Opportunity Ranking Criteria – Internal Considerations (continued)

Criteria	Description	Scoring Range	
		Low	High
Contingency Planning	How difficult is it to return to the current state in the event that the opportunity proves to be unsuccessful? Is there a significant investment required in terms of cost, personnel and other resources if the opportunity was reversed?	-5	+5
	• No significant difficulties and/or associated with reversing the opportunity		+5
	• Unknown		0
	• Significant difficulties and/or costs associated with reversing the opportunity		-5





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