



**THE REGIONAL MUNICIPALITY OF NIAGARA
CORPORATE SERVICES COMMITTEE
FINAL AGENDA**

CSC 1-2021

Wednesday, January 13, 2021

9:30 a.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/>

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

Pages

- 1. CALL TO ORDER**
- 2. DISCLOSURES OF PECUNIARY INTEREST**
- 3. SELECTION OF COMMITTEE CHAIR AND VICE-CHAIR**
 - 3.1. Call for Nominations for Committee Chair
 - 3.2. Motion to Close Nominations for Committee Chair
 - 3.3. Voting for the Position of Committee Chair
 - 3.4. Call for Nominations for Committee Vice-Chair
 - 3.5. Motion to Close Nominations for Committee Vice-Chair
 - 3.6. Voting for the Position of Committee Vice-Chair
- 4. PRESENTATIONS**
- 5. DELEGATIONS**

6. ITEMS FOR CONSIDERATION

- | | | |
|------|---|---------|
| 6.1. | <u>CSD 2-2021</u>
Approval of 2021 Interim Levy Dates and Amounts | 4 - 7 |
| 6.2. | <u>CSD 4-2021</u>
Sponsorship Revenue Update | 8 - 63 |
| 6.3. | <u>CSD 3-2021</u>
Next Generation 911 (NG911) Update | 64 - 72 |
| 6.4. | <u>CSC-C 4-2021</u>
Recommendations from the Joint Board of Management - Niagara Courts meeting held on December 17, 2020, for consideration | 73 - 82 |

7. CONSENT ITEMS FOR INFORMATION

- | | | |
|------|--|-----------|
| 7.1. | <u>CSC-C 1-2021</u>
COVID-19 Response and Business Continuity in Corporate Services | 83 - 98 |
| 7.2. | <u>CSC-C 5-2021</u>
A letter from letter from S. Keays, Chief Administrative Officer, Foyer Richelieu Welland, dated November 5, 2020, to Regional Chair Bradley, respecting Request for Funding. | 99 - 100 |
| 7.3. | <u>CWCD 2021-08</u>
Motion from the Municipality of Charlton and Dack respecting Municipal Insurance | 101 - 102 |

This item was added at the request of Councillor Foster.

8. OTHER BUSINESS

9. CLOSED SESSION

- | | | |
|------|---|--|
| 9.1. | <u>Confidential AC-C 14-2020</u>
A Matter of Litigation or Potential Litigation under s.239(2)(e) of the <i>Municipal Act, 2001</i> : Burgoyne Bridge Financial Update | |
| 9.2. | <u>Confidential CSD 9-2021</u>
A Matter of a Trade Secret or Scientific, Technical, Commercial, Financial or Labour Relations Information, Supplied in Confidence to the Municipality or Local Board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization - SWIFT RFP | |

10. **BUSINESS ARISING FROM CLOSED SESSION ITEMS**

11. **NEXT MEETING**

The next meeting will be held on Wednesday, February 17, 2021, at 9:30 a.m. in the Council Chamber, Regional Headquarters.

12. **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 (email).

Subject: Approval of 2021 Interim Levy Dates and Amounts

Report to: Corporate Services Committee

Report date: Wednesday, January 13, 2021

Recommendations

1. That the interim amounts for the Regional levy **BE APPROVED** by Regional Council in the amounts shown in **Appendix 1**;
2. That the Regional Clerk ensures that the appropriate by-law **BE PREPARED** for presentation to Regional Council for consideration and approval; and
3. That report CSD 2-2021 **BE CIRCULATED** to the Councils of the local area municipalities for information.

Key Facts

- The purpose of this report is to approve the interim levy amounts and due dates.
- Section 316 of the Municipal Act provides that the council of an upper-tier municipality may requisition an amount equivalent to 50% of the prior year's approved levy from each area municipality in order to continue core services prior to the adoption of budget estimates for the year.
- The Region's Budget Control Bylaw (2017-63, section 6.3 paragraph a.) provides that prior to Council's approval of the Operating Budget bylaw, a current year's expenditures may be incurred if a budget for a similar item existed in the previous year's operating budget and the expenditures is at the same service level as the prior year and does not exceed 50% if the amount appropriated in the previous year's operating budget.
- Interim levy dates are consistent with the prior years. The local area municipalities were consulted and no alternative dates are considered.

Financial Considerations

The interim levy amounts to be requisitioned from the local area municipalities totals \$196,284,697 (General Levy) and \$19,410,737 (Waste Management) for a total of \$215,695,434 or 50% of the 2020 levied amounts. The interim levy will provide sufficient cash flows for current year Region operations until approval of the 2021 operating budget and levy amounts.

Analysis

The authority to incur expenditures by Regional departments, boards and agencies is granted by Regional Council through the annual approved operating budget as prescribed by the Municipal Act. Prior to the an annual budget being adopted by Regional Council, bylaw 2017-63 as approved by Regional Council provides that Regional departments, boards and agencies may incur expenses up to 50% of their prior year's operating budget in order to maintain business as usual for Regional services.

Further to this, Section 316 of the Municipal Act authorizes Council through a bylaw to provide an interim levy equivalent to 50% of the prior year's approved estimates (subject to certain adjustments) before the adoption of budget estimates for the year. It has been the Region's past practice to levy an interim levy in order to fund Regional services prior to the approval of the annual budget and final levy amounts. As such, Appendix 1 includes the proposed interim levy dates and amounts by Area Municipality.

Alternatives Reviewed

Alternative thresholds were not considered as the interim levy of 50% permitted by the Municipal Act will generally ensure cash inflows in the shorter term are able to accommodate the level of expenditures. The Municipal Act does not have a requirement to approve a spending limit in advance of the budget approval however the practice has been adopted by the Region through bylaw 2017-63.

Relationship to Council Strategic Priorities

Not Applicable.

Other Pertinent Reports

Not Applicable.

Prepared by:

Rob Fleming, MBA
Senior Tax & Revenue Analyst
Corporate Services

Recommended by:

Todd Harrison, CPA, CMA
Commissioner/Treasurer
Corporate Services

Submitted by:

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

This report was prepared in consultation with Margaret Murphy, Associate Director, Budget Planning & Strategy and reviewed by Helen Chamberlain, Director, Financial Management & Planning/Deputy Treasurer

Appendices

Appendix 1 Interim Levy Payments and Dates

Appendix 1 - Interim Levy Payments and Dates

General Levy			
Municipality	March 10, 2021	May 12, 2021	Total Interim Levy
Fort Erie	6,062,754	6,062,754	12,125,508
Grimsby	7,516,889	7,516,889	15,033,779
Lincoln	5,833,404	5,833,404	11,666,808
Niagara Falls	20,700,592	20,700,592	41,401,185
Niagara-on-the-Lake	8,506,826	8,506,826	17,013,653
Pelham	4,094,715	4,094,715	8,189,430
Port Colborne	3,141,768	3,141,768	6,283,535
St. Catharines	25,634,978	25,634,978	51,269,956
Thorold	3,923,644	3,923,644	7,847,288
Wainfleet	1,485,405	1,485,405	2,970,810
Welland	8,123,257	8,123,257	16,246,514
West Lincoln	3,118,117	3,118,117	6,236,234
Total	98,142,349	98,142,349	196,284,697

Waste Management Special Levy			
Municipality	March 10, 2021	May 12, 2021	Total Interim Levy
Fort Erie	738,469	738,469	1,476,938
Grimsby	530,215	530,215	1,060,429
Lincoln	442,593	442,593	885,186
Niagara Falls	1,903,785	1,903,785	3,807,571
Niagara-on-the-Lake	420,597	420,597	841,195
Pelham	335,669	335,669	671,338
Port Colborne	486,563	486,563	973,126
St. Catharines	2,954,087	2,954,087	5,908,174
Thorold	410,601	410,601	821,203
Wainfleet	150,179	150,179	300,358
Welland	1,088,826	1,088,826	2,177,651
West Lincoln	243,785	243,785	487,571
Total	9,705,369	9,705,369	19,410,737

Total General & Waste Management Interim Levy			
Municipality	March 10, 2021	May 12, 2021	Total Interim Levy
Fort Erie	6,801,223	6,801,223	13,602,446
Grimsby	8,047,104	8,047,104	16,094,208
Lincoln	6,275,997	6,275,997	12,551,994
Niagara Falls	22,604,378	22,604,378	45,208,755
Niagara-on-the-Lake	8,927,424	8,927,424	17,854,847
Pelham	4,430,384	4,430,384	8,860,768
Port Colborne	3,628,331	3,628,331	7,256,661
St. Catharines	28,589,065	28,589,065	57,178,129
Thorold	4,334,245	4,334,245	8,668,491
Wainfleet	1,635,584	1,635,584	3,271,168
Welland	9,212,082	9,212,082	18,424,165
West Lincoln	3,361,902	3,361,902	6,723,805
Total	107,847,717	107,847,717	215,695,434

Subject: Sponsorship Revenue Projects Update

Report to: Corporate Services

Report date: Wednesday, January 13, 2021

Recommendations

1. That staff **BE DIRECTED** to draft a Sponsorship Policy for Council approval; and
2. That this report **BE FORWARDED** to the CAO Working Group for consideration of a coordinated approach to a sponsorship sales strategy and implementation plan for those Niagara municipalities interested in pursuing their asset valuation.

Key Facts

- The purpose of this report is to provide the consultant's final report for the Sponsorship Revenue Project.
- In Q4 of 2019 the Region partnered with the City of St. Catharines to engage a third party to review the Region and City assets in the City of St. Catharines for the purpose of identifying opportunities for sponsorship revenue with the objective of generating additional non-taxation sources of revenue.
- The consultant, Brent Barootes, President and CEO of Partnership Group Sponsorship Specialists, provided a presentation to Committee of the Whole on February 27, 2020 informing Council of the methodology, process and desired outcomes of the engagement.
- The consultant's final report for the Region is attached as appendix 1.
- The City of St. Catharines intends to consider the consultant's final report Q1/Q2 2021.
- In order to realize any of the value identified, an implementation plan for sponsorship revenue is required, as well as a policy to establish the appropriate framework for assets available for sponsorship and terms and conditions of the relationship with sponsors.

Financial Considerations

The consultant evaluated Regional assets in the City of St. Catharines only. The value of all the assets that have been identified is \$7.6M, of which, \$6.3M is in identified tangible and intangible assets and the remaining \$1.4M (18%) is in associated goodwill value.

Of the total \$7.6M, it is the consultant's expert opinion that the Region should be selling about 11-13% of that annually to generate about \$875,000 to \$1.2M annually in revenue inclusive of the Canada Summer Games (CSG) assets. It is advised that this annual total can only be achieved if the Region's methodology is based on the consultants bundling philosophy and on the Tiering format outlined in the consultant report. The reason for the low ratio of sponsorship revenue is that the Region has a high number of naming rights and thus should sell less inventory to avoid the clutter factor.

The sponsorship revenues for the Canada Summer Games assets are essentially committed and budgeted to directly support the capital and operating costs of the Canada Summer Games. Therefore removing these assets from the inventory list results in an estimated annual revenue of up to \$615,000 or 10% of the value and would take approximately 3-4 years to reach target. The CSG assets in isolation have been estimated to realize between 40-44% of their suggested \$1.5M value, therefore generating annual revenues around \$650,000, or up to \$6.5 million for 10-year term.

The total capital budget of the CSG Park is \$103 million relying on an estimated \$5.4 million in sponsorship revenues. The Host Society, the Region, Cities of St. Catharines and Thorold, and Brock University have assembled a fundraising committee to secure sponsorship revenues therefore this valuation will be available to assist that committee. Once adequate sponsorship revenues are secured to complete the funding requirement of the capital construction, remaining funding may be directed to assist with operating costs in particular the capital reserves for future life cycle replacement.

One element not considered in the project is philanthropic giving, typically a philanthropic gift (different from a sponsorship marketing investment both in deliverables and CRA implications) tends to be higher in value with less long-term workload and fulfillment expectations. Based on this, the consultant suggested that for the Henley Centre (with its heritage and also the potential donor alignment) could generate a one-time up-front gift in excess of \$2.5 to \$3.5M over a term of 20 years versus the 10 year \$1.15M opportunity. Likewise, between the overall Canada Games Park and the associated specific properties within the Park, charitable naming could exceed \$10M possibly over a longer-term period.

Additionally the Region does own assets similar to those in the City of St. Catharines in other Niagara Municipalities. Therefore, the value of sponsorship revenue for all Regional assets could exceed the estimates above. The consultant advises that to maximize any sponsorship opportunities in Niagara that all of Niagara's municipalities should work together on a sponsorship strategy with a coordinated implementation approach that may involve a shared delivery model that considers all of the region's assets.

Analysis

The report in Appendix A explains the consultants methodology, provides the summary of the valuation and the recommended next steps that are summarized as follows:

- Staff project team to engage Regional staff to determine which of the assets in the valuation we should sell and provide Council with feedback on the appropriateness of options identified for each line of business. Some of the opportunities identified are obvious naming and sponsorship of sites, facilities and events however other include use of logos, flyers, coupons on mailings, decals, banners, door wraps, provision of samples etc.
- Project team to research best practice in policies in conjunction with the City of St. Catharines who included development of policies in their engagement with Partnership Group.
- Project team to research viability of partnering with the City of St. Catharines for delivery of the program.
- Present the Region's report to the CAO working group to assess interest of other municipalities.
- Provide the CSG Host Society with valuation of Canada Summer Games assets to begin securing appropriate sponsorship revenue for the site estimated at this time in the project budget at \$6 million.
- Draft a policy for Council consideration, which will include identification of assets to be excluded if any. These policies may be subject to change if more of Niagara is engage in the initiative however, it is important to ensure an approved policy is in place in advance of securing sponsorship for the CSG assets.

With respect to the implementation of a program and sales strategy, for context, The St. Catharines engagement identified that a minimum of one sales person and one support person is required to build capacity in the City. Based on success and desired results the team could grow to 2-3 sales people and 1-3 support staff. The alternative option is to outsource the sale to a third party. The Region will engage in discussions with the City to understand their implementation strategy and to assess if there is an opportunity to collaborate and what a shared model cost/revenue structure might look like.

The consulting engagement includes an additional ten hours to assist with the above steps as required.

Alternatives Reviewed

Council may prefer to not proceed with a full sponsorship revenue strategy at this time and simply focus on the CSG assets however a policy would still be appropriate to ensure terms, conditions etc. are established in advance.

Relationship to Council Strategic Priorities

This project is specifically identified in the Niagara Region 2019-2022 Council Strategy Implementation Plan as a project directly attributable to the objective of Sustainable and Engagement Government. The project objectives are to identify opportunities to increase revenues without increasing taxes and developing necessary policies.

Other Pertinent Reports

- February 27, 2020 Committee of the Whole, Council Sponsorship Education Presentation

Prepared by:

Helen Chamberlain, CPA, CA
Director, Financial Management and
Planning/Deputy Treasurer
Corporate Services

Recommended by:

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

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Heather Talbot, Financial and Special Projects Consultant.

Appendices

Appendix 1	Niagara Inventory Asset Valuation Report
Appendix 2	Asset Inventory



2020

Inventory Asset Identification and Valuation Overview Report

TABLE OF CONTENTS

INTRODUCTION	3
BACKGROUND	3
THE EXECUTIVE SUMMARY REPORT	5
REVIEW PROCESS.....	6
INVENTORY ANALYSIS.....	7
ASSET VALUATION.....	10
THE PROPERTIES AND ASSOCIATED VALUES	10
TIERING.....	12
TERM.....	12
OBSERVATION AND RECOMMENDATIONS	13
OBSERVATIONS:.....	13
RECOMMENDATIONS:	15
APPENDIX – DATA NUMBERS FOR DETERMINING VALUATIONS	18

Introduction

The following is an overview of the completed inventory development based on the scope of the project for your use in reviewing the opportunity for a Regional sponsorship revenue program. This report is a high-level report specific to the assets in scope for the Niagara Region. It has been designed to describe the process of the asset review work, the outcomes, and overall observations and recommendations.

As per our contract, this was to be a combined report with the work being done for the City of St Catharines. We mutually agreed after the fact that we would deliver this individualised high-level report specifically for the Niagara Region scope of the project as a priority versus a longer delivery time of a combined report. The reasoning behind this (prior to the outbreak of COVID 19 and the resulting delay in delivery) was so that you had the Canada Games asset valuations ASAP. This is that report. It is abbreviated from the perspective that it will not go into the more detailed examples and background information. That will appear in the St Catharines report. This report will specifically and through brevity provide you with your specific Niagara Region outcomes.

Background

The Partnership Group – Sponsorship Specialists® was contracted to conduct a sponsorship audit to identify and value specific sponsorship assets and properties associated to the Niagara Region within the City of St Catharines as well as specific Canada Games new capital development assets. As well the City of St Catharines will be receiving a sponsorship audit to identify and value specific sponsorship assets and properties within the City of St Catharines that are owner / and or operated by the City of St Catharines. (See Appendix).



The focus was to identify / develop, and value an inventory list of the tangible assets of these facilities / events and programs that have real value (ROI) for a sponsor. The overall objective of this process is to ultimately better position Niagara Region to generate incremental partnership revenue.

The Scope of the project for the Niagara Region included the following:

- 1) Canada Summer Games Park
- 2) Canada Summer Games – New Henley Centre - Capital Project
- 3) Regional Headquarters/International Plaza (supporting Canada Summer Games)
- 4) Community Services
 - a. Adult Day Program - Linhaven LTC Home
 - b. Linhaven long term care facility
 - c. Roy Adams Dementia Care Facility
 - d. Wellness Supportive Living sites - 15 Gale Crescent and 479 Carlton Street
 - e. St. Catharines Regional Child Care Facility
- 5) Public Health
 - a. EMS Station (2)
 - b. Public Health Office/Sexual Health
- 6) Other
 - a. Landfill/naturalization site
 - b. Bridges (specific names to be confirmed)
 - c. St Catharines GO/VIA Station
 - d. Water Treatment Plant (3 – 2 wastewater and 1 water)
 - e. Police station under construction



The Executive Summary Report

Overall, the total value of the almost 1000 unique sponsorship marketing assets identified in the scope of work for the Niagara Region is \$7,631,574.29 (\$7.6M). This amount includes the specific values of the assets identified to a total of \$6,255,388.76 (\$6.3M) along with \$1,376,185.53 (\$1.4M) in goodwill associated to Niagara Region. We have created a tiering system that ensures you maximize revenues for the Region and ensure a positive ROI for your partners. There are four tier levels. The top tier (Tier One) partners will need to spend a minimum of \$225,000 a year with you. The Tier Two partners will be required to spend between \$150,000 and \$225,000 a year with you; the Tier Three partners will engage at a level between \$75,000 and \$150,000. And finally, your lowest level investors will need to spend a minimum of \$25,000 a year with you and their programs will range between that \$25,000 and \$75,000 levels. It is important to understand that these tiers have been established based on ultimately having “Region wide” sponsorship sales versus specifically in the St Catharines area.

Tier	Spend Range per Year
1	\$225,000 +
2	\$150,000 - \$225,000
3	\$75,000 - \$150,000
4	\$25,000 - \$75,000

It is estimated that most of your partners will be in the Tier Three and Four levels. Also, it is important to note that of the \$6.3M in assets, \$2.8M (or almost 45%) of that is in naming rights or associated to naming rights for just 5 buildings (Train station, Police Station, Canada Games Park, EMS Centre, Burgoyne Bridge). That means if those 5 properties we removed from the inventory your total asset value decreases to \$3.5 M (or with goodwill, \$4.3M). This is a substantial difference in revenue opportunity.

Based on all of this; the value of your assets, the types of assets, the projected sales ability and such, we would be confident in projecting, based on the existing inventory of nearly 1000 assets that the

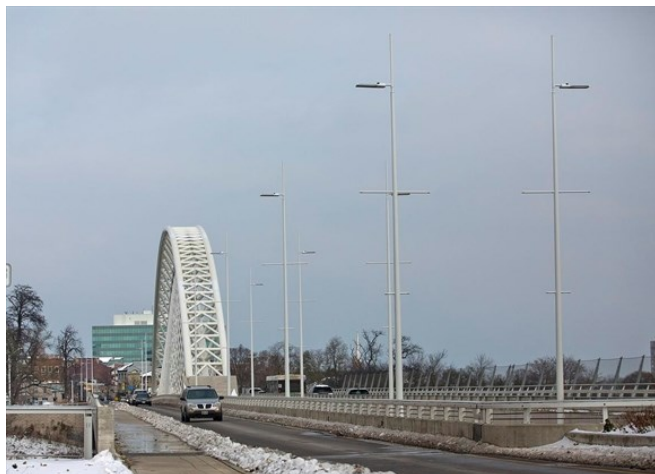
Niagara Region should be able to conservatively generate \$875,000 to \$1.2M per year of the \$7.6M in assets and that it would take approximately 2 years to reach that plateau. This projected annual revenue generation **does** include revenue generated from the two Canada Games properties within the scope of the project. *If those revenue (short and long term) were to be removed* from the mix the annual revenue projections would more realistically be \$500,000 to \$750,000 per year and take 3 to 4 years to reach that plateau.

And finally, it is important to understand that the effects of COVID 19 have been equated into these projections.

Review Process

The Partnership Group conducted a thorough and comprehensive review of the identified properties in the scope of work for the Niagara Region by determining a sponsorship asset inventory. This process included the following:

1. We reviewed current sponsorship plans, existing collateral materials, websites etc. as well as architectural design layouts (Canada Games), descriptions of programs, names of program leaders and other stakeholders for interviews, budget and forecasting for overall operating and future operating, traffic counts and expectations, and special event projects. This was done primarily by our provision of a client “needs checklist” which detailed the information that we required to start the process.
2. We made ourselves available to spend time onsite for interviews and physical site visits. Through the audit process of Niagara Region for the asset inventory, we segregated, where appropriate, inventory benefits to specific areas for easy recognition and understanding as outlined in the scope of the project.



It should be understood that while this inventory is comprehensive it is not exhaustive even within the limited scope of the project.

3. As is typical, we researched other properties similar in nature to the identified properties for Niagara Region to garner additional insight that enhanced the inventory and valuation of your assets as well as used our extensive database of over almost two decades of information on existing organizations and benchmarked you against those.
4. Our experienced Partnership Group – Sponsorship Specialists® team has now reviewed the final draft of the naming rights and sponsorship asset inventory

This process also included the assignment of the actual number of units you have of each asset. Like a typical inventory system this component allows you to track the remaining assets available for future sponsorship opportunities.

The review of the was assessed against accepted event marketing and sponsorship industry best practices. This report will present you with information that will resonate with you and some that will not. Some of the information will sound familiar, but no less important for successful marketing around Sponsorships/Partnerships. We have met our goal if we have stretched your comfort zone around these areas with the thought in mind of outlining the complexities and inter-relational issues that exist to execute effectively in sponsorship.

Inventory Analysis

Overall, the report identifies close to 1000 inventory benefits for the Niagara Region. Of the benefits identified, some are physical such as signage or logo inclusion, others are intangible such as access or alignment to the Niagara Region. These unique benefits in turn, extrapolate to significantly more of inventory items, tens of thousands of assets. An example



of this is that there may be a benefit item named “logo ID on web page”. This is just one benefit, but there are many of them available to be sold or included in a proposal.

All inventory benefits will not be sold at face value. It is an industry standard (from averaging of multiple properties in this field and experience) that approximately 33% of the total inventory will be sold (Industry average including programs, sport, causes, and arts – each category then differs a little). This is because, when packaged, some inventory will be built in as value added. For instance, a proposal may have a value of \$10,000, but the asking price is \$9,250. The potential sponsor receives, at the front end, value added. This shortens the negotiation time and provides “better value” for the sponsor. In addition, during negotiations, you may surrender additional inventory to secure a partnership. This is common practice. And finally, there is probably some inventory that may be “lemons” to potential or all sponsors and thus never sold.

The next step with the valuation would estimate, *conservatively*, in the case of the Niagara Region, approximately what percentage of the total value of your inventory should be able to be bundled and sold effectively. We have addressed this approximate percent of total inventory value both in an aggregated number of all the identified assets within the Region and Canada Games combined as well as those assets segregated to Region not including Canada Games assets and then finally the two key Canada Games assets individually (Henley Centre and the Canada Games Park)

In the case of the Niagara Region this is infinitely more difficult to extrapolate. Because this is just a portion of your inventory (St Catharines assets versus full Region). As well some of the



assets do reflect “Regional scope” such as web inclusion or police vehicles versus others (the majority) are St Catharines specific. So, to extrapolate projected revenue has been considerably difficult. We also have to take into account that several of the key assets of high value are assets

that you may not wish to sell. This process also takes into account the results of the review of inventory, quality of the inventory, our industry experience and our perception of the ability and expertise of the Niagara Region to create sponsorships effectively. As a result of these specific situations, we have determined that (as noted in dollar figures above) that with the Canada Games inventory included you should be able to generate between 11 and 13% of your total asset inventory. Without those assets you should be able to generate about 10 and 13%, but the revenue will take slightly longer to reach this lower plateau.

When we look at just the Region's assets within the scope of this project there is a total approximate value of about \$6.1M and effective the Region should be able to sell about 10% of this inventory and annually generate about \$615,000 per year and it will take 3-4 years to reach this plateau.

On the other side when we look at just the two showcase Canada Games assets in this inventory (Canada Games Park and Henley Centre) there is respectively about \$1.2M in value of which the Games should realize about 44% of that value or about \$530,000 per year and over a 10-year period generate \$5.3M. Combined with this, the Henley Centre valuation of all the associated assets comes to about \$285,000 per year of which the Games should realize 40% of that value or about \$115,000 per year or over a 10-year period about \$1.15M. This is to say, through a sponsorship sales program over a 10-year period the Games should deliver about \$6.5M in revenue.

One element not considered in the project and possibly critical to revenue generation on the Games side of the equation is philanthropic giving. As we are not specifically a philanthropic consulting agency, we are not qualified to determine that exact valuation or donation potential revenue, but truly can provide some ranges having been part of major capital campaigns at organizations like the University of Regina and University of Manitoba – both Canada Games partners. Typically, a philanthropic gift (different from a sponsorship marketing investment both in deliverables and CRA implications) tends to be higher in value with less long-term workload and fulfillment expectations. Based on this, you might look at the Henley Centre (with its heritage and also the potential donor alignment) to be a one-time up-front gift in excess of \$2.5 to \$3.5M over a term of say 20 years versus the 10 year \$1.15M opportunity. Likewise, between the overall

Canada Games Park and the associated specific properties within the Park, charitable naming could exceed \$10M possibly over a longer-term period. It is also important to note that the focal point naming of the centre-piece Canada Games properties in both Winnipeg and Red Deer were philanthropic gifts, not corporate sponsorship marketing investments.

Asset Valuation

This component includes the valuation of all these assets *individually* in real market terms by industry accepted standards and practices. This will allow the Niagara Region to clearly understand the value of the assets and realistic potential revenue generation as well as provide sponsors and prospects **with independent 3rd party-verified values in your proposal presentations and reports.**

The asset valuation process is done using a proprietary three-stage approach:

1. Review each asset *individually* (including social media assets) and apply our own industry accepted proprietary formulae to determine a quantitative “base value” for each asset. Every single tangible and intangible asset in the inventory, for instance, a naming, a sampling opportunity, a speaking engagement or a sign has been given a real market value.
2. Two plus two does not always equal four. Sometimes an asset has an intrinsic value, or a perceived value that is higher than a real market value. We also know that other similar properties and organizations have set their values in a certain way.
3. Lastly, similar to the inventory review phase, we engage our entire Partnership Group – Sponsorship Specialists® team to review the valued assets and provide feedback. This experienced review by leading sponsorship industry professionals provides us with a final refinement in valuation before we present the final inventory asset valuation report to you.

The Properties and Associated Values

The following each of the 20 specific properties within the scope the project for the Niagara Region and the associated gross value of assets for each:

<u>Assets</u>	<u>Value</u>
Community Services:	
Adult Day Care Programs	\$65,760.27
Linhaven Long Term Care Facility	\$24,975.12
Roy Adams Dementia Care Facility	\$16,738.47
St Catharines Regional Child Care Facility	\$4,653.95
Wellness Supportive Living Sites Kenworth Acres	\$144,679.43
Community Service Total	\$256,807.23
Community Service Total Including Goodwill	\$313,304.82
Public Health	
Ontario Street EMS Station	\$459,482.92
Linwell Centre EMS Station	\$25,717.35
Public Health Office - Sexual Health	\$10,923.16
Public Health Total	\$496,123.43
Public Health Total Including Goodwill	\$605,270.59
Other	
Regional Headquarters	\$89,956.79
Canada Summer Games Park	\$1,204,295.73
Canada Games - Henley Centre	\$284,189.11
International Plaza	\$177,702.58
Landfill	\$360,637.85
Landfill Naturalization Site	\$15,843.96
Burgoyne Bridge	\$2,258,861.58
St Catharines GO/VIA Station	\$509,902.35
New Police Station	\$504,293.71
Water Treatment Plant	\$31,244.41
Wastewater Treatment Plants (2)	\$58,191.85
Administration & Invoicing	\$7,338.18
Other Total	\$5,502,458.09
Other Total Including Goodwill	\$6,712,998.88
Total Asset Value	\$6,255,388.76
Total Asset Value Including Goodwill	\$7,631,574.29

Tiering

The Partnership Group - Sponsorship Specialists® uses a distinctive and critical system to ensure that maximum potential is achieved for each asset sold in a package. Tiering helps prioritize the assets, manage their usage and facilitate proper integration into your customized packages for prospective sponsors. Ultimately it helps maximize sponsorship revenue for the Niagara Region and maximizes ROI for your partners. It is through Tiering, bundling and custom package development versus stock proposals that you will maximize your revenue potential.

Term

Each value would be allocated a value of a 1-year term unless otherwise noted. For example, a presenting sponsorship or naming rights for an area illustrates the value of those benefits for a 1-year period. When developing proposals for corporate prospecting a minimum number of years must be contemplated based on each agreement, and this revenue will then be extrapolated by the number of years. Likewise, there are specifically noted benefits that are applicable based on an event or single time period as opposed to a 1-year benefit such as “room usage” which would be valued on a per occurrence basis.



Observation and Recommendations

To this point, this high-level report has provided empirical data and factual information around the Niagara Region Sponsorship IAV associated to the City of St Catharines. This final section of the report intends to simply provide some commentary, if you will, on the observations, findings and recommendations through the many discussions which took place throughout the process and upon review of the empirical data.

Observations:

1. There is terrific opportunity for revenue development for the Region based on the outcomes of the St Catharines trial, but the Region will need to consider if it wishes to sell naming rights to several major properties / structures / facilities or not before truly determining the potential revenue generation. This decision will need to look at a Regional decision, not the Region specific to St Catharines.
2. There will probably be much debate around associating sponsorship with the health services side as well as daycares and community services. The Region will need to determine which of these (if any at all) will be included in the final inventory of saleable assets before a true projection of revenue can be determined.
3. The Region will need to determine the extent to which it will align with partners through corporate content integration into Region publications as well as the Region online. The scope of this project did not include social and digital media which typically has terrific asset value. This was not a “St Catharines specific asset” and thus not inclusive. We do suggest upon deliver of the St Catharines IAV Report that you take note of the valuation of the social and digital media section as your value typically would be in excess of what the City of St Catharines delivers. But again, you will need to determine the extent to which you may wish to sell these assets or not.
4. A large majority of the assets identified, and assets with value (other than naming rights) are really activation and engagement assets. This means interaction with audiences whether those be at events, facilities or otherwise. The Region reaches a lot of people “one on one” and can deliver this access that other organizations cannot and also reaches key audiences (seniors, children, people engaged in health care issues) which places greater value

opportunities with these assets.

5. When we review the Tiering levels, it identifies that, outside of the key naming rights already identified (which are all Tier One assets – organizations spending more than \$225,000 per year with the Region over multiple years) the bulk of the assets indicate that a great deal of sponsorships will fall in the range of Tier 3 and 4. This means the build of your sponsorships (other than the major naming rights and Canada Games assets) will be between \$25,000 to about \$100,000 per year. Also, we believe, even if you look at a Region wide program and scale the St Catharines experience, that without the major naming rights opportunities you will have probably 80% of your sponsorship deals between that \$25,000 and \$100,000 per year range. This makes for a great deal of work to secure say \$3M per year in revenue across the entire Region with 60 sponsors at \$50,000 each.
6. The Canada Games Park and the new Henley Centre (both Games properties) revenue from sponsorship will not come directly to the Region as revenue but will defray possible deficit support if the Games fail to secure the capital revenue for the new buildings. But this does not provide ongoing revenue long term to the Region.
7. If the Region moves forward with undertaking a sponsorship revenue generation program, you will need to determine the how you will sell your sponsorships; outsource to a third-party agency, build internal capacity; align with a municipality like St Catharines to sell your assets for you
8. When we look at some of the “Regional” assets identified and assessed such as Water Treatment centres, administration and invoicing, Regional Headquarters overall, with the exception of the Landfill corporate content integration into pamphlets and publications, the revenue is pretty low. It is important to remember you will only generate about 1/3 (one third) of the actual value of the assets available... because if you sell everything you will look like NASCAR which is not where you or the taxpaying citizens of the Region want to go!
9. The following are guiding principles that should be understood when determining if you will invest in a full-blown sponsorship marketing program. These are what we believe to be important foundations for a Municipal Partnership Program and future sponsorship agreements:

- a. Sponsorship revenue should not be used to fund core programs and services
- b. A portion of the revenue generated through future sponsorships should be allocated towards establishing and/or improving the sponsored program, service, facility or enterprise
- c. The contributions of municipal sponsorship partners should be acknowledged by the Region in a public manner on a regular basis
- d. Sponsorship recruitment should match a prospective partner with the audience/participant interests to ensure there is a good fit between the partner and the audience/participant
- e. The focus of the “ask” to potential sponsorship partners should be marketing-based objectives and not philanthropic or charitable in nature
- f. The products, services and brand of sponsorship partners should not reflect negatively on the Region
- g. The Region should not enter into any sponsorship agreements including naming rights with companies that are a direct competitor of the Region or its enterprises



Recommendations:

The following are our recommendations for the Niagara Region based on the limited trail scope of this inventory asset identification and asset valuation project associated to the City of St Catharines combined with our observations above and decades of experience in this field.

1. Review the St Catharines IAV report for insights into regional assets such as digital / social and online revenue opportunities before you make any further decisions on a sponsorship program
2. Develop a plan and strategy to determine which of the assets you have in this IAV that you will be able to sell. If you determine that naming rights to bridges, EMS / Police stations and Community Services facilities as well as social and digital and traditional communications assets to incorporate sponsors and sponsor content, then we would recommend you move

forward with an IAV for all your assets across the Region. If all of these aforementioned assets do not “make the cut”, then you will need to assess the viability of a sponsorship program. This does not mean you should not move forward but you will need to assess the potential revenue and also determine the costs to acquire that revenue.

3. We would recommend that the Region also look to develop a plan around a Regional philanthropic donation program if one does not already exist. With some of your assets (such as Community Services and bridges) there is a probably a significant appetite to do a philanthropic naming of some of these assets versus sponsorship. You already have the asset valuation and Tiering level, so calculation of philanthropic valuation is not a major amount of work. This would provide additional revenue opportunities and also possibly (if needed) appease opponents to corporate naming opportunities as an additional opportunity approach.
4. Should you move forward with a sponsorship marketing program, as noted in the observations, you will need to determine the approach for revenue generation. Our recommendation is that if you include all naming rights opportunities, engage a third party to sell those naming rights for you. They will typically secure the revenue faster and more cost effectively. If all the naming rights are not included (such as if the EMS / Police stations nor the bridges and VIA station), or for all the remaining assets outside the third party sold assets, then look to having the sponsorship program sold by a partner municipality like St Catharines. We would not recommend that the Region undertake the development of their own sales force for sponsorship unless no specific municipality is also selling sponsorships. You do not want to be in the marketplace directly competing with your municipalities, even though your assets are different. It will be far more effective to have a municipality like St Catharines bundle your assets with their assets to provide holistic sponsorship programs. The only other alternative approach would be to have the Region be the lead on sponsorship and sell for the Region and on behalf of each of the municipalities as well. This approach (if multiple municipalities decide to get into this game such as St Catharines, Niagara Falls, Welland, Fort Erie – basically 50% of your population) would be overall the most effective and cost-efficient approach if those four municipalities were also engaged in sponsorship revenue generation.
5. We would recommend that you not make a determinant of if you will undertake a sponsorship revenue program until the following four tasks are undertaken:

- a. Review the City of St Catharines IAV and extrapolate values for your own use
 - b. Determine what the Region has appetite for in regard to naming rights and sponsorship overall and then build a case for support to move your plan forward in principle
 - c. Determine the appetite for other municipalities within the region (other than St Catharines) to undertake sponsorship revenue generation so the Region is sure of who all may be in the game in the Region
 - d. Undertake a Region wide IAV (based on “approved” or agreed upon assets such as naming etc.) to clearly understand what assets you have and the potential annual revenue
6. We would recommend that if you do choose to move forward with a sponsorship revenue generation program that a policy around sponsorships (and donations) be developed, approved, and implemented.
 7. We would recommend that if you do choose to move forward with a sponsorship revenue generation program that a detailed sponsorship sales strategy and implementation plan with measurable benchmarks be developed.

We are prepared to provide 10 hours of mentoring and consulting time to assist you in the next steps of the recommendations at no additional charge. Should you wish to engage additional time it will be available at the discounted rate of \$270 / hour plus HST.

We would like to thank you in earnest for the opportunity to work with the Niagara Region. All of the people we interviewed were a pleasure to work with and provided terrific insights. We sincerely hope that this information will provide you with the insights you were seeking to make future determinations on a Niagara Region corporate sponsorship marketing program.

Respectfully submitted,



Brent Barootes
President & CEO
Partnership Group – Sponsorship Specialists®

Appendix – Data Numbers for Determining Valuations

The following chart illustrates the “traffic” numbers utilized to assist in the determination of the asset values. When this information was not directly provided by the Niagara Region we researched online and across our data bases to determine accurate numbers.

Location	Traffic
Community Services:	
Adult Day Care Programs	2000 Actual participants registered annually including staff
Linhaven Long Term Care Facility	550 Actual residents including staff + "bubble family"
Roy Adams Dementia Care Facility	350 Actual residents including staff + "bubble family"
St Catharines Regional Child Care Facility	40 Actual participants registered annually including staff + multiple visits / interactions
Wellness Supportive Living Sites Kenworth Acres	500 Actual residents including staff and services
Public Health	
Main EMS Station	350 unique visitors annually - many multiple visits
Linwell Centre EMS Station	100 unique visitors annually - many multiple visits
Public Health Office - Sexual Health	12,500 unique visitors annually - many multiple visits
Other	
Region Population	As of 2016 - 447,888
St Catharines Population	As of 2016 - 133,113
Canada Summer Games Park - During Games	18,000 unique visitors over the 2 weeks - many multiple visits
Canada Summer Games Park - Post Games	115,000 unique visitors annually - with many multiple visits
Canada Games - Henley Centre - During Games	12,000 unique visitors over the 2 weeks - many multiple visits
Canada Games - Henley Centre - Post Games	125,000 unique visitors annually - many multiple visits
International Plaza - During Games / Event	2,500 unique visitors in a given day
International Plaza - non event day	1,200 unique visitors on a given day
Landfill	35,800 people annually

Location	Traffic
Landfill Naturalization Site	125 unique visitors annually - many multiple visits
Burgoyne Bridge	16,000 vehicles per day with 1.25 passengers / / 1200 pedestrians per day
St Catharines GO/VIA Station	1,500 unique visitors daily - most twice per day + drop off exposure
Niagara Region Website	325,000 unique users per year

Asset Inventory

TIER 1 - \$225,000+

TIER 2 - \$150,000 to \$225,000

TIER 3 - \$75,000 TO \$150,000

TIER 4 - \$25,000 TO \$75,000

NIAGARA REGION

Total Property Related Goodwill

i.e. uniqueness of the asset, how cluttered the environment, broad exclusivity, intrinsic brand value, etc.

PRODUCT

DESCRIPTION

Tier

Community Services

Adult Day Care Programs	Naming of Adult Care Program overall (across the entire region)	3
	Presenting Sponsor status of the Adult Care Program overall (across the entire region)	4
	Naming of one of 11 Adult Care Day Service Programs overall (across the entire region)	4
	Presenting Sponsor status of 11 Adult Care Day Service Programs	4
	Naming of Adult Care Respite Companion Program overall (across the entire region)	4
	Presenting Sponsor status of the Adult Care Respite Companion Program overall (across the entire region)	4
	Opportunity for care givers delivering service to the seniors homes to deliver a product sample package for a single sponsor one time to each client over a one month period. Care giver to present the products from within the package and go through each item with the client and recognize the supplier as a sponsor and partner of the program	2
	Opportunity for care givers delivering service to the seniors homes to deliver a product sample package with up to 5 sponsors products in the package one time to each client over a one month period. Care giver to present the products from within the package and go through each item with the client and recognize each supplier as a sponsor and partner of the program	2
	Opportunity for care givers delivering service to the seniors homes to deliver a brochure or information piece (but not a product or sample) for a single sponsor one time to each client over a one month period. Care giver to present the information from within the package and go through the information with the client and recognize the supplier as a sponsor and partner of the program	2
	Opportunity for care givers delivering service to the seniors homes to deliver a brochure or information piece (but not a product or sample) with up to 5 sponsors information in the package one time to each client over a one month period. Care giver to present the information from within the package and go through each item with the client and recognize each supplier as a sponsor and partner of the program	2
	Naming of Adult Care Volunteer Program overall (across the entire region)	3
	Presenting Sponsor status of the Adult Care Volunteer Program overall (across the entire region)	3
	Right to present each new registered volunteer with a gift	3
	Naming of Adult Care Volunteer long term recognition program overall (across the entire region)	4
	Presenting Sponsor status of the Adult Care Volunteer long term recognition program overall (across the entire region)	4
	Right to present each long-term (6 months, 1 year and 5 year and 10 year) volunteer with a gift either individually presented or at a ceremony	4
	Presenting Sponsor of the Long Term Volunteer Recognition Awards event in all facilities and programs	4
	Naming of Wellness Program overall - care services, fall prevention etc. (across the entire region)	4
	Presenting Sponsor status of the Wellness Program overall - care services, fall prevention etc. (across the entire region)	4
	Naming of Out Reach - Senior in Crisis Program overall (across the entire region)	4
	Presenting Sponsor status of the Out Reach - Senior in Crisis Program overall (across the entire region)	4
	Naming of Access Respite Companion Service Program overall (across the entire region)	4

PRODUCT	DESCRIPTION	Tier
	Presenting Sponsor status of the Access Respite Companion Service Program overall (across the entire region)	4
	Naming of St Catharines Seniors Walking Track	3
	Presenting Sponsor status of the St Catharines Seniors Walking Track	3
	Naming of St Catharines Seniors Auditorium	3
	Presenting Sponsor status of the St Catharines Seniors Auditorium	3
	Logo displayed as a singular sponsor logo on Regional Website page specific to the Adult Day Care Programs across the region	2
	Logo displayed with up to 4 other sponsors logos on Regional Website page specific to the Adult Day Care Programs across the region	2
	Singular Logo displayed at top left on all "letterhead" and printed documents associated to the Adult Day Care Programs across the region such as but not included in memos to staff or clients, announcements etc. No other sponsor logo on the document	2
	Singular Logo displayed at bottom right on all "letterhead" and printed documents associated to the Adult Day Care Programs across the region such as but not included in memos to staff or clients, announcements etc. No other Sponsor logo on the document	2
	Logo displayed at top left on all "letterhead" and printed documents associated to the Adult Day Care Programs across the region such as but not included in memos to staff or clients, announcements etc. (Can be up to 5 other sponsors logos on bottom of page)	2
	Singular Logo displayed at top left on all "letterhead" and printed documents associated to the Adult Day Care Programs across the region such as but not included in memos to staff or clients, announcements etc. No other sponsor logo on the document - May be one logo in bottom right corner of the document as well	2
	Singular Logo displayed at bottom right on all "letterhead" and printed documents associated to the Adult Day Care Programs across the region such as but not included in memos to staff or clients, announcements etc. May be 1 other Sponsor logo on the document in three top left corner	2
	Singular Logo displayed at top left on all "letterhead" and printed documents associated to the Adult Day Care Programs across the region such as but not included in memos to staff or clients, announcements etc.	2
	Opportunity to have a coupon on the bottom of all emails sent out from the Adult Day Care Programs across the region - below the staff signature line - for term of 1 month - this would be a solo coupon, not other coupons	2
	Opportunity to have a logo on the bottom of all emails sent out from the Adult Day Care Programs across the region - below the staff signature line with the term "Proudly supported by ABC Company" or something to that effect - solo logo - no other sponsor logos there	2
	Opportunity to have a coupon on the bottom of all emails sent out from the Adult Day Care Programs across the region - below the staff signature line - for term of 1 month - this would be with up to 3 other coupons at any given time	2
	Opportunity to have a logo on the bottom of all emails sent out from the Adult Day Care Programs across the region - below the staff signature line with the term "Proudly supported by ABC Company" or something to that effect - this would be with up to two other sponsor logos	2
	Right to place flyers / notices on each windshield of each car in the facility parking lot one time on a single day with no other sponsors activating in this way on the same day	2
	Right to wrap the main entrance doors of the facility (both sides) for a term of 1 month	3
	Right to wrap a set of doors inside the facility for a term of 1 month	3
	Right to place a floor decal outside the main facility entrance doors from the parking lot for a term of 1 month	4
	Right to place a floor decal inside the facility main entrance doors for a term of 1 month	4
	Right to place a floor decal inside the facility (location to be mutually agreed upon and not at main entrance) for a term of 1 month	4
Linhaven Long Term Care Facility	Naming right to this facility itself	3
	Facility "Presented by" or "Supported by" status or positioning	3
	Opportunity for care givers delivering service to the residents in the Linhaven Long Term Care Facility to deliver a product sample package for a single sponsor one time to each resident or family member over a one month period. Care giver to present the products from within the package and go through each item with the client and recognize the supplier as a sponsor and partner of the program	3
	Opportunity for care givers delivering service to the Linhaven Long Term Care Facility to deliver a product sample package with up to 5 sponsors products in the package one time to each resident or family member over a one month period. Care giver to present the products from within the package and go through each item with the resident or family member and recognize each supplier as a sponsor and partner of the program	3

PRODUCT	DESCRIPTION	Tier
	Opportunity for care givers delivering service to the Linhaven Long Term Care Facility to deliver a brochure or information piece (but not a product or sample) for a single sponsor one time to each resident / family member over a one month period. Care giver to present the information from within the package and go through the information with the resident / family member and recognize the supplier as a sponsor and partner of the program	3
	Opportunity for care givers delivering service to the Linhaven Long Term Care Facility to deliver a brochure or information piece (but not a product or sample) with up to 5 sponsors information in the package one time to each resident / family member over a one month period. Caregiver to present the information from within the package and go through each item with the resident / family member and recognize each supplier as a sponsor and partner of the program	3
	Naming of the main lobby area within Linhaven Long Term Care facility	3
	Presenting Sponsor status of the main lobby area within Linhaven Long Term Care facility	4
	Naming of the Auditorium within Linhaven Long Term Care facility	3
	Presenting Sponsor status of the auditorium within Linhaven Long Term Care facility	4
	Naming of the Auditorium stage within Linhaven Long Term Care facility	3
	Presenting Sponsor status of the auditorium stage within Linhaven Long Term Care facility	4
	Right to place a floor decal outside the auditorium entrance doors for a term of 1 month	4
	Right to place a floor decal inside the auditorium entrance doors for a term of 1 month	4
	Right to place a floor decal inside the auditorium in a mutually agreed upon location for a term of 1 month	4
	Naming of the back garden sitting area at Linhaven Long Term Care facility	3
	Presenting Sponsor status of the back garden sitting area at Linhaven Long Term Care facility	4
	Naming of In House Daycare within Linhaven Long Term Care facility	4
	Presenting Sponsor status of the In House Daycare at Linhaven Long Term Care facility	4
	Naming of In House Volunteer Program within Linhaven Long Term Care facility	4
	Presenting Sponsor status of the In House Volunteer Program Linhaven Long Term Care facility	4
	Right to present each new registered volunteer with a gift	4
	Right to present each new registered resident within Linhaven Long Term Care Facility with a gift	4
	Right to present the family or a single family member of a new resident of Linhaven Long Term Care Facility with a gift	4
	Naming of a specific activity program that happens on a weekly basis - (Bingo, exercises, coffee time, movie night etc.)	4
	Presenting Sponsor status of a specific activity program that happens on a weekly basis - (Bingo, exercises, coffee time, movie night etc.)	4
	Naming of a specific activity program that happens on a monthly basis - (Bingo, exercises, coffee time, movie night etc.)	4
	Presenting Sponsor status of a specific activity program that happens on a monthly basis - (Bingo, exercises, coffee time, movie night etc.)	4
	Naming of a specific activity program that happens on a daily basis - (Bingo, exercises, coffee time, movie night etc.)	4
	Presenting Sponsor status of a specific activity program that happens on a daily basis - (Bingo, exercises, coffee time, movie night etc.)	4
	Naming of a meeting / event room (12 - library, café, rec room etc.) within Linhaven Long Term Care facility	3
	Presenting Sponsor status of a meeting / event room (12- library, café, rec room etc.) within Linhaven Long Term Care facility	4
	Naming of a nurse / administration station within Linhaven Long Term Care facility	4
	Presenting Sponsor status of a nurse / administration station within Linhaven Long Term Care facility	4
	Presenting Sponsor status of a meal (breakfast, lunch, dinner or snack) within Linhaven Long Term Care facility for a 1 month period	4
	Sponsor Logo on a patch on all provided staff uniforms - patch on a single shoulder	1
	Sponsor Logo on a patch on all provided staff uniforms - patch on front over heart / pocket area	1
	Presenting Sponsor status or "Sponsored by" of a patient's room within Linhaven Long Term Care facility	4
	Logo displayed as a singular sponsor logo on Regional Website page specific to the Linhaven Long Term Care Facility page	2
	Logo displayed with up to 4 other sponsors logos on Regional Website page specific to the Linhaven Long Term Care Facility page	2

PRODUCT	DESCRIPTION	Tier
	Singular Logo displayed at top left on all "letterhead" and printed documents associated to the Linhaven Long Term Care Facility such as but not included in memos to staff or clients, announcements etc. No other sponsor logo on the document	2
	Singular Logo displayed at bottom right on all "letterhead" and printed documents associated to the Linhaven Long Term Care Facility such as but not included in memos to staff or clients, announcements etc. No other Sponsor logo on the document	2
	Logo displayed at top left on all "letterhead" and printed documents associated to the Linhaven Long Term Care Facility such as but not included in memos to staff or clients, announcements etc. (Can be up to 5 other sponsors logos on bottom of page)	2
	Singular Logo displayed at top left on all "letterhead" and printed documents associated to the Linhaven Long Term Care Facility such as but not included in memos to staff or clients, announcements etc. No other sponsor logo on the document - May be one logo in bottom right corner of the document as well	2
	Singular Logo displayed at bottom right on all "letterhead" and printed documents associated to the Linhaven Long Term Care Facility such as but not included in memos to staff or clients, announcements etc. May be 1 other Sponsor logo on the document in three top left corner	2
	Singular Logo displayed at top left on all "letterhead" and printed documents associated to the Linhaven Long Term Care Facility such as but not included in memos to staff or clients, announcements etc.	2
	Opportunity to have a coupon on the bottom of all emails sent out from the Linhaven Long Term Care Facility - below the staff signature line - for term of 1 month - this would be a solo coupon, not other coupons	2
	Opportunity to have a logo on the bottom of all emails sent out from the Linhaven Long Term Care Facility - below the staff signature line with the term "Proudly supported by ABC Company" or something to that effect - solo logo - no other sponsor logos there	2
	Opportunity to have a coupon on the bottom of all emails sent out from the Linhaven Long Term Care Facility - below the staff signature line - for term of 1 month - this would be with up to 3 other coupons at any given time	2
	Opportunity to have a logo on the bottom of all emails sent out from the Linhaven Long Term Care Facility - below the staff signature line with the term "Proudly supported by ABC Company" or something to that effect - this would be with up to two other sponsor logos	2
	Right to place flyers / notices on each windshield of each car in the facility parking lot one time on a single day with no other sponsors activating in this way on the same day	2
	Right to wrap the main entrance doors of the facility (both sides) for a term of 1 month	3
	Right to wrap a set of doors inside the facility for a term of 1 month	3
	Right to place a floor decal outside the main facility entrance doors from the parking lot for a term of 1 month	4
	Right to place a floor decal inside the facility main entrance doors for a term of 1 month	4
	Right to place a floor decal inside the facility (location to be mutually agreed upon and not at main entrance) for a term of 1 month	4
Roy Adams Dementia Care Facility	Naming right to this facility itself	3
	Facility "Presented by" or "Supported by" status or positioning	3
	Opportunity for care givers delivering service to the residents in the Roy Adams Dementia Care Facility to deliver a product sample package for a single sponsor one time to each resident or family member over a one month period. Care giver to present the products from within the package and go through each item with the client and recognize the supplier as a sponsor and partner of the program	3
	Opportunity for care givers delivering service to the Roy Adams Dementia Care Facility to deliver a product sample package with up to 5 sponsors products in the package one time to each resident or family member over a one month period. Care giver to present the products from within the package and go through each item with the resident or family member and recognize each supplier as a sponsor and partner of the program	3
	Opportunity for care givers delivering service to the Roy Adams Dementia Care Facility to deliver a brochure or information piece (but not a product or sample) for a single sponsor one time to each resident / family member over a one month period. Care giver to present the information from within the package and go through the information with the resident / family member and recognize the supplier as a sponsor and partner of the program	3
	Opportunity for care givers delivering service to the Roy Adams Dementia Care Facility to deliver a brochure or information piece (but not a product or sample) with up to 5 sponsors information in the package one time to each resident / family member over a one month period. Caregiver to present the information from within the package and go through each item with the resident / family member and recognize each supplier as a sponsor and partner of the program	3
	Naming of In House Volunteer Program within Roy Adams Dementia Care Facility	4

PRODUCT	DESCRIPTION	Tier
	Presenting Sponsor status of the In House Volunteer Program Roy Adams Dementia Care Facility	4
	Right to present each new registered volunteer with a gift	4
	Right to present each new registered resident within Roy Adams Dementia Care Facility with a gift	4
	Right to present the family or a single family member of a new resident of Roy Adams Dementia Care Facility with a gift	4
	Naming of a specific activity program that happens on a weekly basis - (Bingo, exercises, coffee time, movie night etc.)	4
	Presenting Sponsor status of a specific activity program that happens on a weekly basis - (Bingo, exercises, coffee time, movie night etc.)	4
	Naming of a specific activity program that happens on a monthly basis - (Bingo, exercises, coffee time, movie night etc.)	4
	Presenting Sponsor status of a specific activity program that happens on a monthly basis - (Bingo, exercises, coffee time, movie night etc.)	4
	Naming of a specific activity program that happens on a daily basis - (Bingo, exercises, coffee time, movie night etc.)	4
	Presenting Sponsor status of a specific activity program that happens on a daily basis - (Bingo, exercises, coffee time, movie night etc.)	4
	Naming of a meeting / event room (library, café, rec room etc.) within Roy Adams Dementia Care Facility	3
	Presenting Sponsor status of a meeting / event room (library, café, rec room etc.) within Roy Adams Dementia Care Facility	4
	Naming of a nurse / administration station within Roy Adams Dementia Care Facility	4
	Presenting Sponsor status of a nurse / administration station within Roy Adams Dementia Care Facility	4
	Presenting Sponsor status of a meal (breakfast, lunch, dinner or snack) within Linhaven Long Term Care facility for a 1 month period	4
	Sponsor Logo on a patch on all provided staff uniforms - patch on a single shoulder	1
	Sponsor Logo on a patch on all provided staff uniforms - patch on front over heart / pocket area	1
	Presenting Sponsor status or "Sponsored by" of a patient's room within Linhaven Long Term Care facility for a 1 month period	4
	Logo displayed as a singular sponsor logo on Regional Website page specific to the Roy Adams Dementia Care Facility page	2
	Logo displayed with up to 4 other sponsors logos on Regional Website page specific to the Roy Adams Dementia Care Facility page	2
	Singular Logo displayed at top left on all "letterhead" and printed documents associated to the Roy Adams Dementia Care Facility such as but not included in memos to staff or clients, announcements etc. No other sponsor logo on the document	2
	Singular Logo displayed at bottom right on all "letterhead" and printed documents associated to the Roy Adams Dementia Care Facility such as but not included in memos to staff or clients, announcements etc. No other Sponsor logo on the document	2
	Logo displayed at top left on all "letterhead" and printed documents associated to the Roy Adams Dementia Care Facility such as but not included in memos to staff or clients, announcements etc. (Can be up to 5 other sponsors logos on bottom of page)	2
	Singular Logo displayed at top left on all "letterhead" and printed documents associated to the Roy Adams Dementia Care Facility such as but not included in memos to staff or clients, announcements etc. No other sponsor logo on the document - May be one logo in bottom right corner of the document as well	2
	Singular Logo displayed at bottom right on all "letterhead" and printed documents associated to the Roy Adams Dementia Care Facility such as but not included in memos to staff or clients, announcements etc. May be 1 other Sponsor logo on the document in three top left corner	2
	Singular Logo displayed at top left on all "letterhead" and printed documents associated to the Roy Adams Dementia Care Facility such as but not included in memos to staff or clients, announcements etc.	2
	Opportunity to have a coupon on the bottom of all emails sent out from the Roy Adams Dementia Care Facility - below the staff signature line - for term of 1 month - this would be a solo coupon, not other coupons	2
	Opportunity to have a logo on the bottom of all emails sent out from the Roy Adams Dementia Care Facility - below the staff signature line with the term "Proudly supported by ABC Company" or something to that effect - solo logo - no other sponsor logos there	2
	Opportunity to have a coupon on the bottom of all emails sent out from the Roy Adams Dementia Care Facility - below the staff signature line - for term of 1 month - this would be with up to 3 other coupons at any given time	2
	Opportunity to have a logo on the bottom of all emails sent out from the Roy Adams Dementia Care Facility - below the staff signature line with the term "Proudly supported by ABC Company" or something to that effect - this would be with up to two other sponsor logos	2

PRODUCT	DESCRIPTION	Tier
	Right to place flyers / notices on each windshield of each car in the facility parking lot one time on a single day with no other sponsors activating in this way on the same day	2
	Right to wrap the main entrance doors of the facility (both sides) for a term of 1 month	3
	Right to wrap a set of doors inside the facility for a term of 1 month	3
	Right to place a floor decal outside the main facility entrance doors from the parking lot for a term of 1 month	4
	Right to place a floor decal inside the facility main entrance doors for a term of 1 month	4
	Right to place a floor decal inside the facility (location to be mutually agreed upon and not at main entrance) for a term of 1 month	4
St Catharines Regional Child Care Facility	Naming right to St Catharines Regional Child Care Facility - ABC Company Regional Child Care Facility	3
	Facility "Presented by" or "Supported by" status or positioning - St Catharines Regional Child Care Facility	3
	Opportunity for staff working with the children to deliver a product sample package for a single sponsor one time to each child or family member over a one month period. Staff to present the products from within the package and go through each item with the child or family member and recognize the supplier as a sponsor and partner of the program	3
	Opportunity for staff working with the children to deliver a product sample package for up to 5 sponsors one time to each child or family member over a one month period. Staff to present the products from within the package and go through each item with the child or family member and recognize the suppliers as a sponsors and partners of the program	3
	Opportunity for staff working with the children to deliver an information package / brochure etc. (but not a product or sample) for a single sponsor one time to each child or family member over a one month period. Staff to present the information and go through the provided information with the child or family member and recognize the supplier as a sponsor and partner of the program	3
	Opportunity for staff working with the children to deliver an information package / brochure etc. (but not a product or sample) for up to 5 sponsors one time to each child or family member over a one month period. Staff to present the products from within the package and go through each piece of information with the child or family member and recognize the suppliers as a sponsors and partners of the program	3
	Naming of one of the activity rooms (library area, resource room, sleep room, potty area, kitchen, activity rooms themselves) at the St Catharines Regional Child Care Facility	
	Presenting Sponsor status of one of the activity rooms (library area, resource room, sleep room, potty area, kitchen, activity rooms themselves) at the St Catharines Regional Child Care Facility	
	Right to hang a banner on a wall in a mutually agreed upon spot within the St Catharines Regional Child Care Facility for one month	
	Right to paint a mural on a wall in a mutually agreed upon spot within the St Catharines Regional Child Care Facility for term of agreement	
	Right to present each new registered child in the St Catharines Regional Child Care Facility with a one time gift	
	Right to present the family / parent each new registered child in the St Catharines Regional Child Care Facility with a one time gift	
	Naming of a specific activity program that happens on a weekly basis at the St Catharines Regional Child Care Facility	
	Presenting Sponsor status of a specific activity program that happens on a weekly basis at the St Catharines Regional Child Care Facility	
	Naming of a specific activity program that happens on a monthly basis at the St Catharines Regional Child Care Facility	
	Presenting Sponsor status of a specific activity program that happens on a monthly basis at the St Catharines Regional Child Care Facility	
	Naming of a specific activity program that happens on a daily basis at the St Catharines Regional Child Care Facility	
	Presenting Sponsor status of a specific activity program that happens on a daily basis at the St Catharines Regional Child Care Facility	
	Presenting Sponsor status of lunch time daily for a 1 month period - Sponsor name integrated into the lunch time such as "It is lunch time and today this lunch time is brought to you by Scholastic Books" - (Sponsor could build in a sampling opportunity or information piece for once per day or once per week or one for the month etc. and it could be integrated that in the case of scholastic, reading time is next and use scholastic books or if brought by Cheerios then an alignment with Cheerios served to everyone at lunch on top of their lunches)	
	Presenting Sponsor status of nap time daily (all naps, morning and afternoon for term of agreement) - Sponsor name integrated into the nap time such as "It is Nap Time with Scholastic Books" - (Sponsor could build in a sampling opportunity or information piece for once per week or month etc. and it could be integrated that in the case of scholastic, reading time is next and use Scholastic books or if brought by Cheerios then an alignment with snack time and serve Cheerios at snack time)	

PRODUCT	DESCRIPTION	Tier
	Logo displayed as a singular sponsor logo on Regional Website page specific to the St Catharines Regional Child Care Facility page	2
	Logo displayed with up to 4 other sponsors logos on Regional Website page specific to the St Catharines Regional Child Care Facility page	2
	Singular Logo displayed at top left on all "letterhead" and printed documents associated to the St Catharines Regional Child Care Facility such as but not included in memos to staff or clients, announcements etc. No other sponsor logo on the document	2
	Singular Logo displayed at bottom right on all "letterhead" and printed documents associated to the St Catharines Regional Child Care Facility such as but not included in memos to staff or clients, announcements etc. No other Sponsor logo on the document	2
	Logo displayed at top left on all "letterhead" and printed documents associated to the St Catharines Regional Child Care Facility such as but not included in memos to staff or clients, announcements etc. (Can be up to 5 other sponsors logos on bottom of page)	2
	Singular Logo displayed at top left on all "letterhead" and printed documents associated to the St Catharines Regional Child Care Facility such as but not included in memos to staff or clients, announcements etc. No other sponsor logo on the document - May be one logo in bottom right corner of the document as well	2
	Singular Logo displayed at bottom right on all "letterhead" and printed documents associated to the St Catharines Regional Child Care Facility such as but not included in memos to staff or clients, announcements etc. May be 1 other Sponsor logo on the document in three top left corner	2
	Singular Logo displayed at top left on all "letterhead" and printed documents associated to the St Catharines Regional Child Care Facility such as but not included in memos to staff or clients, announcements etc.	2
	Opportunity to have a coupon on the bottom of all emails sent out from the St Catharines Regional Child Care Facility - below the staff signature line - for term of 1 month - this would be a solo coupon, not other coupons	2
	Opportunity to have a logo on the bottom of all emails sent out from the St Catharines Regional Child Care Facility - below the staff signature line with the term "Proudly supported by ABC Company" or something to that effect - solo logo - no other sponsor logos there	2
	Opportunity to have a coupon on the bottom of all emails sent out from the St Catharines Regional Child Care Facility - below the staff signature line - for term of 1 month - this would be with up to 3 other coupons at any given time	2
	Opportunity to have a logo on the bottom of all emails sent out from the St Catharines Regional Child Care Facility - below the staff signature line with the term "Proudly supported by ABC Company" or something to that effect - this would be with up to two other sponsor logos	2
	Right to place flyers / notices on each windshield of each car in the facility parking lot one time (25 spots) on a single day with no other sponsors activating in this way on the same day	2
	Right to wrap the main entrance doors of the facility (both sides) for a term of 1 month	3
	Right to wrap a set of doors inside the facility for a term of 1 month	3
	Right to place a floor decal outside the main facility entrance doors from the parking lot for a term of 1 month	4
	Right to place a floor decal inside the facility main entrance doors for a term of 1 month	4
	Right to place a floor decal inside the facility (location to be mutually agreed upon and not at main entrance) for a term of 1 month	4
Wellness Supportive Living Sites Kenworth Acres - (15 Gale Crescent and 479 Carlton Street)	Naming right to overall Supported Living Program Facilities	
	Overall Supported Living Program Facilities "Presented by" or "Supported by" status or positioning	
	Naming right to 15 Gale Crescent Facility	
	15 Gale Crescent Facility "Presented by" or "Supported by" status or positioning	
	Naming right to 479 Carlton Street Overall	
	479 Carlton Street Facility Overall "Presented by" or "Supported by" status or positioning	
	Naming right to 479 Carlton Street Single Building (4 - presently A-D)	
	479 Carlton Street Individual Building "Presented by" or "Supported by" status or positioning (4 available - A to D)	
	Naming right to 479 Carelton Activities Centre	
	479 Carlton Street Activity Centre "Presented by" or "Supported by" status or positioning	
	Opportunity to have a product sample package for a single sponsor one time to each resident - left at door base - over a one month period. Each package to have an explanation of what it for and who (sponsor) it is from and is a gift from them to the resident	

PRODUCT	DESCRIPTION	Tier
	Opportunity to have a product sample package with up to 5 sponsors products in the package one time to each resident - left at door base - over a one month period. Each package to have an explanation of what it for and who (sponsors) it is from and is a gift from them to the resident	
	Opportunity to have product information / brochure etc. - but not product sample for a single sponsor one time to each resident - left at door base - over a one month period. Each package to have an explanation of what it for and who (sponsor) it is from and is a gift from them to the resident	
	Opportunity to have product information / brochure etc. - but not product sample with up to 5 sponsors information in the package one time to each resident - left at door base - over a one month period. Each package to have an explanation of what it for and who (sponsors) it is from and is a gift from them to the resident	
	Right to present each new tenant with a gift	
	Naming of a residential first floor within a facility (4 buildings)	
	Presenting Sponsor status of a residential first floor within a facility (4 buildings)	
	Naming of a residential second floor within a facility (4 buildings)	
	Presenting Sponsor status of a residential second floor within a facility (4 buildings)	
	Naming of an individual room within the facility	
	Presenting Sponsor status of an individual room within the facility	
	Naming of a specific activity program that happens on a weekly basis in the stand alone centre in the courtyard - (Bingo, exercises, coffee time, movie night etc.)	
	Presenting Sponsor status of a specific activity program that happens on a weekly basis in the stand alone centre in the courtyard - (Bingo, exercises, coffee time, movie night etc.)	
	Naming of a specific activity program that happens on a monthly basis in the stand alone centre in the courtyard - (Bingo, exercises, coffee time, movie night etc.)	
	Presenting Sponsor status of a specific activity program that happens on a monthly basis in the stand alone centre in the courtyard - (Bingo, exercises, coffee time, movie night etc.)	
	Naming of a specific activity program that happens on a daily basis in the stand alone centre in the courtyard - (Bingo, exercises, coffee time, movie night etc.)	
	Presenting Sponsor status of a specific activity program that happens on a daily basis in the stand alone centre in the courtyard - (Bingo, exercises, coffee time, movie night etc.)	
	Logo displayed as a singular sponsor logo on Regional Website page specific to the Supportive Living Sites page	
	Logo displayed with up to 4 other sponsors logos on Regional Website page specific to the Supportive Living Sites page	
	Singular Logo displayed at top left on all "letterhead" and printed documents associated to the Supportive Living Sites such as but not included in memos to staff or clients, leases, announcements etc. No other sponsor logo on the document	2
	Singular Logo displayed at bottom right on all "letterhead" and printed documents associated to the Supportive Living Sites such as but not included in memos to staff or clients, leases, announcements etc. No other Sponsor logo on the document	2
	Logo displayed at top left on all "letterhead" and printed documents associated to the Supportive Living Sites such as but not included in memos to staff or clients, announcements, leases etc. (Can be up to 5 other sponsors logos on bottom of page)	2
	Singular Logo displayed at top left on all "letterhead" and printed documents associated to the Supportive Living Sites such as but not included in memos to staff or clients, announcements, leases etc. No other sponsor logo on the document - May be one logo in bottom right corner of the document as well	2
	Singular Logo displayed at bottom right on all "letterhead" and printed documents associated to the Supportive Living Sites such as but not included in memos to staff or clients, leases, announcements etc. May be 1 other Sponsor logo on the document in three top left corner	2
	Singular Logo displayed at top left on all "letterhead" and printed documents associated to the Supportive Living Sites such as but not included in memos to staff or clients, announcements, leases etc.	2
	Opportunity to have a coupon on the bottom of all emails sent out from the Supportive Living Sites - below the staff signature line - for term of 1 month - this would be a solo coupon, not other coupons	2
	Opportunity to have a logo on the bottom of all emails sent out from the Supportive Living Sites - below the staff signature line with the term "Proudly supported by ABC Company" or something to that effect - solo logo - no other sponsor logos there	2
	Opportunity to have a coupon on the bottom of all emails sent out from the Supportive Living Sites - below the staff signature line - for term of 1 month - this would be with up to 3 other coupons at any given time	2
	Opportunity to have a logo on the bottom of all emails sent out from the Supportive Living Sites - below the staff signature line with the term "Proudly supported by ABC Company" or something to that effect - this would be with up to two other sponsor logos	2
	Right to place flyers / notices on each windshield of each car in the facility parking lot (200 spots) one time on a single day with no other sponsors activating in this way on the same day	2

PRODUCT	DESCRIPTION	Tier
	Right to wrap the main entrance doors of the facility (both sides) for a term of 1 month	3
	Right to wrap a set of doors (including elevator) inside the facility for a term of 1 month	3
	Right to place a floor decal outside the main entrance doors from the parking lot for a term of 1 month	4
	Right to place a floor decal inside the main entrance doors for a term of 1 month	4
	Right to place a floor decal inside the facility (location to be mutually agreed upon and not at main entrance) for a term of 1 month	4
	Naming of a stroller parking spot in the main activities centre in the courtyard - logo above the spot on the wall	4

Public Health

Ontario Street EMS Station	Naming of the St Catharines EMS Main Centre	1
	Presenting Sponsor status of the St Catharines EMS Main Centre	2
	Naming of EMS Training Centre within the St Catharines EMS Main Centre	2
	Presenting Sponsor status of the EMS Training Centre within the St Catharines EMS Main Centre	3
	Right to hang a banner on a wall in a mutually agreed upon spot within EMS Training Centre within the St Catharines EMS Main Centre for one month	4
	Right to hang a banner on a wall inside the alcove area at main front entrance within the St Catharines EMS Main Centre for the term of one month	4
	Right to hang a banner on a wall in a mutually agreed upon spot within EMS staff room area within the St Catharines EMS Main Centre for one month	4
	Right to hang a banner on a wall in a mutually agreed upon spot within EMS main hallway within the St Catharines Main Centre for one month	4
	Right to hang a banner on a wall in a mutually agreed upon spot within EMS Garage within the St Catharines Main EMS Centre for one month	4
	Right to paint a mural on a wall in a mutually agreed upon spot within the EMS Training Centre within the St Catharines Main Centre for term of agreement	4
	Right to hang a banner on a wall inside the alcove area at main front entrance within the St Catharines Main EMS Centre for the term of one month	4
	Right to paint a mural on a wall in a mutually agreed upon spot within EMS staff room area within the St Catharines Main EMS Centre for term of the agreement	3
	Right to paint a mural on a wall in a mutually agreed upon spot within EMS main hallway within the St Catharines Main Centre for term of the agreement	3
	Right to paint a mural on a wall in a mutually agreed upon spot within EMS Garage within the St Catharines Main EMS Centre for term of the agreement	3
	Right to present each EMS staff person attending a training workshop a gift during a training session in the St Catharines Main EMS Training Centre - per training session	3
	Presenting Sponsor of a specific EMS training session being conducted	3
	Right to sample product to participants a EMS Training session - one time	4
	Right to provide product information (brochure etc. - not a product) for distribution to participants a EMS Training session - one time	4
	Right for sponsor to present live during an EMS training session about their product or service one time	2
	Right to sample product to EMS staff at the St Catharines Main EMS stations one time per staff member over a 1 month period	3
	Right to provide product information (brochure etc. - not a product) to EMS staff at St Catharines Main EMS stations one time per staff member over a 1 month period	4
	Opportunity to have EMS staff provide a child who they care for (either at a location of need or enroute to / at hospital) a gift on behalf of a sponsor - solo sponsor to provide such a gift	2
	Opportunity to have EMS staff provide a child who they care for (either at a location of need or enroute to / at hospital) a gift on behalf of a sponsor - one of five (5) sponsors to provide such a gift - given out in rotation	3
	Opportunity for sponsor logo badge to appear on both shoulders of EMS staff shirts and coats - Patch not to exceed 3 inches in diameter - only sponsor (Region wide)	1
	Opportunity for sponsor logo badge to appear on one of two shoulders of EMS staff shirts and coats - Patch not to exceed 3 inches in diameter - 2 sponsors included (Region wide)	1
	Sponsor logo to appear rear doors of all EMS vehicles (Region wide) - only sponsor to appear on rear doors - only sponsor to appear on EMS vehicles at all	1
	Sponsor logo to appear front hood of all EMS vehicles (Region wide) - only sponsor to appear on front hood - only sponsor to appear on EMS vehicles at all	1
	Sponsor logo to appear both side panels of all EMS vehicles (Region wide) - only sponsor to appear on side panels - only sponsor to appear on EMS vehicles at all	1

PRODUCT	DESCRIPTION	Tier
	Sponsor logo to appear driver and passenger front doors of all EMS vehicles (Region wide) - only sponsor to appear on driver and passenger front doors - only sponsor to appear on EMS vehicles at all	1
	Sponsor logo to appear rear doors of all EMS vehicles (Region wide) - only sponsor to appear on rear doors - Up to 3 other sponsors may appear elsewhere on the vehicles (driver and passenger doors, side panels and hood)	1
	Sponsor logo to appear front hood of all EMS vehicles (Region wide) - only sponsor to appear on front hood - Up to 3 other sponsors may appear elsewhere on the vehicles (driver and passenger doors, side panels and hood)	1
	Sponsor logo to appear both side panels of all EMS vehicles (Region wide) - only sponsor to appear on side panels - Up to 3 other sponsors may appear elsewhere on the vehicles (driver and passenger doors, side panels and hood)	1
	Sponsor logo to appear both driver and passenger front doors of all EMS vehicles (Region wide) - only sponsor to appear on driver and passenger front doors - Up to 3 other sponsors may appear elsewhere on the vehicles (driver and passenger doors, side panels and hood)	1
	Logo displayed as a singular sponsor logo on Regional Website page specific to EMS across the region	2
	Logo displayed with up to 4 other sponsors logos on Regional Website page specific to EMS across the region	3
	Singular Logo displayed at top left on all "letterhead" and printed documents associated to EMS across the region such as but not included in memos to staff or clients, announcements etc. No other sponsor logo on the document	1
	Singular Logo displayed at bottom right on all "letterhead" and printed documents associated to EMS across the region such as but not included in memos to staff or clients, announcements etc. No other Sponsor logo on the document	1
	Logo displayed at top left on all "letterhead" and printed documents associated to EMS across the region such as but not included in memos to staff or clients, announcements etc. (Can be up to 5 other sponsors logos on bottom of page)	1
	Singular Logo displayed at top left on all "letterhead" and printed documents associated to EMS across the region such as but not included in memos to staff or clients, announcements etc. No other sponsor logo on the document - May be one logo in bottom right corner of the document as well	1
	Singular Logo displayed at bottom right on all "letterhead" and printed documents associated to EMS across the region such as but not included in memos to staff or clients, announcements etc. May be 1 other Sponsor logo on the document in three top left corner	1
	Singular Logo displayed at top left on all "letterhead" and printed documents associated to EMS across the region such as but not included in memos to staff or clients, announcements etc.	1
	Opportunity to have a coupon on the bottom of all emails sent out from the EMS across the region - below the staff signature line - for term of 1 month - this would be a solo coupon, not other coupons	2
	Opportunity to have a logo on the bottom of all emails sent out from EMS across the region - below the staff signature line with the term "Proudly supported by ABC Company" or something to that effect - solo logo - no other sponsor logos there	2
	Opportunity to have a coupon on the bottom of all emails sent out from EMS across the region - below the staff signature line - for term of 1 month - this would be with up to 3 other coupons at any given time	2
	Opportunity to have a logo on the bottom of all emails sent out from EMS across the region - below the staff signature line with the term "Proudly supported by ABC Company" or something to that effect - this would be with up to two other sponsor logos	2
	Right to place flyers / notices on each windshield of each car in the Main EMS Centre facility parking lot one time on a single day with no other sponsors activating in this way on the same day	3
	Right to wrap the main entrance doors of the Main EMS Centre facility (both sides) for a term of 1 month	3
	Right to wrap a set of doors inside the Main EMS Centre facility for a term of 1 month	4
	Right to place a floor decal outside the main EMS facility entrance doors from the parking lot for a term of 1 month	4
	Right to place a floor decal inside the Main EMS facility main entrance doors for a term of 1 month	4
	Right to place a floor decal inside the Main EMS facility (location to be mutually agreed upon and not at main entrance) for a term of 1 month	4
	Right to place a floor decal inside each bay area (4) in the Main EMS Centre facility for a term of 1 month	4
	Right to wrap the overhead bay doors (both sides) of the 4 bays in the Main EMS Centre facility for a term of 1 month	3
Linwell Centre EMS Station	Right to hang a banner on a wall inside the main front entrance within the St Catharines EMS Linwell Centre for the term of one month	4
	Right to hang a banner on a wall in a mutually agreed upon spot within EMS staff room area within the St Catharines EMS Linwell Centre for one month	4

PRODUCT	DESCRIPTION	Tier
	Right to hang a banner on a wall in a mutually agreed upon spot within EMS main hallway within the St Catharines Linwell Centre for one month	4
	Right to hang a banner on a wall in a mutually agreed upon spot within EMS Garage within the St Catharines Main EMS Linwell Centre for one month	4
	Right to hang a banner on a wall inside the alcove area at main front entrance within the St Catharines EMS Linwell Centre for the term of one month	4
	Right to paint a mural on a wall in a mutually agreed upon spot within EMS staff room area within the St Catharines Main Linwell Centre for term of the agreement	3
	Right to paint a mural on a wall in a mutually agreed upon spot within EMS main hallway within the St Catharines Linwell Centre for term of the agreement	3
	Right to paint a mural on a wall in a mutually agreed upon spot within EMS Garage within the St Catharines Linwell Centre for term of the agreement	3
	Right to sample product to EMS staff at the St Catharines Linwell Centre EMS station one time per staff member over a 1 month period	4
	Right to provide product information (brochure etc. - not a product) to EMS staff at St Catharines Linwell Centre one time per staff member over a 1 month period	4
	Right to place flyers / notices on each windshield of each car in the EMS Linwell Centre facility parking lot one time on a single day with no other sponsors activating in this way on the same day	3
	Right to wrap the main entrance doors of the EMS Linwell Centre facility (both sides) for a term of 1 month	3
	Right to wrap a set of doors inside the EMS Linwell Centre facility for a term of 1 month	4
	Right to place a floor decal outside the EMS Linwell Centre facility entrance doors from the parking lot for a term of 1 month	4
	Right to place a floor decal inside the Linwell Centre EMS facility main entrance doors for a term of 1 month	4
	Right to place a floor decal inside the Linwell Centre EMS facility (location to be mutually agreed upon and not at main entrance) for a term of 1 month	4
	Right to place a floor decal inside each bay area (2) in the Linwell Centre EMS Centre facility for a term of 1 month	4
	Right to wrap the overhead bay doors (both sides) of the 2 bays in the Linwell Centre EMS Centre facility for a term of 1 month	3
Public Health Office - Sexual Health	Right to be recognized as a "Supporting Sponsor" of the Public Health Office - Sexual Health Centre in St Catharines	2
	Right to hang a banner on a mutually agreed upon wall in the main front lobby / waiting room area in the St Catharines Sexual Health Office for the term of one month	3
	Right to hang a banner on a mutually agreed upon wall in each of the 4 examining rooms in the St Catharines Sexual Health Office for the term of one month	2
	Right to hang a banner on a mutually agreed upon wall in each of the 4 counselling rooms in the St Catharines Sexual Health Office for the term of one month	2
	Right to hang a banner on a mutually agreed upon wall in main meeting room in the St Catharines Sexual Health Office for the term of one month	3
	Right to hang a banner on a mutually agreed upon wall in the staff break room in the St Catharines Sexual Health Office for the term of one month	4
	Right to hang a banner on the main front admissions desk below the countertop in the front lobby / waiting room area in the St Catharines Sexual Health Office for the term of one month	3
	Right to hang a banner on a mutually agreed upon wall in the staff meeting room / board room in the St Catharines Sexual Health Office for the term of one month	4
	Right to paint a mural on a mutually agreed upon wall in the main front lobby / waiting room area in the St Catharines Sexual Health Office for the term of the agreement	3
	Right to paint a mural on a mutually agreed upon wall in each of the 4 examining rooms in the St Catharines Sexual Health Office for the term of the agreement	2
	Right to paint a mural a mutually agreed upon wall in each of the 4 counselling rooms in the St Catharines Sexual Health Office for the term of one month	2
	Right to paint a mural a mutually agreed upon wall in main meeting room in the St Catharines Sexual Health Office for the term of one month	3
	Right to paint a mural on a mutually agreed upon wall in the staff break room in the St Catharines Sexual Health Office for the term of the agreement	4
	Right to paint a mural on the main front admissions desk below the countertop in the front lobby / waiting room area in the St Catharines Sexual Health Office for the term of the agreement	3
	Right to Paint a mural on a mutually agreed upon wall in the staff meeting room / board room in the St Catharines Sexual Health Office for the term of the agreement	4
	Right to have a sponsor information brochure available in a brochure stand on front admission counter for 1 month at the St Catharines Sexual Health Office	3

PRODUCT	DESCRIPTION	Tier
	Right to have a sponsor information brochure available in rack with other health information brochures for a term of the contract at the St Catharines Sexual Health Office	4
	Right to sample product to clients upon check in at St Catharines Sexual Health Office - over a month period	2
	Right to provide product information (brochure etc. - not a product) for distribution to clients upon check in at St Catharines Sexual Health Office - over a month period	2
	Right to provide a gift for distribution to clients upon check in at St Catharines Sexual Health Office - over a week period	2
	Logo displayed as a singular sponsor logo on Regional Website page specific to Public Health Office - Sexual Health across the region	2
	Logo displayed with up to 4 other sponsors logos on Regional Website page specific to Public Health Office - Sexual Health across the region	3
	Singular Logo displayed at top left on all "letterhead" and printed documents associated to Public Health Office - Sexual Health across the region such as but not included in memos to staff or clients, announcements etc. No other sponsor logo on the document	1
	Singular Logo displayed at bottom right on all "letterhead" and printed documents associated to Public Health Office - Sexual Health across the region such as but not included in memos to staff or clients, announcements etc. No other Sponsor logo on the document	1
	Logo displayed at top left on all "letterhead" and printed documents associated to Public Health Office - Sexual Health across the region such as but not included in memos to staff or clients, announcements etc. (Can be up to 5 other sponsors logos on bottom of page)	1
	Singular Logo displayed at top left on all "letterhead" and printed documents associated to Public Health Office - Sexual Health across the region such as but not included in memos to staff or clients, announcements etc. No other sponsor logo on the document - May be one logo in bottom right corner of the document as well	1
	Singular Logo displayed at bottom right on all "letterhead" and printed documents associated to Public Health Office - Sexual Health across the region such as but not included in memos to staff or clients, announcements etc. May be 1 other Sponsor logo on the document in three top left corner	1
	Singular Logo displayed at top left on all "letterhead" and printed documents associated to Public Health Office - Sexual Health across the region such as but not included in memos to staff or clients, announcements etc.	1
	Opportunity to have a coupon on the bottom of all emails sent out from the Public Health Office - Sexual Health across the region - below the staff signature line - for term of 1 month - this would be a solo coupon, not other coupons	3
	Opportunity to have a logo on the bottom of all emails sent out from Public Health Office - Sexual Health across the region - below the staff signature line with the term "Proudly supported by ABC Company" or something to that effect - solo logo - no other sponsor logos there	3
	Opportunity to have a coupon on the bottom of all emails sent out from Public Health Office - Sexual Health across the region - below the staff signature line - for term of 1 month - this would be with up to 3 other coupons at any given time	3
	Opportunity to have a logo on the bottom of all emails sent out from Public Health Office - Sexual Health across the region - below the staff signature line with the term "Proudly supported by ABC Company" or something to that effect - this would be with up to two other sponsor logos	3
	Right to place flyers / notices on each windshield of each car in the facility parking lot one time on a single day with no other sponsors activating in this way on the same day	4
	Right to wrap the main entrance doors of the facility (both sides) for a term of 1 month	4
	Right to wrap a set of doors inside the facility for a term of 1 month	3
	Right to place a floor decal outside the main facility entrance doors from the parking lot for a term of 1 month	4
	Right to place a floor decal inside the facility main entrance doors for a term of 1 month	4
	Right to place a floor decal inside the facility (location to be mutually agreed upon and not at main entrance) for a term of 1 month	4

Other

Administration / Invoicing	Logo inclusion on monthly landfill tipping fee invoices at top of invoice (solo sponsor logo)	2
	Logo inclusion on monthly landfill tipping fee invoices at top of invoice (with up to 2 other sponsor logos)	3
	Logo inclusion on monthly landfill tipping fee invoices at bottom of invoice (solo sponsor logo)	2
	Logo inclusion on monthly landfill tipping fee invoices at bottom of invoice (with up to 4 other sponsor logos)	3

PRODUCT	DESCRIPTION	Tier
	Right to include a insert (coupon / information etc.) in physical mailing of landfill tipping fee invoices (additional mailing fees to be at cost of sponsor)	3
	Right to include a coupon or message with the emailing of landfill tipping fee invoices - at bottom of electronic invoice email... not in the invoice itself	3
	Logo inclusion on monthly hauled sewage disposals fee invoices at top of invoice (solo sponsor logo)	2
	Logo inclusion on monthly hauled sewage disposals fee invoices at top of invoice (with up to 2 other sponsor logos)	3
	Logo inclusion on monthly hauled sewage disposals fee invoices at bottom of invoice (solo sponsor logo)	2
	Logo inclusion on monthly hauled sewage disposals fee invoices at bottom of invoice (with up to 4 other sponsor logos)	3
	Right to include a insert (coupon / information etc.) in physical mailing of hauled sewage disposals fee invoices (additional mailing fees to be at cost of sponsor)	3
	Right to include a coupon or message with the emailing of landfill tipping fee invoices - at bottom of electronic invoice email... not in the invoice itself	3
	Logo inclusion on monthly long term care clients invoices at top of invoice (solo sponsor logo)	2
	Logo inclusion on monthly long term care clients invoices at top of invoice (with up to 2 other sponsor logos)	3
	Logo inclusion on monthly long term care clients invoices at bottom of invoice (solo sponsor logo)	2
	Logo inclusion on long term care clients invoices at bottom of invoice (with up to 4 other sponsor logos)	3
	Right to include a insert (coupon / information etc.) in physical mailing of long term care clients invoices (additional mailing fees to be at cost of sponsor)	3
	Right to include a coupon or message with the emailing of long term care clients invoices - at bottom of electronic invoice email... not in the invoice itself	3
	Logo inclusion on Adult Care client invoices at top of invoice (solo sponsor logo)	2
	Logo inclusion on Adult Care client invoices at top of invoice (with up to 2 other sponsor logos)	3
	Logo inclusion on Adult Care client invoices at bottom of invoice (solo sponsor logo)	2
	Logo inclusion on Adult Care client invoices at bottom of invoice (with up to 4 other sponsor logos)	3
	Right to include a insert (coupon / information etc.) in physical mailing of landfill tipping fee invoices (additional mailing fees to be at cost of sponsor)	3
	Right to include a coupon or message with the emailing of invoices - at bottom of electronic invoice email... not in the invoice itself	3
	Logo inclusion on Municipality Wastewater / water / taxing and waste management fee invoices at top of invoice (solo sponsor logo)	2
	Logo inclusion on Municipality Wastewater / water / taxing and waste management fee invoices at top of invoice (with up to 2 other sponsor logos)	3
	Logo inclusion on Municipality Wastewater / water / taxing and waste management fee invoices at bottom of invoice (solo sponsor logo)	2
	Logo inclusion on Municipality Wastewater / water / taxing and waste management fee invoices at bottom of invoice (with up to 4 other sponsor logos)	3
	Right to include a insert (coupon / information etc.) in physical mailing of Municipality Wastewater / water / taxing and waste management fee invoices (additional mailing fees to be at cost of sponsor)	3
	Right to include a coupon or message with the emailing of Municipality Wastewater / water / taxing and waste management fee invoices - at bottom of electronic invoice email... not in the invoice itself	3
	Logo inclusion on monthly child care invoices at top of invoice (solo sponsor logo)	2
	Logo inclusion on monthly child care invoices at top of invoice (with up to 2 other sponsor logos)	3
	Logo inclusion on monthly child care invoices at bottom of invoice (solo sponsor logo)	2
	Logo inclusion on monthly landfill tipping fee invoices at bottom of invoice (with up to 4 other sponsor logos)	3
	Right to include a insert (coupon / information etc.) in physical mailing of monthly child care invoices (additional mailing fees to be at cost of sponsor)	3
	Right to include a coupon or message with the emailing of monthly child care invoices - at bottom of electronic invoice email... not in the invoice itself	3
	Logo inclusion on commercial recycling collection to businesses invoices at top of invoice (solo sponsor logo)	2
	Logo inclusion on commercial recycling collection to businesses invoices at top of invoice (with up to 2 other sponsor logos)	3
	Logo inclusion on commercial recycling collection to businesses invoices at bottom of invoice (solo sponsor logo)	2
	Logo inclusion on commercial recycling collection to businesses invoices at bottom of invoice (with up to 4 other sponsor logos)	3

PRODUCT	DESCRIPTION	Tier
	Right to include a insert (coupon / information etc.) in physical mailing of commercial recycling collection to businesses invoices (additional mailing fees to be at cost of sponsor)	3
	Right to include a coupon or message with the emailing of commercial recycling collection to businesses invoices - at bottom of electronic invoice email... not in the invoice itself	3
	Logo inclusion on recycling end market invoices at top of invoice (solo sponsor logo)	2
	Logo inclusion on recycling end market invoices at top of invoice (with up to 2 other sponsor logos)	3
	Logo inclusion on recycling end market invoices at bottom of invoice (solo sponsor logo)	2
	Logo inclusion on monthly landfill tipping fee invoices at bottom of invoice (with up to 4 other sponsor logos)	3
	Right to include a insert (coupon / information etc.) in physical mailing of recycling end market invoices (additional mailing fees to be at cost of sponsor)	3
	Right to include a coupon or message with the emailing of recycling end market invoices - at bottom of electronic invoice email... not in the invoice itself	3
	Logo inclusion on recycling cart sales to businesses invoices at top of invoice (solo sponsor logo)	2
	Logo inclusion on recycling cart sales to businesses invoices at top of invoice (with up to 2 other sponsor logos)	3
	Logo inclusion on recycling cart sales to businesses invoices at bottom of invoice (solo sponsor logo)	2
	Logo inclusion on recycling cart sales to businesses invoices at bottom of invoice (with up to 4 other sponsor logos)	3
	Right to include a insert (coupon / information etc.) in physical mailing of recycling cart sales to businesses invoices (additional mailing fees to be at cost of sponsor)	3
	Right to include a coupon or message with the emailing of recycling cart sales to businesses invoices - at bottom of electronic invoice email... not in the invoice itself	3
	Logo inclusion on NRPS Special Duty Services invoices at top of invoice (solo sponsor logo)	2
	Logo inclusion on NRPS Special Duty Services invoices at top of invoice (with up to 2 other sponsor logos)	3
	Logo inclusion on NRPS Special Duty Services invoices at bottom of invoice (solo sponsor logo)	2
	Logo inclusion on NRPS Special Duty Services invoices at bottom of invoice (with up to 4 other sponsor logos)	3
	Right to include a insert (coupon / information etc.) in physical mailing of NRPS Special Duty Services invoices (additional mailing fees to be at cost of sponsor)	3
	Right to include a coupon or message with the emailing of NRPS Special Duty Services invoices - at bottom of electronic invoice email... not in the invoice itself	3
	Logo inclusion on NRPS OPTVA Services and Police Retiree Benefits notices at top of invoice (solo sponsor logo)	2
	Logo inclusion on NRPS OPTVA Services and Police Retiree Benefits notices at top of invoice (with up to 2 other sponsor logos)	3
	Logo inclusion on NRPS OPTVA Services and Police Retiree Benefits notices at bottom of invoice (solo sponsor logo)	2
	Logo inclusion on NRPS OPTVA Services and Police Retiree Benefits notices at bottom of invoice (with up to 4 other sponsor logos)	3
	Right to include a insert (coupon / information etc.) in physical mailing of NRPS OPTVA Services and Police Retiree Benefits notices (additional mailing fees to be at cost of sponsor)	3
	Right to include a coupon or message with the emailing of NRPS OPTVA Services and Police Retiree Benefits notices - at bottom of electronic invoice email... not in the invoice itself	3
	Logo inclusion on municipal sign / signal maintenance invoices at top of invoice (solo sponsor logo)	2
	Logo inclusion on municipal sign / signal maintenance invoices at top of invoice (with up to 2 other sponsor logos)	3
	Logo inclusion on municipal sign / signal maintenance invoices at bottom of invoice (solo sponsor logo)	2
	Logo inclusion on municipal sign / signal maintenance invoices at bottom of invoice (with up to 4 other sponsor logos)	3
	Right to include a insert (coupon / information etc.) in physical mailing of municipal sign / signal maintenance invoices (additional mailing fees to be at cost of sponsor)	3
	Right to include a coupon or message with the emailing of municipal sign / signal maintenance invoices - at bottom of electronic invoice email... not in the invoice itself	3
	Logo inclusion on transportation permits invoices at top of invoice (solo sponsor logo)	2
	Logo inclusion on transportation permits invoices at top of invoice (with up to 2 other sponsor logos)	3
	Logo inclusion on transportation permits invoices at bottom of invoice (solo sponsor logo)	2
	Logo inclusion on monthly landfill tipping fee invoices at bottom of invoice (with up to 4 other sponsor logos)	3
	Right to include a insert (coupon / information etc.) in physical mailing of transportation permits invoices (additional mailing fees to be at cost of sponsor)	3

PRODUCT	DESCRIPTION	Tier
	Right to include a coupon or message with the emailing of transportation permits invoices - at bottom of electronic invoice email... not in the invoice itself	3
	Logo inclusion on Union business lost time recovery invoices at top of invoice (solo sponsor logo)	2
	Logo inclusion on Union business lost time recovery invoices at top of invoice (with up to 2 other sponsor logos)	3
	Logo inclusion on Union business lost time recovery invoices at bottom of invoice (solo sponsor logo)	2
	Logo inclusion on Union business lost time recovery invoices at bottom of invoice (with up to 4 other sponsor logos)	3
	Right to include a insert (coupon / information etc.) in physical mailing of Union business lost time recovery invoices (additional mailing fees to be at cost of sponsor)	3
	Right to include a coupon or message with the emailing of Union business lost time recovery invoices - at bottom of electronic invoice email... not in the invoice itself	3
	Logo inclusion on Public Health Food Handler courses invoices at top of invoice (solo sponsor logo)	2
	Logo inclusion on Public Health Food Handler courses invoices at top of invoice (with up to 2 other sponsor logos)	3
	Logo inclusion on Public Health Food Handler courses invoices at bottom of invoice (solo sponsor logo)	2
	Logo inclusion on Public Health Food Handler courses invoices at bottom of invoice (with up to 4 other sponsor logos)	3
	Right to include a insert (coupon / information etc.) in physical mailing of Public Health Food Handler courses invoices (additional mailing fees to be at cost of sponsor)	3
	Right to include a coupon or message with the emailing of Public Health Food Handler courses invoices - at bottom of electronic invoice email... not in the invoice itself	3
	Logo inclusion on EMS Ambulance services invoices at top of invoice (solo sponsor logo)	2
	Logo inclusion on EMS Ambulance services invoices at top of invoice (with up to 2 other sponsor logos)	3
	Logo inclusion on EMS Ambulance services invoices at bottom of invoice (solo sponsor logo)	2
	Logo inclusion on EMS Ambulance services invoices at bottom of invoice (with up to 4 other sponsor logos)	3
	Right to include a insert (coupon / information etc.) in physical mailing of EMS Ambulance services invoices (additional mailing fees to be at cost of sponsor)	3
	Right to include a coupon or message with the emailing of EMS Ambulance services invoices - at bottom of electronic invoice email... not in the invoice itself	3
Landfill	Site "Presented by" or "Supported by" status or positioning	3
	Right to set up a booth at the entrance gate or tipping area to sample or provide product information on site for during full open hours in any single day	4
	Logo inclusion and sponsorship level status recognition on all City / Region maps and marketing materials including website	2
	Logo inclusion and sponsorship level status recognition on interpretive signage on site	3
	Logo inclusion and sponsorship level status recognition on directional signage to site	2
	Logo inclusion on all City / Region maps and marketing materials including website	2
	Logo inclusion on interpretive signage on site	3
	Logo inclusion on directional signage to site	3
	Right to hang a banner (specifications TBD) on the fencing along the roadway of the landfill site for one month	4
	Logo inclusion (solo) next to Niagara Region logo on blue recycle X-Frames decal	1
	Logo inclusion (solo) next to Niagara Region logo on SER Blue Carts front decal	1
	Logo inclusion (solo) next to Niagara Region logo on Blue Special Events Recycling Carts top decal	1
	Logo inclusion (solo) next to Niagara Region logo on green recycle X-Frames decal	1
	Logo inclusion (solo) next to Niagara Region logo on Special Events Recycling green Carts front decal	1
	Logo inclusion (solo) next to Niagara Region logo on green Special Events Recycling Carts top decal	1
	Logo inclusion (solo) above the Niagara Region logo on blue bag information piece	1
	Logo inclusion (solo) above the Niagara Region logo on grey bag information piece	1
	Logo inclusion below Niagara Region (without any other sponsors) on the front of the "Your Guide to Electronic Recycling" pamphlet / brochure (Region wide)	2

PRODUCT	DESCRIPTION	Tier
	Logo inclusion below Niagara Region (with up to 2 other sponsors) on the front of the "Your Guide to Electronic Recycling" pamphlet / brochure (Region wide)	3
	Logo inclusion below Niagara Region (without any other sponsors) on the back of the "Your Guide to Electronic Recycling" pamphlet / brochure (Region wide)	2
	Logo inclusion below Niagara Region (with up to 2 other sponsors) on the back of the "Your Guide to Electronic Recycling" pamphlet / brochure (Region wide)	3
	Opportunity to applicable and mutually agreed upon corporate content integrated into the copy and information of the "Your Guide to Electronic Recycling" pamphlet / brochure - no other sponsors to be included as such (Region wide)	2
	Opportunity to applicable and mutually agreed upon corporate content integrated into the copy and information of the "Your Guide to Electronic Recycling" pamphlet / brochure - up to two other sponsors to be included as such (Region wide)	3
	Logo inclusion below Niagara Region (without any other sponsors) on the front of the "Request Large Household Item and Appliance Collection" pamphlet / brochure (Region wide)	2
	Logo inclusion below Niagara Region (with up to 2 other sponsors) on the front of the "Request Large Household Item and Appliance Collection" pamphlet / brochure (Region wide)	3
	Logo inclusion below Niagara Region (without any other sponsors) on the back of the "Request Large Household Item and Appliance Collection" pamphlet / brochure (Region wide)	2
	Logo inclusion below Niagara Region (with up to 2 other sponsors) on the back of the "Request Large Household Item and Appliance Collection" pamphlet / brochure (Region wide)	3
	Opportunity to applicable and mutually agreed upon corporate content integrated into the copy and information of the "Request Large Household Item and Appliance Collection" pamphlet / brochure - no other sponsors to be included as such (Region wide)	2
	Opportunity to applicable and mutually agreed upon corporate content integrated into the copy and information of the "Request Large Household Item and Appliance Collection" pamphlet / brochure - up to two other sponsors to be included as such (Region wide)	3
	Logo inclusion below Niagara Region (without any other sponsors) on the front of the "Your Guide to Disposal Fees" pamphlet / brochure (Region wide)	2
	Logo inclusion below Niagara Region (with up to 2 other sponsors) on the front of the "Your Guide to Disposal Fees" pamphlet / brochure (Region wide)	3
	Logo inclusion below Niagara Region (without any other sponsors) on the back of the "Your Guide to Disposal Fees" pamphlet / brochure (Region wide)	2
	Logo inclusion below Niagara Region (with up to 2 other sponsors) on the back of the "Your Guide to Disposal Fees" pamphlet / brochure (Region wide)	3
	Opportunity to applicable and mutually agreed upon corporate content integrated into the copy and information of the "Your Guide to Disposal Fees" pamphlet / brochure - no other sponsors to be included as such (Region wide)	2
	Opportunity to applicable and mutually agreed upon corporate content integrated into the copy and information of the "Your Guide to Disposal Fees" pamphlet / brochure - up to two other sponsors to be included as such (Region wide)	3
	Logo inclusion below Niagara Region (without any other sponsors) on the front of the "Your Guide to Garbage Collection" pamphlet / brochure (Region wide)	2
	Logo inclusion below Niagara Region (with up to 2 other sponsors) on the front of the "Your Guide to Garbage Collection" pamphlet / brochure (Region wide)	3
	Logo inclusion below Niagara Region (without any other sponsors) on the back of the "Your Guide to Garbage Collection" pamphlet / brochure (Region wide)	2
	Logo inclusion below Niagara Region (with up to 2 other sponsors) on the back of the "Your Guide to Garbage Collection" pamphlet / brochure (Region wide)	3
	Opportunity to applicable and mutually agreed upon corporate content integrated into the copy and information of the "Your Guide to Garbage Collection" pamphlet / brochure - no other sponsors to be included as such (Region wide)	2
	Opportunity to applicable and mutually agreed upon corporate content integrated into the copy and information of the "Your Guide to Garbage Collection" pamphlet / brochure - up to two other sponsors to be included as such (Region wide)	3
	Logo inclusion below Niagara Region (without any other sponsors) on the front of the "Your Guide to Battery Recycling" pamphlet / brochure (Region wide)	2
	Logo inclusion below Niagara Region (with up to 2 other sponsors) on the front of the "Your Guide to Battery Recycling" pamphlet / brochure (Region wide)	3
	Logo inclusion below Niagara Region (without any other sponsors) on the back of the "Your Guide to Battery Recycling" pamphlet / brochure (Region wide)	2
	Logo inclusion below Niagara Region (with up to 2 other sponsors) on the back of the "Your Guide to Battery Recycling" pamphlet / brochure (Region wide)	3
	Opportunity to applicable and mutually agreed upon corporate content integrated into the copy and information of the "Your Guide to Battery Recycling" pamphlet / brochure - no other sponsors to be included as such (Region wide)	2
	Opportunity to applicable and mutually agreed upon corporate content integrated into the copy and information of the "Your Guide to Battery Recycling" pamphlet / brochure - up to two other sponsors to be included as such (Region wide)	3

PRODUCT	DESCRIPTION	Tier
	Logo inclusion below Niagara Region (without any other sponsors) on the front of the "Your Guide to Organics Collection" pamphlet / brochure (Region wide)	2
	Logo inclusion below Niagara Region (with up to 2 other sponsors) on the front of the "Your Guide to Organics Collection" pamphlet / brochure (Region wide)	3
	Logo inclusion below Niagara Region (without any other sponsors) on the back of the "Your Guide to Organics Collection" pamphlet / brochure (Region wide)	2
	Logo inclusion below Niagara Region (with up to 2 other sponsors) on the back of the "Your Guide to Organics Collection" pamphlet / brochure (Region wide)	3
	Opportunity to applicable and mutually agreed upon corporate content integrated into the copy and information of the "Your Guide to Organics Collection" pamphlet / brochure - no other sponsors to be included as such (Region wide)	2
	Opportunity to applicable and mutually agreed upon corporate content integrated into the copy and information of the "Your Guide to Organics Collection" pamphlet / brochure - up to two other sponsors to be included as such (Region wide)	3
	Logo inclusion below Niagara Region (without any other sponsors) on the front of the "Your Guide to Household Hazardous Waste Disposal" pamphlet / brochure (Region wide)	2
	Logo inclusion below Niagara Region (with up to 2 other sponsors) on the front of the "Your Guide to Household Hazardous Waste Disposal" pamphlet / brochure (Region wide)	3
	Logo inclusion below Niagara Region (without any other sponsors) on the back of the "Your Guide to Household Hazardous Waste Disposal" pamphlet / brochure (Region wide)	2
	Logo inclusion below Niagara Region (with up to 2 other sponsors) on the back of the "Your Guide to Household Hazardous Waste Disposal" pamphlet / brochure (Region wide)	3
	Opportunity to applicable and mutually agreed upon corporate content integrated into the copy and information of the "Your Guide to Household Hazardous Waste Disposal" pamphlet / brochure - no other sponsors to be included as such (Region wide)	2
	Opportunity to applicable and mutually agreed upon corporate content integrated into the copy and information of the "Your Guide to Household Hazardous Waste Disposal" pamphlet / brochure - up to two other sponsors to be included as such (Region wide)	3
	Logo inclusion below Niagara Region (without any other sponsors) adjacent to the Crime Stoppers logo on the front of the "Illegal Dumping is Crime" pamphlet / brochure (Region wide)	2
	Logo inclusion (without any other sponsors or Region etc.) on the back of the "Illegal Dumping is a Crime" pamphlet / brochure (Region wide)	3
	Logo inclusion (with up to two other sponsors) on the back at the bottom of the "Illegal Dumping is a Crime" pamphlet / brochure (Region wide)	2
	Opportunity to applicable and mutually agreed upon corporate content integrated into the copy and information of the "Illegal Dumping is a Crime" pamphlet / brochure - no other sponsors to be included as such (Region wide)	3
	Logo inclusion next to the Niagara Region (without any other sponsors) on the front of the Residential Weekly Collection Guide (Region wide)	2
	Logo inclusion next to the Niagara Region (with up to 2 other sponsors) on the front of the Residential Weekly Collection Guide (Region wide)	3
	Opportunity to applicable and mutually agreed upon corporate content integrated into the copy and information of the Residential Weekly Collection Guide - no other sponsors to be included as such (Region wide)	2
	Opportunity to applicable and mutually agreed upon corporate content integrated into the copy and information of the Residential Weekly Collection Guide - with up to 4 other sponsors to be included as such (Region wide)	3
	Logo inclusion next to Niagara Region logo (without any other sponsors) on the front of the "Rethink Your Waste Activity Book" pamphlet / brochure (Region wide)	2
	Logo inclusion next to Niagara Region logo (with up to one other sponsor) on the front of the "Rethink Your Waste Activity Book" pamphlet / brochure (Region wide)	3
	Logo inclusion next to Niagara Region logo (without any other sponsors) on the back of the "Rethink Your Waste Activity Book" pamphlet / brochure (Region wide)	2
	Logo inclusion next to Niagara Region logo (with up to one other sponsor) on the back of the "Rethink Your Waste Activity Book" pamphlet / brochure (Region wide)	3
	Opportunity to applicable and mutually agreed upon corporate content integrated into the copy and information of the "Rethink Your Waste Activity Book" - no other sponsors to be included as such (Region wide)	2
	Opportunity to applicable and mutually agreed upon corporate content integrated into the copy and information of the "Rethink Your Waste Activity Book" - with up to 4 other sponsors to be included as such (Region wide)	3
	Opportunity to have a logo or product picture mutually agreed upon integrated into the activities or activity pages (one) of the "Rethink Your Waste Activity Book" - no other sponsors to be included as such (Region wide)	2
	Opportunity to have a logo or product picture mutually agreed upon integrated into the activities or activity pages (one) of the "Rethink Your Waste Activity Book" - with up to 4 other sponsors to be included as such (Region wide)	3
	Logo inclusion next to Niagara Region logo (without any other sponsors) on the front of the "Green Scene" quarterly newsletter / paper (Region wide) - all publications during term of the agreement	2

PRODUCT	DESCRIPTION	Tier
	Logo inclusion next to Niagara Region logo (with up to one other sponsor) on the front of the "Green Scene" quarterly newsletter / paper (Region wide) - all publications during term of the agreement	3
	Logo inclusion at the bottom of each page next to the page number on all pages except the cover page (without any other sponsors) of the "Green Scene" quarterly newsletter / paper (Region wide) - all publications during term of the agreement	2
	Logo inclusion at the bottom of each page next to the page number on all pages except the cover page (with up to one other sponsors) of the "Green Scene" quarterly newsletter / paper (Region wide) - all publications during term of the agreement	3
	Opportunity to applicable and mutually agreed upon corporate content integrated into the copy and information of the "Green Scene" quarterly newsletter / paper (Region wide) - no other sponsors to be included as such - single edition of publication	2
	Opportunity to applicable and mutually agreed upon corporate content integrated into the copy and information of the "Green Scene" quarterly newsletter / paper (Region wide) - with up to 4 other sponsors to be included as such - single edition of publication	3
	Opportunity to have a logo or product picture mutually agreed upon integrated into the content of a story (one) of the "Green Scene" quarterly newsletter / paper (Region wide) - no other sponsors to be included as such - single edition of publication	2
	Opportunity to have a logo or product picture mutually agreed upon integrated into the content of a story (one) of the "Green Scene" quarterly newsletter / paper (Region wide) - with up to 4 other sponsors to be included as such - single edition of publication	3
	Opportunity to be presenting sponsor or a re-occurring feature with your logo included as presenting sponsor adjacent to the article with the words "presented by" or a mutually agreed upon term of the "Green Scene" quarterly newsletter / paper (Region wide) - no other sponsors to be included as such with that reoccurring article but other re-occurring articles may be sponsored - all editions of publication during term of agreement	2
	Opportunity to be presenting sponsor or a one time feature with your logo included as presenting sponsor adjacent to the article with the words "presented by" or a mutually agreed upon term of the "Green Scene" quarterly newsletter / paper (Region wide) - no other sponsors to be included as such with that specific feature but other one time articles in that edition or others may be sponsored - single edition of publication during term of agreement	2
Landfill Naturalization Site	Naming right to site	3
	Site "Presented by" or "Supported by" status or positioning	3
	Right to set up a booth or sample on site for up to 12 hours in any single day	4
	Logo inclusion and sponsorship level status recognition on all City / Region maps and marketing materials including website	3
	Logo inclusion and sponsorship level status recognition on interpretive signage on site	3
	Logo inclusion and sponsorship level status recognition on directional signage to site	3
	Logo inclusion and sponsorship level status recognition on all trail signage on site	3
	Logo inclusion on all City / Region maps and marketing materials including website	3
	Logo inclusion on interpretive signage on site	4
	Logo inclusion on directional signage to site	3
	Logo inclusion on all trail signage on site	4
	Right to place a concrete applicable decal at the main entrance to the site trail / pathway for a term of 1 month	4
Burgoyne Bridge (and template for other bridges)	Naming right to bridge which means full name change (minimum 25 years - Communications Plan to be implemented with pre agreement focus groups and pre announcement plan)	1
	Right to set up a booth or sample on a walkway area of the bridge (if applicable) on site for up to 12 hours in any single day	4
	Corporate (or otherwise) naming recognition on all City / Region maps, directional materials and signage and marketing materials including website where bridge's name presently appears or couple appear	1
	Logo inclusion and naming recognition signage as coming onto and departing the bridge	1
	Logo inclusion and naming recognition on directional signage to the bridge	1
	Corporate logo on all signage and marketing materials including website where bridge's name presently appears or could appear (Note this is just sponsor logo next to the name Burgoyne Bridge, but no other wording or affiliation, just adjacent logo)	2
	Logo inclusion on signage as coming onto and departing the bridge (Note this is just sponsor logo next to the name Burgoyne Bridge, but no other wording or affiliation, just adjacent logo)	2

PRODUCT	DESCRIPTION	Tier
	Logo inclusion on directional signage to the bridge (Note this is just sponsor logo next to the name Burgoyne Bridge, but no other wording or affiliation, just adjacent logo)	2
	Right to place a concrete applicable decal at the bridge walkway for a term of 1 month	4
	Right to fly a corporate flag on all the flag poles on the bridge for a term of 1 month	2
St Catharines GO/VIA Station	Naming right to Station	1
	Site "Presented by" or "Supported by" status or positioning	2
	Right to set up a booth or sample on site inside the station for up to 12 hours in any single day with up to 3 others on site at the same time	4
	Right to set up a booth or sample on site inside the station for up to 12 hours in any single day with no others samplers / booths on site at the same time inside the station	4
	Right to set up a booth or sample on site inside the station for up to 12 hours in any single day with no others samplers / booths on site at the same time inside or outside the station	4
	Right to set up a booth or sample on site outside the station on the platform or out front of the station for up to 12 hours in any single day with up to 3 others on site at the same time	4
	Right to set up a booth or sample on site outside the station on the platform or out front of the station for up to 12 hours in any single day with no others samplers / booths on site at the same time outside the station	4
	Right to set up a booth or sample on site outside the station on the platform or out front of the station for up to 12 hours in any single day with no others samplers / booths on site at the same time inside or outside the station	4
	Right to place flyers / notices on each windshield of each car in the station parking lot one time on a single day with no other sponsors activating in this way on the same day	3
	Right to have staff to hand out a sample or information to each person who walks into or drives into the station parking lot or walk in entrance area for up to 12 hours on a single day with no other sponsors activating in this way on the same day	4
	Right to have staff to hand out a sample or information to each person who walks out (exits) or drives out of (exits) the station parking lot or walk in entrance area for up to 12 hours on a single day with no other sponsors activating in this way on the same day	4
	Right to hang a banner at the front entrance area of the station parking lot for a term of 1 week	4
	Right to hang a banner on the outside on front facing wall of the station for a term of 1 week	4
	Right to hang a banner on the outside on the platform side of the station wall for a term of 1 week	4
	Right to hang a banner inside the station on a wall for a term of 1 week	4
	Right to wrap the station main entrance doors from the parking lot (both sides) for a term of 1 month	4
	Right to wrap the station main entrance doors from the platform side (both sides) for a term of 1 month	4
	Right to place a logo or mural on the top of the roof of the station	4
	Right to place a floor decal outside the station main entrance doors from the parking lot for a term of 1 month	4
	Right to place a floor decal inside the station main entrance doors for a term of 1 month	4
	Right to place a floor decal outside the station platform entrance doors from the parking lot for a term of 1 month	4
	Right to place a floor decal inside the station platform entrance doors for a term of 1 month	4
	Right to place a floor decal inside the station away from the entrance / exit doors for a term of 1 month	4
	Right to place a floor decal on the station platform away from the entrance / exit doors for a term of 1 month	4
	Logo inclusion and sponsorship level status recognition on all City / Region maps and marketing materials including website recognizing the station naming / presenting	1
	Logo inclusion and sponsorship level status recognition on interpretive signage (if available) on site	1
	Logo inclusion and sponsorship level status recognition on directional signage to site	1
	Logo inclusion on all City / Region maps and marketing materials including website	2
	Logo inclusion on interpretive signage on site	2
	Logo inclusion on directional signage to site	2
	Right to set up furniture inside the station (similar to CIBC at Pearson Airport) for 1 month	4
New Police Station	Naming right to new Station	1

PRODUCT	DESCRIPTION	Tier
	Site "Presented by" or "Supported by" status or positioning	1
	Right to set up a booth or sample on site inside the station for up to 12 hours in any single day with no others samplers / booths on site at the same time inside or outside the station	2
	Right to place flyers / notices on each windshield of each car in the public parking area of the station one time on a single day with no other sponsors activating in this way on the same day	3
	Right to place flyers / notices on each windshield of each car in the staff parking area of the station one time on a single day with no other sponsors activating in this way on the same day	2
	Right to hang a banner on the outside on front facing wall of the station for a term of 1 week	2
	Right to hang a banner inside the station on a wall for a term of 1 week (other than at the entrance area)	2
	Right to place a floor decal outside the station main entrance doors from the parking lot for a term of 1 month	3
	Right to place a floor decal inside the station main entrance doors for a term of 1 month	3
	Right to place a floor decal inside the station away from the entrance / exit doors for a term of 1 month	3
	Logo inclusion and sponsorship level status recognition on all City / Region maps and marketing materials including website recognizing the station naming / presenting	1
	Logo inclusion and sponsorship level status recognition on interpretive signage (if available - such as history of station or the force) on site	1
	Logo inclusion and sponsorship level status recognition on directional signage to site	1
	Logo inclusion on all City / Region maps and marketing materials including website	1
	Logo inclusion on interpretive signage on site	2
	Logo inclusion on directional signage to site	1
	Right to hang a banner on a wall inside the main front entrance within the St Catharines Police Station for the term of one month	2
	Right to hang a banner on a wall in a mutually agreed upon spot within Police Station staff room area within the St Catharines Police Station for one month	2
	Right to hang a banner on a wall in a mutually agreed upon spot within Police Station main hallway within the St Catharines Police Station for one month	3
	Right to hang a banner on a wall in a mutually agreed upon spot within St Catharines Police Station Detainment area / cell block for one month	2
	Right to paint a mural on a wall in a mutually agreed upon spot within Police staff room area within the St Catharines Police Station for term of the agreement	3
	Right to paint a mural on a wall in a mutually agreed upon spot within the main hallway within the St Catharines Police Station for term of the agreement	3
	Right to paint a mural on a wall in a mutually agreed upon spot within Police Garage within the St Catharines Police Station for term of the agreement	3
	Right to sample product to Police staff at the St Catharines Police Station one time per staff member over a 1 month period	2
	Right to provide product information (brochure etc. - not a product) to Police staff at the St Catharines Police Station one time per staff member over a 1 month period	2
	Opportunity for sponsor logo badge to appear on both shoulders of NRPS staff shirts and coats - Patch not to exceed 3 inches in diameter - only sponsor (Region wide)	1
	Opportunity for sponsor logo badge to appear on one of two shoulders of Police staff shirts and coats - Patch not to exceed 3 inches in diameter - 2 sponsors included (Region wide)	1
	Sponsor logo to appear rear doors of all Police cruisers (Region wide) - only sponsor to appear on rear doors - only sponsor to appear on Police vehicles at all	1
	Sponsor logo to appear front hood of all NRPS vehicles (Region wide) - only sponsor to appear on rear doors - only sponsor to appear on NRPS vehicles at all	1
	Sponsor logo to appear both side panels of all Police (non cruiser cars / vans / SUVs Region wide) - only sponsor to appear on rear doors - only sponsor to appear on Police vehicles at all	1
	Sponsor logo to appear driver and passenger doors of all Police vehicles (Region wide) - only sponsor to appear on driver and passenger front doors - only sponsor to appear on Police vehicles at all	1
	Sponsor logo to appear bumper of all Police vehicles (Region wide) - only sponsor to appear on bumper - Up to 3 other sponsors may appear elsewhere on the vehicles (driver and passenger doors, side panels and hood)	1
	Sponsor logo to appear front hood of all Police vehicles (Region wide) - only sponsor to appear on front hood - Up to 3 other sponsors may appear elsewhere on the vehicles (driver and passenger doors, side panels and hood)	1
	Logo displayed as a singular sponsor logo on Regional Website page specific to Police across the region	2
	Logo displayed with up to 4 other sponsors logos on Regional Website page specific to Police across the region	3

PRODUCT	DESCRIPTION	Tier
	Singular Logo displayed at top left on all "letterhead" and printed documents associated to Police across the region such as but not included in memos to staff or clients, announcements etc. No other sponsor logo on the document	1
	Singular Logo displayed at bottom right on all "letterhead" and printed documents associated to Police across the region such as but not included in memos to staff or clients, announcements etc. No other Sponsor logo on the document	1
	Logo displayed at top left on all "letterhead" and printed documents associated to Police across the region such as but not included in memos to staff or clients, announcements etc. (Can be up to 5 other sponsors logos on bottom of page)	1
	Singular Logo displayed at top left on all "letterhead" and printed documents associated to Police across the region such as but not included in memos to staff or clients, announcements etc. No other sponsor logo on the document - May be one logo in bottom right corner of the document as well	1
	Singular Logo displayed at bottom right on all "letterhead" and printed documents associated to Police across the region such as but not included in memos to staff or clients, announcements etc. May be 1 other Sponsor logo on the document in the top left corner	1
	Singular Logo displayed at top left on all "letterhead" and printed documents associated to Police across the region such as but not included in memos to staff or clients, announcements etc.	1
	Opportunity to have a coupon on the bottom of all emails sent out from the Police across the region - below the staff signature line - for term of 1 month - this would be a solo coupon, not other coupons	2
	Opportunity to have a logo on the bottom of all emails sent out from Police across the region - below the staff signature line with the term "Proudly supported by ABC Company" or something to that effect - solo logo - no other sponsor logos there	2
	Opportunity to have a coupon on the bottom of all emails sent out from Police across the region - below the staff signature line - for term of 1 month - this would be with up to 3 other coupons at any given time	2
	Opportunity to have a logo on the bottom of all emails sent out from Police across the region - below the staff signature line with the term "Proudly supported by ABC Company" or something to that effect - this would be with up to two other sponsor logos	2
	Right to wrap the main entrance doors of the facility (both sides) for a term of 1 month	3
	Right to wrap a set of doors inside the facility for a term of 1 month	3
	Naming of a single interrogation room within the St Catharines Police Station	3
	Presenting status of a single interrogation room within the St Catharines Police Station	4
	Naming of a single public meeting room within the St Catharines Police Station	2
	Presenting status of a single public meeting room within the St Catharines Police Station	3
	Naming of a single staff only access meeting room within the St Catharines Police Station	3
	Presenting status of a single staff only access meeting room within the St Catharines Police Station	4
	Sponsor logo on the wall of a public access meeting room	3
	Sponsor logo on the wall of an interrogation room	3
	Sponsor logo on the wall of a staff only access meeting room	3
	Sponsor name mention during a shift briefing (one time)	2
	Sponsor name and 20 word tag line mention during a shift briefing (one time)	2
	Naming right to a police community initiative such as youth programing or support and associated exposure on web and materials etc.	2
	Presenting to a police community initiative such as youth programing or support and associated exposure on web and materials etc.	3
Water Treatment Plant	Naming of Decew Water Treatment Plant	2
	Site "Presented by" or "Supported by" status or positioning	3
	Right to hang a banner on the outside on a front facing wall or fencing of the WTP for a term of one month	3
	Right to hang a banner inside the main entrance area between the staircases for the term of one month	4
	Right to wrap the WTP main entrance doors from the parking lot (both sides) for a term of agreement	4
	Right to wrap the any other set (inside facility or outside) of WTP doors for a term of agreement	4
	Right to place a floor decal inside the WTP main entrance doors from the parking lot for a term of 1 month	4
	Right to place a floor decal inside the WTP anywhere other than at the front entrance for a term of 1 month	4

PRODUCT	DESCRIPTION	Tier
	Logo inclusion and sponsorship level status recognition on all City / Region maps and marketing materials including website recognizing the station naming / presenting	2
	Logo inclusion and sponsorship level status recognition on interpretive signage (if available - such as history of WTP) on site	2
	Logo inclusion and sponsorship level status recognition on directional signage to site	2
	Logo inclusion on all City / Region maps and marketing materials including website	2
	Logo inclusion on interpretive signage on site	2
	Logo inclusion on directional signage to site	2
	Logo inclusion on front entrance signage to site	2
	Right to hang a banner on a wall in a mutually agreed upon spot within WWTP for one month	4
	Right to paint a mural on a wall in a mutually agreed upon spot within the WTP for term of agreement (facility rooms, long hallway from the control centre to treatment area, on piping etc.)	4
	Right to place a corporate logo on a wall in a mutually agreed upon spot within the WTP for term of agreement (facility rooms, long hallway from the control centre to treatment area, on piping etc.)	4
	Naming of a staff room or office area or meeting room within the WTP	4
	Presenting status of a staff room or office area or meeting room within the WTP	4
	Naming of the Meeting Facility / Training Centre at the WTP	3
	Presenting Sponsor status of the Meeting Facility / Training Centre at the WTP	3
	Right to hang a banner on a wall in a mutually agreed upon spot within the Meeting Facility / Training Centre at the WTP for one month	4
	Right to a sponsor logo on the wall in the Meeting Facility / Training Centre at the WTP for term of agreement	4
Waste Water Treatment Plants (2)	Naming of Port Dalhousie (or second) Waste Water Treatment Plant	2
	Site "Presented by" or "Supported by" status or positioning	3
	Right to hang a banner on the outside on a front facing wall or fencing of the WWTP for a term of one month	3
	Right to hang a banner inside the station main entrance area of WWTP for 1 month	4
	Right to wrap the WWTP main entrance doors from the parking lot (both sides) for a term of agreement	4
	Right to wrap the any other set (inside facility or outside) of WWTP doors for a term of agreement	4
	Right to place a floor decal inside the WWTP main entrance doors from the parking lot for a term of 1 month	4
	Right to place a floor decal inside the WWTP anywhere other than at the front entrance for a term of 1 month	4
	Logo inclusion and sponsorship level status recognition on all City / Region maps and marketing materials including website recognizing the station naming / presenting	2
	Logo inclusion and sponsorship level status recognition on interpretive signage (if available - such as history of WWTP) on site	2
	Logo inclusion and sponsorship level status recognition on directional signage to site	2
	Logo inclusion on all City / Region maps and marketing materials including website	2
	Logo inclusion on interpretive signage on site	2
	Logo inclusion on directional signage to site	2
	Logo inclusion on front entrance signage to site	2
	Right to hang a banner on a wall in a mutually agreed upon spot within the WWTP for one month	4
	Right to hang a banner on an exterior wall of any of the WWTP buildings in a mutually agreed upon spot for one month	4
	Right to paint a mural on a wall in a mutually agreed upon spot within the WWTP for term of agreement (facility rooms, long hallway form control centre to treatment area, on piping etc.)	4
	Right to place a corporate logo on a wall in a mutually agreed upon spot within the WWTP for term of agreement (facility rooms, long hallway form control centre to treatment area, on piping etc.)	4
	Naming of a staff room or office area or meeting room within the WWTP	4
	Presenting status of a staff room or office area or meeting room within the WWTP	4

PRODUCT	DESCRIPTION	Tier
Canada Summer Games Henley Park	Naming of the Canada Games Henley Rowing Centre overall (Toshiba Canada Games Henley Rowing Centre)	1
	Naming of the Canada Games Henley Rowing Training Centre (Toshiba Canada Games Henley Rowing Training Centre)	2
	Naming of the Canada Games Henley Rowing Centre Medical Room (Toshiba Canada Henley Rowing Centre Medical Room)	3
	Naming of the Canada Games Henley Rowing Centre Accessible Men's Changing Room (Toshiba Canada Henley Rowing Centre Men's Change Room)	3
	Naming of the Canada Games Henley Rowing Centre Accessible Women's Changing Room (Toshiba Canada Henley Rowing Centre Women's Change Room)	3
	Presenting Sponsor Status of the Canada Games Henley Rowing Centre overall (Canada Games Henley Rowing Centre presented by Toshiba)	2
	Presenting Sponsor Status of the Canada Games Henley Rowing Training Centre (Canada Games Henley Rowing Training Centre presented by Toshiba)	3
	Presenting Sponsor Status of the Canada Games Henley Rowing Centre Medical Room (Canada Games Henley Rowing Centre Medical Room presented by Toshiba)	4
	Presenting Sponsor Status of the Canada Games Henley Rowing Centre Accessible Men's Changing Room (Canada Games Henley Rowing Centre Men's Change Room presented by Toshiba)	4
	Presenting Sponsor Status of the Canada Games Henley Rowing Centre Accessible Women's Changing Room (Canada Games Henley Rowing Centre Women's Change Room presented by Toshiba)	4
	Right to use the Canada Game Henley Rowing Training Centre for a private function for a full day when dark - during Canada Games	4
	Right to use the Canada Game Henley Rowing Training Centre for a private function for a half day / evening when dark - during Canada Games	4
	Right to use the Canada Game Henley Rowing Training Centre for a private function - use of facility for a full day post Canada Games	4
	Logo on top of roof of Canada Games Henley Rowing Training Centre	3
	Mural on top of roof of Canada Games Henley Rowing Training Centre	3
	Logo etched in glass on the bottom (no higher than 3 feet from floor) of one of the 20 front facing floor to ceiling windows at the Canada Games Henley Rowing Training Centre	1
	Logo etched in glass on the top (no lower than 3 feet from ceiling) of one of the 20 front facing floor to ceiling windows at the Canada Games Henley Rowing Training Centre	1
	Logo included below the Canada Games Logo wall to no larger than 25% of the size of the Canada Games logo at the Canada Games Henley Rowing Training Centre	2
	Logo included above the Canada Games Logo wall to no larger than 25% of the size of the Canada Games logo at the Canada Games Henley Rowing Training Centre	2
	Right to sample products through roving activation staff for a period of 4 hours inside or immediately outside the Henley Training Centre during Canada Games	4
	Right to set up a booth to sample or retail products or provide information or run an interactive activation experience in a 10X10 booth space with activation staff for a period of 8 hours inside or immediately outside the Henley Training Centre during Canada Games	4
	Right to sample products through roving activation staff for a period of 4 hours inside or immediately outside the Henley Training Centre - post Canada Games but including any and all events held at the Henley Rowing Centre	4
	Right to set up a booth to sample or retail products or provide information or run an interactive activation experience in a 10X10 booth space with activation staff for a period of 8 hours inside or immediately outside the Henley Training Centre - post Canada Games but including any and all events held at the Henley Rowing Centre	4
	Logo on top of roof of Canada Games Henley Rowing Centre Grandstand	3
	Mural on top of roof of Canada Games Henley Rowing Centre Grandstand	3
	Naming of the Canada Games Henley Rowing Centre Grandstand concourse	3
	Naming of the Canada Games Henley Rowing Centre Grandstand Entrance	3
	Naming of the Canada Games Henley Rowing Centre Grandstand single section seating area	4
	Naming of the Canada Games Henley Rowing Centre Grandstand overall	2
	Individual Seat Naming in the Canada Games Henley Rowing Centre Grandstand	4
	Presenting Sponsor Status of the Canada Games Henley Rowing Centre Grandstand concourse	4
	Presenting Sponsor Status of the Canada Games Henley Rowing Centre Grandstand Entrance	4
	Presenting Sponsor Status of the Canada Games Henley Rowing Centre Grandstand single section seating area	4

PRODUCT	DESCRIPTION	Tier
	Presenting Status of the Canada Games Henley Rowing Centre Grandstand overall	3
	Right to sample products through roving activation staff for a period of 4 hours inside or immediately outside the Henley Grandstand - post Canada Games but including any and all events held at the Henley Rowing Centre	4
	Right to set up a booth to sample or retail products or provide information or run an interactive activation experience in a 10X10 booth space with activation staff for a period of 8 hours inside or immediately outside the Henley Grandstand - post Canada Games but including any and all events held at the Henley Rowing Centre	4
	Right to sample products through roving activation staff for a period of 4 hours inside or immediately outside the Henley Grandstand during the Canada Games	4
	Right to set up a booth to sample or retail products or provide information or run an interactive activation experience in a 10X10 booth space with activation staff for a period of 8 hours inside or immediately outside the Henley Grandstand -during the Canada Games	4
	Right to place logo or messaging on one set of bleacher / seating staircases in stadium seating area of the Henley Park for one month during the Canada Games	4
	Right to place logo or messaging on one set of bleacher / seating staircases in stadium seating area of the Henley Park for one month post Canada Games	4
	Right to hang a banner on the outside on a front facing entrance wall on the overall Henley Rowing Centre entrance area for the term of one month post Canada Games	4
	Right to hang a banner on the outside on a front facing entrance wall on the overall Henley Rowing Centre entrance area for the term of one month during Canada Games	4
	Right to hang a banner on the outside on a front of the Henley Rowing Centre Grandstand entrance area for the term of one month post Canada Games	4
	Right to hang a banner on the outside on a front facing of the Henley Rowing Centre Grandstand entrance area for the term of one month during Canada Games	4
	Right to hang a banner on the outside on a front of the Henley Rowing Training Centre entrance area for the term of one month post Canada Games	4
	Right to hang a banner on the outside on a front facing of the Henley Rowing Training Centre entrance area for the term of one month during Canada Games	4
	Right to hang a banner on the base panels at the bottom of the grandstand facing the water at the Henley Rowing Centre grandstand for the term of one month post Canada Games	3
	Right to place (long term so includes Games and Post Games) a logo on an inside non window wall in the main area of the Henley Rowing Training Centre	3
	Right to place (long term so includes Games and Post Games) a mural on an inside non window wall in the main area of the Henley Rowing Training Centre	3
	Right to place (long term so includes Games and Post Games) a logo on a wall in the medical treatment room of the Henley Rowing Training Centre	4
	Right to place (long term so includes Games and Post Games) a mural on a wall in the medical treatment room of the Henley Rowing Training Centre	4
	Right to place (long term so includes Games and Post Games) a logo on a wall in the men's change room of the Henley Rowing Training Centre	4
	Right to place (long term so includes Games and Post Games) a mural on a wall in the men's change room of the Henley Rowing Training Centre	4
	Right to place (long term so includes Games and Post Games) a logo on a wall in the women's change room of the Henley Rowing Training Centre	4
	Right to place (long term so includes Games and Post Games) a mural on a wall in the women's change room of the Henley Rowing Training Centre	4
	Right to place a floor decal inside the Henley Grandstand main entrance for a term of 1 month during the Canada Games	4
	Right to place a floor decal inside the Henley Grandstand main entrance for a term of 1 month post the Canada Games	4
	Right to place a floor decal outside the Henley Grandstand main entrance for a term of 1 month during the Canada Games	4
	Right to place a floor decal outside the Henley Grandstand main entrance for a term of 1 month post the Canada Games	4
	Right to place a floor decal inside the Henley Grandstand on the concourse for a term of 1 month during the Canada Games	4
	Right to place a floor decal inside the Henley Grandstand on the concourse for a term of 1 month post the Canada Games	4
	Right to place a floor decal inside the Henley Grandstand inside all washrooms for a term of 1 month during the Canada Games	4
	Right to place a floor decal inside the Henley Grandstand inside all washrooms for a term of 1 month post the Canada Games	4
	Right to place a logo on the wall the Henley Grandstand inside all washrooms for a term of 1 month post the Canada Games	4
	Right to place a mural on the wall the Henley Grandstand inside all washrooms for a term of 1 month post the Canada Games	4

PRODUCT	DESCRIPTION	Tier
	Right to place a floor decal outside the Henley Training Centre main entrance for a term of 1 month during the Canada Games	4
	Right to place a floor decal outside the Henley Training Centre main entrance for a term of 1 month post the Canada Games	4
	Right to place a floor decal inside the Henley Training Centre on main entrance area for a term of 1 month during the Canada Games	4
	Right to place a floor decal inside the Henley Training Centre at the main entrance for a term of 1 month post the Canada Games	4
	Right to place a floor decal inside the Henley Training Centre inside men's change room for a term of 1 month post the Canada Games	4
	Right to place a logo on the wall the Henley Grandstand inside the men's change room for a term of 1 month during the Canada Games	4
	Right to place a floor decal inside the Henley Training Centre inside women's change room for a term of 1 month post the Canada Games	4
	Right to place a logo on the wall the Henley Grandstand inside the women's change room for a term of 1 month during the Canada Games	4
	Right to hang a banner on the base panels at the bottom of the grandstand facing the water at the Henley Rowing Centre grandstand for the term of one month during Canada Games	3
	Right to hang a banner hanging from the top of the grandstand roof (dropping no further then 2 feet) facing the water at the Henley Rowing Centre grandstand for the term of one month post Canada Games	3
	Right to hang a banner hanging from the top of the grandstand roof (dropping no further then 2 feet) facing the water at the Henley Rowing Centre grandstand for the term of one month during Canada Games	3
	Right to wrap all the poles supporting the grandstand post the Canada Games	4
	Right to wrap all the poles supporting the grandstand during the Canada Games	4
	Logo inclusion and sponsorship level status recognition on all City / Region maps and marketing materials including website recognizing the Henley Rowing facility overall or grandstand or training centre naming / presenting	2
	Logo inclusion and sponsorship level status recognition on interpretive signage (if available - such as history of the Henley Centre etc.) on site as associated to Henley Rowing facility overall or grandstand or training centre naming	3
	Logo inclusion and sponsorship level status recognition on directional signage to site for Henley Rowing facility overall or grandstand or training centre naming / presenting	2
International Plaza	Naming right to International Plaza	1
	Presenting Right to International Plaza	1
	Opportunity to sample for 4 hours during a non event day at International Plaza (does not include booth space, just roaming or stationary sampling but no booth / backdrop etc.)	4
	Opportunity to sample for 4 hours during an event day at International Plaza (does not include booth space, just roaming or stationary sampling but no booth / backdrop etc.)	4
	Opportunity to sample for 4 hours during a Canada Games Event Day at International Plaza (does not include booth space, just roaming or stationary sampling but no booth / backdrop etc.)	4
	Opportunity to have a single stand up banner for a full day during an event day at International Plaza	4
	Opportunity to have a single stand up banner for a full day during a non event day at International Plaza	4
	Opportunity to have a single stand up banner for a full day during a Canada Games event day at International Plaza	4
	Naming right to the stage at International Plaza	2
	Presenting Right to the stage International Plaza	2
	Naming right to the Pavilion area at International Plaza	2
	Presenting Right to the Pavilion area at International Plaza	2
	Naming right to the gardens at International Plaza	3
	Presenting Right to the gardens at International Plaza	3
	Naming right to a sustainability feature at International Plaza	3
	Presenting Right to a sustainability feature at International Plaza	3
	Presenting sponsor of the International Plaza booking portal with logo at top of web page and presenting status	4
	Logo inclusion on International Plaza booking portal	4
	Right to book Plaza space for a booth (10 X 10) during an event day at International Plaza (includes right to sampling from your booth) for 4 hours	4

PRODUCT	DESCRIPTION	Tier
	Right to book Plaza space for a booth (10 X 10) during a non event day at International Plaza (includes right to sampling from your booth) for 4 hours	4
	Right to book Plaza space for a booth (10 X 10) during a Canada Games event day at International Plaza (includes right to sampling from your booth) for 4 hours	4
	Right to book Plaza space for a booth (10 X 10) during an event day at International Plaza (includes right to sampling from your booth) for 15 hours	4
	Right to book Plaza space for a booth (10 X 10) during a non event day at International Plaza (includes right to sampling from your booth) for 15 hours	4
	Right to book Plaza space for a booth (10 X 10) during a Canada Games event day at International Plaza (includes right to sampling from your booth) for 15 hours	4
	Right to book out International Plaza for private (or public) event for 1 day	4
	Right to have your corporate (or otherwise) flag flown at International Plaza for up to 3 days including a Civic Flag raising ceremony	1
	Naming of BBQ area	3
	Presenting Status of BBQ area	3
	Wrapping of poles at all pavilions and coverings for a period of 1 month	3
Canada Summer Games Park	Naming of the Canada Games Park overall (Starbucks Canada Games Park)	1
	Naming of Outdoor 400 Metre Running Track at Canada Games Park	3
	Naming of Interior Track area at outdoor 400 Metre Running Track at Canada Games Park	2
	Naming of Grandstand area at outdoor 400 Metre Running Track at Canada Games Park	3
	Naming of Beach Volleyball area at Canada Games Park	3
	Naming of one of 6 beach volleyball courts at Beach Volleyball area at Canada Games Park	4
	Naming of Open Air Bike Pavilion / Cycling Centre at Canada Games Park	3
	Naming of Twin Pad Arena at Canada Games Park	2
	Naming of one of two arenas at Canada Games Park	3
	Naming of new indoor para sport / combative sport gymnasium centre at Canada Games Park	2
	Naming of Indoor Running Track in Gymnasium at Canada Games Park	3
	Naming of Combative Sport area in Gymnasium at Canada Games Park	3
	Naming of one of two courts in the Gymnasium at Canada Games Park	4
	Naming of entire stands area in Arena One at Canada Games Park	4
	Naming of a single section of stands in Arena one (4 sections) at Canada Games Park	4
	Naming of lobby area in the twin pad arena area at Canada Games Park	3
	Naming of main entranceway at Canada Games Park	3
	Naming of the main lobby inside Canada Games Park Building	3
	Naming of an arena dressing room at Canada Games Park	4
	Naming of a dressing room at the Para Sport / Combative Sport Gymnasium Centre at Canada Games Park	4
	Naming of the parking lot at Canada Games Centre	3
	Naming of the exterior atrium gardens in front of the main entrance to the Canada Games Park building	3
	Presenting Sponsor Status of the Canada Games Park overall (Canada Games Park presented by Starbucks)	2
	Presenting Sponsor Status of Outdoor 400 Metre Running Track at Canada Games Park	3
	Presenting Sponsor Status of Interior Track area at outdoor 400 Metre Running Track at Canada Games Park	3
	Presenting Sponsor Status of Grandstand area at outdoor 400 Metre Running Track at Canada Games Park	4
	Presenting Sponsor Status of Beach Volleyball area at Canada Games Park	4
	Presenting Sponsor Status of one of 6 beach volleyball courts at Beach Volleyball area at Canada Games Park	4
	Presenting Sponsor Status of Open Air Bike Pavilion / Cycling Centre at Canada Games Park	4
	Presenting Sponsor Status of Twin Pad Arena at Canada Games Park	3

PRODUCT	DESCRIPTION	Tier
	Presenting Sponsor Status of one of two arenas at Canada Games Park	3
	Presenting Sponsor Status of new indoor para sport / combative sport gymnasium centre at Canada Games Park	3
	Presenting Sponsor Status of Indoor Running Track in Gymnasium at Canada Games Park	4
	Presenting Sponsor Status of Combative Sport area in Gymnasium at Canada Games Park	4
	Presenting Sponsor Status of one of two courts in the Gymnasium at Canada Games Park	4
	Presenting Sponsor Status of entire stands area in Arena One at Canada Games Park	4
	Presenting Sponsor Status of a single section of stands in Arena one (4 sections) at Canada Games Park	4
	Presenting Sponsor Status of lobby area in the twin pad arena area at Canada Games Park	3
	Presenting Sponsor Status of main entranceway at Canada Games Park	3
	Presenting Sponsor Status of the main lobby inside Canada Games Park Building	3
	Presenting Sponsor Status of an arena dressing room at Canada Games Park	4
	Presenting Sponsor Status of a dressing room at the Para Sport / Combative Sport Gymnasium Centre at Canada Games Park	4
	Presenting Sponsor Status of the parking lot at Canada Games Centre	4
	Presenting Sponsor Status of the exterior atrium gardens in front of the main entrance to the Canada Games Park building	3
	Right to use the main lobby area in the Canada Games Park Building exclusively for a corporate function for a full day (includes set up and tear down time) at Canada Games Park during Canada Games when the facility is dark	4
	Right to use the main lobby area in the Canada Games Park Building exclusively for a corporate function for a full day (includes set up and tear down time) at Canada Games Park post Canada Games	4
	Right to use the full gymnasium exclusively for a corporate function for a full day (includes set up and tear down time) at Canada Games Park during Canada Games when the facility is dark	4
	Right to use the full gymnasium area exclusively for a corporate function for a full day (includes set up and tear down time) at Canada Games Park post Canada Games	4
	Right to use Arena One exclusively for a corporate function for a full day (includes set up and tear down time) at Canada Games Park during Canada Games when the facility is dark	4
	Right to use Arena One area exclusively for a corporate function for a full day (includes set up and tear down time) at Canada Games Park post Canada Games	4
	Right to use Arena Two exclusively for a corporate function for a full day (includes set up and tear down time) at Canada Games Park during Canada Games when the facility is dark	4
	Right to use Arena Two area exclusively for a corporate function for a full day (includes set up and tear down time) at Canada Games Park post Canada Games	4
	Right to use the upper indoor track area exclusively for a corporate function for a full day (includes set up and tear down time) at Canada Games Park during Canada Games when the facility is dark	4
	Right to use the upper indoor track area exclusively for a corporate function for a full day (includes set up and tear down time) at Canada Games Park post Canada Games	4
	Right to use the outdoor track and inner field area exclusively for a corporate function for a full day (includes set up and tear down time) at Canada Games Park during Canada Games when the facility is dark	4
	Right to use the outdoor track and inner field area exclusively for a corporate function for a full day (includes set up and tear down time) at Canada Games Park post Canada Games	4
	Right to use the entire beach volleyball courts area exclusively for a corporate function for a full day (includes set up and tear down time) at Canada Games Park during Canada Games when the facility is dark	4
	Right to use the entire beach volleyball courts area exclusively for a corporate function for a full day (includes set up and tear down time) at Canada Games Park post Canada Games	4
	Right to use the lobby in the arenas area exclusively for a corporate function for a full day (includes set up and tear down time) at Canada Games Park during Canada Games when the facility is dark	4
	Right to use the lobby in the arena area exclusively for a corporate function for a full day (includes set up and tear down time) at Canada Games Park post Canada Games	4
	Right to sample products through roving activation staff for a period of 4 hours inside in the main lobby or immediately outside in the courtyard area the Canada Games Park Building during Canada Games	4
	Right to sample products through roving activation staff for a period of 4 hours inside in the main lobby or immediately outside in the courtyard area the Canada Games Park Building post Canada Games	4

PRODUCT	DESCRIPTION	Tier
	Right to set up a booth to sample or retail products or provide information or run an interactive activation experience in a 10X10 booth space with activation staff for a period of 8 hours inside in the main lobby or immediately outside in the courtyard area the Canada Games Park Building during Canada Games	4
	Right to set up a booth to sample or retail products or provide information or run an interactive activation experience in a 10X10 booth space with activation staff for a period of 8 hours inside in the main lobby or immediately outside in the courtyard area the Canada Games Park Building post Canada Games	4
	Right to sample products through roving activation staff for a period of 4 hours inside the Twin Pad Arenas including that lobby and both arenas at the Canada Games Park Building during Canada Games	4
	Right to sample products through roving activation staff for a period of 4 hours inside the Twin Pad Arenas including that lobby and both arenas at the Canada Games Park Building post Canada Games	4
	Right to set up a booth to sample or retail products or provide information or run an interactive activation experience in a 10X10 booth space with activation staff for a period of 8 hours inside the Twin Pad Arenas including that lobby and both arenas at the Canada Games Park Building during Canada Games	4
	Right to set up a booth to sample or retail products or provide information or run an interactive activation experience in a 10X10 booth space with activation staff for a period of 8 hours inside the Twin Pad Arenas including that lobby and both arenas at the Canada Games Park Building post Canada Games	4
	Right to sample products through roving activation staff for a period of 4 hours inside or immediately outside the Para-Sport / Combative Sport Gymnasium Centre at Canada Games Park Building during Canada Games	4
	Right to sample products through roving activation staff for a period of 4 hours inside or immediately outside the Para-Sport / Combative Sport Gymnasium Centre at Canada Games Park Building post Canada Games	4
	Right to set up a booth to sample or retail products or provide information or run an interactive activation experience in a 10X10 booth space with activation staff for a period of 8 hours inside or immediately outside the Para-Sport / Combative Sport Gymnasium Centre at Canada Games Park Building during Canada Games	4
	Right to set up a booth to sample or retail products or provide information or run an interactive activation experience in a 10X10 booth space with activation staff for a period of 8 hours inside or immediately outside the Para-Sport / Combative Sport Gymnasium Centre at Canada Games Park Building post Canada Games	4
	Right to sample products through roving activation staff for a period of 4 hours at the Beach Volleyball Area at Canada Games Park Building during Canada Games	4
	Right to sample products through roving activation staff for a period of 4 hours at the Beach Volleyball Area at Canada Games Park Building post Canada Games	4
	Right to set up a booth to sample or retail products or provide information or run an interactive activation experience in a 10X10 booth space with activation staff for a period of 8 hours at the Beach Volleyball Area at Canada Games Park Building during Canada Games	4
	Right to set up a booth to sample or retail products or provide information or run an interactive activation experience in a 10X10 booth space with activation staff for a period of 8 hours at the Beach Volleyball Area at Canada Games Park Building post Canada Games	4
	Right to sample products through roving activation staff for a period of 4 hours inside or immediately outside the Track and Field Centre including the stands at Canada Games Park Building during Canada Games	4
	Right to sample products through roving activation staff for a period of 4 hours inside or immediately outside the Track and Field Centre including the stands at Canada Games Park Building post Canada Games	4
	Right to set up a booth to sample or retail products or provide information or run an interactive activation experience in a 10X10 booth space with activation staff for a period of 8 hours inside or immediately outside the Track and Field Centre including the stands at Canada Games Park Building during Canada Games	4
	Right to set up a booth to sample or retail products or provide information or run an interactive activation experience in a 10X10 booth space with activation staff for a period of 8 hours inside or immediately outside the Track and Field Centre including the stands at Canada Games Park Building post Canada Games	4
	Right to hang a banner or place a single stand up banner (size details TBC) outside on a front facing entrance wall at the Canada Games Park building for the term of one month post Canada Games	4
	Right to hang a banner or place a single stand up banner (size details TBC) outside on a front facing entrance wall at the Canada Games Park building for the term of one month during Canada Games	4
	Right to hang a banner or place a single stand up banner (size details TBC) inside the main entrance and lobby area of the Canada Games Park building for the term of one month post Canada Games	4
	Right to hang a banner or place a single stand up banner (size details TBC) inside the main entrance and lobby area of the Canada Games Park building for the term of one month during Canada Games	4

PRODUCT	DESCRIPTION	Tier
	Right to hang a banner or place a single stand up banner (size details TBC) inside the Para Sport / Combative Sport Gymnasium the Canada Games Park building for the term of one month post Canada Games	4
	Right to hang a banner or place a single stand up banner (size details TBC) inside the Para Sport / Combative Sport Gymnasium the Canada Games Park building for the term of one month during Canada Games	4
	Right to hang a banner or place a single stand up banner (size details TBC) inside the lobby area of the Twin Arenas area of the Canada Games Park building for the term of one month post Canada Games	4
	Right to hang a banner or place a single stand up banner (size details TBC) inside the lobby area of the Twin Arenas area of the Canada Games Park building for the term of one month during Canada Games	4
	Right to hang a banner or place a single stand up banner (size details TBC) inside Arena One of the Canada Games Park building for the term of one month post Canada Games	4
	Right to hang a banner or place a single stand up banner (size details TBC) inside Arena One of the Canada Games Park building for the term of one month during Canada Games	4
	Right to hang a banner or place a single stand up banner (size details TBC) inside Arena Two of the Canada Games Park building for the term of one month post Canada Games	4
	Right to hang a banner or place a single stand up banner (size details TBC) inside Arena Two of the Canada Games Park building for the term of one month during Canada Games	4
	Right to place logo or messaging on one set of bleacher / seating staircases in Arena One for one month during the Canada Games	4
	Right to place logo or messaging on one set of bleacher / seating staircases in Arena One for one month post Canada Games	4
	Right to hang a banner or place a single stand up banner (size details TBC) at the Beach Volleyball area in Canada Games Park for the term of one month post Canada Games	4
	Right to hang a banner or place a single stand up banner (size details TBC) at the Beach Volleyball area in Canada Games Park for the term of one month during Canada Games	4
	Right to hang a banner or place a single stand up banner (size details TBC) at the Track and Field inner field area in Canada Games Park for the term of one month post Canada Games	4
	Right to hang a banner or place a single stand up banner (size details TBC) at the Track and Field inner field area in Canada Games Park for the term of one month during Canada Games	4
	Right to place a logo at the centre at the Track and Field inner field area in Canada Games Park for the term of the agreement (long term partnership only)	2
	Right to place logo or messaging on the full temporary bleacher / seating staircases at the Track and Field area for one month during the Canada Games	4
	Right to place logo or messaging on the full temporary bleacher / seating staircases at the Track and Field area for one month post Canada Games	4
	Right to place flyers / notices on each windshield (1500) of each car in the Canada Games Park facility parking lot one time on a single day with no other sponsors activating in this way on the same day	3
	Right to hang a banner or place a single stand up banner (size details TBC) at the upper walking track in Canada Games Park building for the term of one month post Canada Games	4
	Right to hang a banner or place a single stand up banner (size details TBC) at the upper waling track in Canada Games Park building for the term of one month during Canada Games	4
	Right to place continuous logo or develop a mural on the inner circle wall on the upstairs walking track in Canada Games Park building for the (long) term agreement	3
	Right to place a banner / logo / message / mural on the upper walking track inside wall (same level as clocks) in entirety	3
	LED / Video board 10 second messaging (in rotation with 9 other sponsors) on the upper walking track inside wall (same level as clocks) - Ring of Champions	3
	Logo etched in glass on the bottom (no higher than 3 feet from ground or floor) of one of the 40 front facing floor to ceiling windows on the main floor at the Canada Games Park Building	2
	Logo etched in glass on the bottom (no higher than 3 feet from floor) of one of the 20 front facing floor to ceiling windows on the second floor at the Canada Games Park Building	2
	Logo included below the Canada Games Logo wall on exterior of building to no larger than 25% of the size of the Canada Games logo at the Canada Games Park Building	2
	Logo included above the Canada Games Logo wall on exterior of building to no larger than 25% of the size of the Canada Games logo at the Canada Games Park Building	2
	Naming of a major / main entrance to the Gymnasium	3
	Naming of a major / main entrance to the Arena Overall	3
	Naming of a major / main entrance to the Track and field area	3
	Naming of a minor / alternate entrance to the Gymnasium	4
	Naming of a minor / alternate entrance to the Arena Overall	4
	Naming of a minor / alternate entrance to the Track and field area	4

PRODUCT	DESCRIPTION	Tier
	Naming of a minor / alternate entrance to the Canada Games Park overall building centre	4
	Naming of a major / main entrance to Arena One	4
	Naming of a minor / alternate entrance to Arena One	4
	Naming of a major / main entrance to Arena Two	4
	Naming of a minor / alternate entrance to Arena Two	4
	Right to place a floor decal inside the main entrance of the Canada Games Park building for a term of 1 month during the Canada Games	4
	Right to place a floor decal inside the main entrance of the Canada Games Park building for a term of 1 month post the Canada Games	4
	Right to place a floor decal outside the main entrance of the Canada Games Park building for a term of 1 month during the Canada Games	4
	Right to place a floor decal outside the main entrance of the Canada Games Park building for a term of 1 month post the Canada Games	4
	Right to place a floor decal outside in the outdoor garden / entrance area outside of the Canada Games Park building for a term of 1 month during the Canada Games	4
	Right to place a floor decal outside in the outdoor garden / entrance area outside of the Canada Games Park building for a term of 1 month post the Canada Games	4
	Right to place a floor decal inside all the washrooms inside the Canada Games park building for a term of 1 month during the Canada Games	4
	Right to place a floor decal inside all the washrooms inside the Canada Games park building for a term of 1 month post the Canada Games	4
	Right to place a floor decal inside all the washrooms at the Canada Games Park Beach Volleyball Area for a term of 1 month during the Canada Games	4
	Right to place a floor decal inside all the washrooms inside the Canada Games Beach Volleyball area for a term of 1 month post the Canada Games	4
	Right to place a floor decal inside all the washrooms at the Canada Games Park Track and Field Area for a term of 1 month during the Canada Games	4
	Right to place a floor decal inside all the washrooms at the Canada Games Park Track and Field Area for a term of 1 month post the Canada Games	4
	Right to place a floor decal outside the entrances into the gymnasium at the Canada Games Park building for a term of 1 month during the Canada Games	4
	Right to place a floor decal outside the entrances into the gymnasium at the Canada Games Park building for a term of 1 month post the Canada Games	4
	Right to place a floor decal inside the gymnasium at the Canada Games Park building in a mutually agreed upon spot for a term of 1 month during the Canada Games	4
	Right to place a floor decal inside the gymnasium at the Canada Games Park building in a mutually agreed upon spot for a term of 1 month post the Canada Games	4
	Right to place a floor decal on one of the four walking lanes over 50 yards on the elevated walking track at the gymnasium at the Canada Games Park building in a mutually agreed upon spot for a term of 1 month during the Canada Games	3
	Right to place a floor decal on one of the four walking lanes over 50 yards on the elevated walking track at the gymnasium at the Canada Games Park building in a mutually agreed upon spot for a term of 1 month post the Canada Games	3
	Logo inclusion and sponsorship level status recognition on all City / Region maps and marketing materials including website recognizing the Canada Games Park Overall / Gymnasium / Volleyball Area / Track and Field Centre overall naming / presenting	1
	Logo inclusion and sponsorship level status recognition on interpretive signage (if available) on site as associated to Canada Games Park Overall / Gymnasium / Volleyball Area / Track and Field Centre naming / presenting	3
Regional Headquarters	Naming of the IT Board Room (8 seats - internals and some external meetings)	3
	Presenting Status of the IT Board Room (8 seats - internals and some external meetings)	4
	Naming of the Corporate Services Board Room - Major traffic here)	3
	Presenting Status of the Corporate Services Board Room - Major traffic here)	4
	Naming of the Public Works Board Room (8 chairs)	3
	Presenting Status of the Public Works Board Room (8 chairs)	4
	Naming of the Atrium Area - major focal and gather spot at centre of Headquarters	2
	Presenting Status of the Atrium Area - major focal and gather spot at centre of Headquarters	3
	Right to place a banner on upper level space in Atrium for full length of the hall for 1 month	2
	Right to decal the table tops in the atrium area for 1 year	3

PRODUCT	DESCRIPTION	Tier
	Right to rent / secure the atrium area for 2 hours for a function	4
	Right to rent / secure the atrium area for 1 day for a function	4
	Naming of a Campbell East Meeting Room (12)	3
	Presenting Status of a Campbell East Meeting Room (12)	4
	Wall mural / banner along the inside edge of hallway above the atrium on any of the 3 floors for 1 month	3
	Presenting Status of the Public Health and Social Services Department Area	3
	Right to place a stand up banner in the Public Health and Social Services Department Lobby Area	3
	Right to sample of 2 hours in the Public Health and Social Services Department Lobby Area	4
	Right to set up a booth / table (6X6) to provide information / interaction and also if desired to sample in the Public Health and Social Services Department Lobby Area for a single day	4
	Naming of the IT Board Room	3
	Presenting Status of the IT Board Room	4
	Right to decal the table tops in the cafeteria area for 6 months	4
	Right to provide a single floor decal on the floor in the cafeteria (non food ordering & pick up area) for 1 month	4
	Right to provide a single floor decal on the floor in the cafeteria (line up for food ordering & pick up area) for 1 month	4
	Right to set up a booth / table (6X6) to provide information / interaction and also if desired to sample in the Cafeteria Area for a single day (6 hours)	4
	Right to decal inside and out a single window in the Cafeteria Area for a one month	3
	Right to have serving staff provide a sample hand out at cashier stand to each customer for a single day	3
	Right to brand the menu boards in the cafeteria	4
	Right to product used / carried for cooking / retail in the cafeteria and displayed on menu board	2
	Naming of the Public Meeting Room (2)	3
	Presenting Status of the Public Meeting Room(2)	4
	Right to have a shelf or area in the public meeting room to provide sponsor brochures or information	4
	Naming of the Regional Staff Gym / Work Out Facility in Basement of Headquarters	3
	Presenting Status of the Regional Staff Gym / Work Out Facility in Basement of Headquarters	4
	Right to have a shelf or area in the gym / fitness room to provide sponsor brochures or information	4
	Naming of the Food Handling Training Room	3
	Presenting Status of the Food Handling Training Room	4
	Right to have a shelf or area in the food handling room to provide sponsor brochures or information	4
	Naming of the lobby in Campbell West Building	3
	Presenting Status of the lobby in the Campbell West Building	4
	Right to set up a booth / table (6X6) to provide information / interaction and also if desired to sample in the Campbell West lobby area for a single day (8 hours)	4
	Logo included on bottom of screen of all LED Boards in Regional Headquarters for a full year	2
	Opportunity to have a LED screen logo and / or message rotating on all Regional Headquarters LED Boards in rotation with up to 5 other partners and Headquarters information for a term of 1 month	2
	Naming of the Formal Council Board Room	2
	Presenting Status of the Formal Council Board Room	2
	Right to have a shelf or area in the Formal Council Board room to provide sponsor brochures or information	2
	Naming of the Council Chambers	1
	Presenting Status of the Council Chambers	2
	Right to have a decal / banner on the front of a single Councillors bench (not including Chair and Senior Staff area) for one month	1
	Right to provide a sample / gift or brochure on each seat in the Council Chamber Gallery for a single meeting	2

PRODUCT	DESCRIPTION	Tier

Subject: Next Generation 911 (NG 911) Update

Report to: Corporate Services Committee

Report date: Wednesday, January 13, 2021

Recommendations

1. That the following report pertaining to the implementation of Next Generation 911 (NG911) in Niagara **BE RECEIVED** for information;
2. That staff **BE DIRECTED** to continue the planning for the implementation of NG911 in coordination with partner agencies, Boards and Councils; and
3. That staff **BE DIRECTED** to develop a recommended model of a consolidated emergency dispatch service for Niagara.

Key Facts

- The Niagara Region is responsible for the provision of 911 services for all local area municipalities (LAM)
- This service is provided under a Service Performance Agreement with the Niagara Regional Police Services to act as the Primary Public Safety Answering Point (PPSAP)
- 911 technology is governed federally by the Canadian Radio-television and Telecommunications Commission (CRTC)
- 911 infrastructure in Ontario is provided by Bell Canada
- New technology known as Next Generation 911 (NG911) is being implemented nationally through the CRTC
- All provinces, municipalities and their PSAP providers are required to meet the NG911 standards no later than March 31, 2024 at which time the legacy systems will be disconnected
- Emergency services dispatch (police, fire, EMS) for Niagara involves five different agencies
- Successful coordination between the five agencies and LAM's will result in the most efficient implementation of NG911 in Niagara
- Staff will bring forward an additional report once decisions on governance and coordination of efforts are made, which will outline the recommendations, implementation plan and financial implications for all stakeholders.

Financial Considerations

The initial stage of the project will include engaging a Technological Infrastructure consultant to assist in developing and recommending the appropriate equipment required to meet NG911 standards for both the active and backup systems. The cost of the consulting engagement is estimated at \$100,000 and is anticipated to be funded from the NRPS – Communications Back Up Centre capital project (20001462) which was included in the NRPS 2021 capital budget.

The preliminary estimated cost for the overall transition to NG911, including; consulting, capital equipment and maintenance fees is \$2M.

After the recommendations from the consultant are considered and a decision is made on governance, staff will be in a better place to understand total financial implications and will bring forward a report to Council in consultation with the Police Services Board, at that time. The report will include financial implications for the Region, NRPS and LAM's in relation to procurement of the required capital equipment, further consultant fees, project management and other resources as identified and required for successful NG911 implementation within 2023.

The Niagara Region will be responsible for the administration of the new system in collaboration with the Niagara Regional Police Services as the contracted service provider.

Analysis

911 services originated in Canada in 1974 as a means for the public to access emergency services, traditionally through the responding agencies of police, ambulance and fire. Municipalities are required to ensure that access to 911 services are available to their communities and as such the Niagara Region is responsible for the provision of 911 services for all local area municipalities in Niagara. While the service may be provided through various models of direct, private or contracted services, 911 in Niagara is provided under a Service Performance Agreement with the NRPS to act as the Primary Public Safety Answering Point (PPSAP). As the PPSAP, the NRPS are the first point of contact for people calling 911. The first question that is asked to people calling 911 is if their emergency is for police, fire or ambulance. Based on the initial information provided, the caller is then transferred to a Secondary PSAP (SPSAP) as the most appropriate agency required for the response (Fig.1).

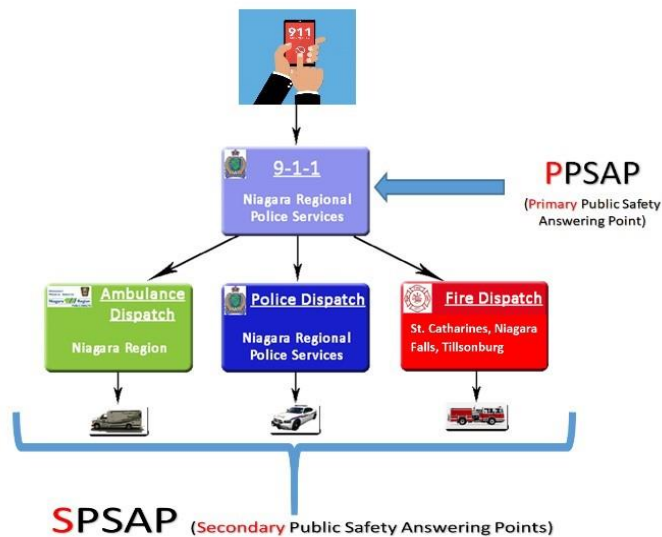


Figure 1 illustrates the flow of a 911 call from the Primary PSAP to Secondary PSAP's.

In Canada, 911 technology is governed by the Canadian Radio-television and Telecommunications Commission (CRTC) and in Ontario the 911 infrastructure is provided provincially by Bell Canada. Current 911 technology is voice analogue-based with minimal data and limits the amount and type of information shared across the 911 infrastructure. New technology known as Next Generation 911 (NG911) is being implemented nationally through the CRTC. The introduction of NG911 technology will greatly improve 911 services in a growingly wireless mobile society as it is based on an Emergency Services IP Network (ESInet) operating on an Internet Protocol (IP) platform to serve as a national IP-enabled emergency network. This platform enhances emergency number services to create a faster, more resilient system that allows voice, photos, videos and text messages to flow seamlessly from the public to, and across, the 911 network.

The CRTC has mandated that all provinces, municipalities and their PPSAP providers are required to meet the NG911 standards no later than **March 31, 2024** at which time the legacy systems will be disconnected. In Niagara, this will require significant technological changes to local emergency dispatch services.

Currently in Niagara, five separate emergency service dispatch centres exist. These include:

Niagara Regional Police Services

While the NRPS provides contracted services as the PPSAP for Niagara, its' primary responsibility is for the deployment and dispatch of 911 responses of police related matters in all of Niagara, including providing notifications to the Niagara Parks Police and Ontario Provincial Police.

St. Catharines Fire Services

SCFS is responsible for the deployment and dispatch of 911 responses of fire related matters for the City of St. Catharines as well as nine other Niagara municipalities under contracted services for fire dispatch. The two LAM fire services that are not dispatched by SCFS are Fort Erie and Niagara Falls.

Tillsonburg Fire Service

While not an emergency service dispatch that is located in Niagara, Tillsonburg Fire Services is responsible for the deployment and dispatch of 911 responses of fire related matters solely for the Town of Fort Erie.

Niagara Falls Fire Service

NFFS is responsible for the deployment and dispatching of 911 responses of fire matters solely for the City of Niagara Falls.

Niagara Emergency Medical Services

NEMS is responsible for the deployment and dispatching of 911 responses of EMS matters in all of Niagara. This service is provided within a Performance Agreement between the Niagara Region and the Province of Ontario and is administered through budgets and infrastructure provided by the Province.

NG911 Planning

The transition from the current 911 analogue system to the new ESInet NG911 system requires significant effort with mandatory deadlines. An NG911 Steering Committee made up of agency representatives and stakeholders has been meeting for the past 18 months to best understand and prepare to advance this work. Planning for this project include two primary areas of focus; technological infrastructure and dispatch consolidation.

Technological Infrastructure

The roadmap to implement NG911 across Niagara is complex. Considerations must be made for the platform (NG911 interface) that is to be used, information security, interoperability, GIS compliance and operating procedures. To inform the Steering

Committee in decision making and the formation of recommendations for necessary approvals, an industry consultant is being procured to assist the working group. A Request For Proposal (2020-RFP-207) has been issued by the Region's Procurement team to select the appropriate company to provide this service. The cost associated with the work of the consultant is anticipated to be funded from the Communications Back Up Centre Capital project (20001462) upon approval of the 2021 Capital Budget.

Dispatch Consolidation

One of the more multifaceted and time sensitive aspects of the transition to NG911 relates to the current fragmented model for dispatch services in Niagara. As previously highlighted, four separate dispatch centres operate in the region and one additional dispatch service is provided from an agency outside the Niagara region. Each of the four local dispatch centres require a back-up centre to relocate to should the primary site be compromised. Consideration must now be given if this is the appropriate time to transition the current dispatch facility model into a consolidated model.

In 2011, the Niagara Region undertook a comprehensive review of the region's emergency dispatch services for consideration of a consolidated model. The consultant firm IBI was contracted to perform this study and CSD 7-2014 provided a summary of their report. Specifically, IBI recommended that:

- An operationally integrated "Public Safety Communications" model is the one that IBI Group favours.(p81)
- It may take a number of years to transition to this model.(p82)

Following the submission of the IBI report, investigation continued to gauge interest in the local area municipalities and emergency services to actively work towards consolidation. In the interim, the leadership of NRPS, NEMS, SCFS and NFFS agreed to continue working collaboratively on a cooperative model of seeking opportunities to advance dispatch services in efficiencies and effectiveness.

With the current requirement to implement a new 911 infrastructure in Niagara, the leaders of the emergency services noted above are unanimous that this is the right time to move to a consolidated model of regional emergency dispatch. For clarity, the definition of the term "consolidation" may include:

- Integration of Technology - all agencies (9-1-1 PSAP, police, fire and ideally EMS operate with shared (common) CAD and radio systems and a common IT

resource. They may also share telephone (911 Call Logger) and AVL/GPS systems but would have separate Resource Management Systems.

Currently the NRPS hosts a P25 radio system that integrates with several municipal fire services including St. Catharines, Niagara Falls, West Lincoln, Pelham and most recently Grimsby. One additional municipal fire service is to be on-boarded to the P25 system early 2021.

- Physical Co-Location - some or all agencies are housed in the same building and may even be co-located in the same communications center within the building. Back-up centres can also be shared and provide multi-use functionality such as training and emergency operations centres (EOC).

Currently NRPS Communications Centre serves as the back up for St. Catharines Fire and Niagara Falls Fire Communications Centres. NEMS back-up centre is located in Hamilton as provided by the Province. With the future closure of the current NRPS District 1 facility located at 68 Church St, the current site of the NRPS/PPSAP back-up centre, the future location for a permanent NRPS dispatch backup is a matter of current discussion between the Region and the NRPS with decisions forthcoming.

Dispatch consolidation may not include:

- Integration of Operations – while each agency may be physically co-located, each continues to operate under its own (autonomous) governance structure and mandate, with their respective staff, support resources, programs and procedures.

Meetings with the emergency service leaders involving the Region and LAM CAO's were held in 2020 to have preliminary discussions on opportunities for dispatch consolidation and the sharing of a common NG911 system rather than each service procuring its own. While the continuation of these discussions became somewhat delayed as a result of COVID-19, consensus was reached amongst all LAM CAO's to prioritize the opportunity for dispatch consolidation. Further to this, general agreement exists with both SCFS and NFFS that fire dispatch services should be combined to a single regional service.

Despite the IBI report being completed in 2012, the general assessments and recommendations hold value today. The emergency service leaders are currently reviewing this document to determine if the recommendations that were made by IBI provide the necessary information to design a consolidated dispatch model for Councils and Boards to consider. It is anticipated that an update to this review will be provided before the end of Q1 2021. One key outstanding issue however is the confirmed location of the NRPS back-up communications centre.

NRPS Back-up Communications

The original approved location of the NRPS/PPSAP back-up communications centre was to be located with the new NRPS District 1 facility currently nearing completion. Report CSD 04-2017 identified a preferred direction to develop a multi-user communication centre that would house primary or backup communications capacity for a variety of emergency-based users. The decision was made to not locate the back-up centre with the new District 1 facility but rather enter into discussions with appropriate parties to determine the best option for this type of communications centre.

One such opportunity was identified with the proposed construction of the Niagara EMS Hub. This new facility, proposed to house the EMS headquarters including the Niagara EMS dispatch centre, was identified as a feasible location to host the NRPS/PPSAP back-up centre. The co-location of dispatch services was to provide efficiencies in cost and operations and would be the start of dispatch consolidation. Unfortunately, the EMS Hub project has been deferred over several years, which now places pressures specific to timelines to implement NG911.

With the deadline of March 31, 2024, the NRPS back-up communications centre must be fully operational and NG-911 compliant no later than March 31, 2023. This requirement is to facilitate the necessary upgrades to the primary NRPS communications centre and for the training of dispatch staff to the new NG911 system.

Next Steps

1. The issuance of a contract for the Technological Infrastructure consultant will inform the NG911 Steering Committee of the recommended courses of action. A requisite of this work will be a determination of the degree of consolidation of the current dispatch services as well as the facilities plan for locating infrastructure.

2. The NG911 Steering Committee has created a working group to review the recommendations of the IBI report and bring forth to the Steering Committee a consolidation model for consideration, including preferred host locations.
3. No later than end of Q3 2021 recommendations specific to advancing a consolidated dispatch model including facilities, operations and governance will be provided to the Councils and Boards for consideration.

Alternatives Reviewed

With respect to the requirement to transition to NG911 as per the federal and provincial mandate, there are no alternatives to avoid this. Alternatives to the concepts introduced in this report do exist as to how this system may be implemented.

Status Quo

The option exists to leave the existing model of separate dispatch centres and separate technologies for each agency to procure and implement their own NG-911 solution. This is not recommended due to the costs associated with each service purchasing their own systems and the lack of integration and coordination of systems and services.

Contracted Service

As noted, the NRPS are the providers of 911 PPSAP services under contract with the Niagara Region. NG911 PPSAP services can be procured from other municipal agencies as well as private, for-profit companies. This is not recommended, as there is considerable community risk to contract this service to third party providers and would not offer economical advantages. This solution is not popular within Ontario.

Relationship to Council Strategic Priorities

The NG911 project and dispatch consolidation supports Council Strategic Priorities of fostering Healthy and Vibrant Communities through the delivery of quality, affordable and accessible emergency services. In addition, this model contributes to a Sustainable and Engaging Government with a high quality, efficient, fiscally sustainable and coordinated core delivery of emergency dispatch services that is possible only through enhanced communication, partnerships and collaborations across agencies and governments.

Other Pertinent Reports

- CSD 07-2014 Public Safety Dispatch Review
- PHD 02-2015 Emergency Services Dispatch Update
- Memorandum C8253 Supplementary to PHD 02-2015
- PHD-08 2015 Consolidated Emergency Services Dispatch
- CSD-04 2017 NRPS 1 District Project Update

Prepared by:

Kevin Smith

Chief, Niagara Emergency Medical Services & Director, Emergency Services
Public Health & Emergency Services

Recommended by:

Todd Harrison, CPA, CMA
Commissioner/Treasurer
Corporate Services

Submitted by:

Ron Tripp, P.Eng.
Chief Administrative Officer (Acting)

This report was prepared in consultation with the Chiefs of Niagara Regional Police Services, St.Catharines Fire Services and Niagara Falls Fire Services

MEMORANDUM

CSC-C 4-2021

Subject: Recommendations from the Joint Board of Management – Niagara Courts meeting held on December 17, 2020

Date: January 13, 2021

To: Corporate Services Committee

From: Ann-Marie Norio, Regional Clerk

The Joint Board of Management – Niagara Courts, at its meeting held on December 17, 2020, passed the following motion for consideration by the Corporate Services Committee:

That this Board **RECOMMENDS** to the Corporate Services Committee:

1. That Report JBM-C 13-2020, dated December 17, 2020, respecting Court Services Write-Off Recommendations for the period ending October 31, 2020, **BE RECEIVED**; and
2. That the delinquent cases summarized in Table 1 of the Analysis Section of Report JBM-C 13-2020, **BE APPROVED** for write-off and removal from the Integrated Court Offences Network (ICON) system in accordance with the Ministry of the Attorney General (MAG) Provincial Offences Act Write-off Directive and Operating Guideline and the Niagara Region Courts approved write off criteria (POA Write-off Criteria).

A copy of the minutes of the Joint Board of Management – Niagara Courts meeting held on December 17, 2020, and the associated report are attached to this memorandum.

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk

**THE REGIONAL MUNICIPALITY OF NIAGARA
JOINT BOARD OF MANAGEMENT - NIAGARA COURTS
OPEN SESSION**

**JBM 6-2020
Thursday, December 17, 2020
Video Conference
Niagara Region Headquarters
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: M. Barkway (Lincoln), D. Gibbs (Niagara Region), H. Salter
(Board Vice-Chair, St. Catharines), J. Tosta (Welland)

Absent/Regrets: S. McWilliams (Grimsby), C. Lamour (N.O.T.L.), E. Lustig
(Niagara Falls)

Staff: B. Brens, Manager, Program Financial Support, B. Hutchings,
Program Financial Specialist, K. Lotimer, Legislative
Coordinator, M. Vink, Manager, Court Services

1. CALL TO ORDER

H. Salter, Board Vice-Chair, called the meeting to order at 3:30 p.m.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. PRESENTATIONS

There were no presentations.

4. DELEGATIONS

There were no delegations.

5. ITEMS FOR CONSIDERATION

5.1 JBM-C 13-2020

Court Services Write-Off Recommendations for the period ending October 31, 2020

Moved by J. Tosta
Seconded by D. Gibbs

That Report JBM-C 13-2020, dated December 17, 2020, respecting Court Services Write-Off Recommendations for the period ending October 31, 2020, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the delinquent cases summarized in Table 1 of the Analysis Section of Report JBM-C 13-2020, **BE APPROVED** for write-off and removal from the Integrated Court Offences Network (ICON) system in accordance with the Ministry of the Attorney General (MAG) Provincial Offences Act Write-off Directive and Operating Guideline and the Niagara Region Courts approved write off criteria (POA Write-off Criteria).

Carried

5.2 JBM-C 15-2020

2021 Joint Board of Management Niagara Courts – Meeting Dates

Moved by D. Gibbs
Seconded by M. Barkway

That Correspondence Item JBM-C 15-2020, being a memorandum from M. Vink, Manager, Court Services, dated December 17, 2020, respecting 2021 Joint Board of Management Niagara Courts – Meeting Dates, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Joint Board of Management Niagara Courts meetings, **BE HELD** on Thursdays at 3:30 p.m. on the following dates in 2021:
January 28, April 8, August 19, October 21, and December 2

Carried

6. CONSENT ITEMS FOR INFORMATION

Moved by D. Gibbs
Seconded by J. Tosta

That the following items **BE RECEIVED** for information:

JBM-C 14-2020
Court Services COVID-19 Update

JBM 4-2020
Joint Board of Management - Niagara Courts Meeting Minutes - November 17, 2020

JBM 5-2020
Joint Board of Management - Niagara Courts Meeting Minutes - December 9, 2020

Carried

7. OTHER BUSINESS

7.1 Vision Zero Update

D. Gibbs, Director, Legal and Court Services, provided an update on the Vision Zero program. Ms. Gibbs advised that a report seeking the endorsement of the draft Inter-Municipal Agreement will be considered by Regional Council at its meeting being held on December 17, 2021. Once endorsed by Regional Council, the agreement will be forwarded to Local Area Municipal Councils for approval.

8. NEXT MEETING

The next meeting will be held on Thursday, January 28, 2021, at 3:30 p.m.

9. **ADJOURNMENT**

There being no further business, the meeting adjourned at 3:50 p.m.

Heather Salter
Board Vice-Chair

Kelly Lotimer
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

Subject: Court Services Write-Off Recommendations for the period ending October 31, 2020

Report to: Joint Board of Management, Niagara Region Courts

Report date: Thursday, December 17, 2020

Recommendations

1. That Report JBM-C 13-2020, dated December 17, 2020, respecting the Court Services Write-off Recommendations for the period ending October 31, 2020, **BE RECEIVED**; and
2. That the delinquent cases summarized in Table 1 of the Analysis Section of the Report, **BE APPROVED** for write-off and removal from the Integrated Court Offences Network (ICON) system in accordance with the Ministry of the Attorney General (MAG) Provincial Offences Act Write-off Directive and Operating Guideline and the Niagara Region Courts approved write off criteria (POA Write-off Criteria).

Key Facts

- In February 2008, the Ministry of the Attorney General (MAG) released a *Provincial Offences Act Write-Off Directive and Operating Guideline* document which provides municipalities with the authority to establish write-off criteria for delinquent cases deemed uncollectible.
- Staff reported on this issue in report JBM 02-2008 dated September 25, 2008 and pursuant to the MAG directive, the Joint Board of Management and Regional Council approved the POA Write-off Criteria for delinquent Provincial Offences deemed uncollectible (Appendix I).
- Writing off these fines will reduce the overall amount for outstanding defaulted receivables for Court Services. These cases would be written off for accounting purposes only and will not absolve a convicted offender from the requirement to pay a fine, as debts to the Crown are owed in perpetuity.

Financial Considerations

1161 delinquent cases valued at \$915,024.88 have been identified for write-off for the period November 1, 2019 to October 31, 2020.

Revenue from fines is recorded by the Region only when it is collected (on a cash basis rather than an accrual basis). The receivable is set up in the Integrated Court Offences Network (ICON) system, but no receivable is set up in the Region's financial statements. Writing off these fines will reduce the overall amount for outstanding defaulted receivables for Court Services in ICON; however, there is no impact to the local area municipalities in terms of the net revenue distribution as these cases will be written off for accounting purposes only.

Such write-offs do not absolve a convicted offender from the requirement to pay a fine, as debts to the Crown are owed in perpetuity.

Analysis

Each fine that meets the criteria for write-off is thoroughly investigated to make sure there are no options to collect the fines such as garnishing wages, writs or adding the fine to municipal tax roll.

Each month the Integrated Court Offences Network (ICON) system generates a list of cases that have been identified as meeting the criteria listed in **Appendix I**. At the end of the year, all of the monthly reports are compiled to create the write-off report. The electronic record of the delinquent case is removed from ICON, however all original source documents are retained by the court office in accordance with MAG's directive. If funds are received on a delinquent fine that has been previously written off, the case is written back on and the payment accepted.

Cases under the "Deceased Persons" category are identified through submissions of Proof of Death either to the Court or to the Ministry of Transportation. It should be noted that the Table 1 below provides the number of cases related to deceased persons, as opposed to the number of defendants who are deceased. In this regard for the number of cases proposed for write-off in the current report is 1118, whereas the number of defendants those cases pertain to is 261. In addition the number of cases is not only reflective of fines due in 2020 but rather also reflects delinquent fines with due dates dating back to 1991. The number of cases in this category has been higher in 2019 and 2020 than historically in part due to a technology change at MTO whereby vehicle plate and drivers licence databases were consolidated (resulting in increased numbers of cases being identified for example when seeking plate denials as a collections enforcement tool). In addition as part of the Region's enhanced collections strategy, a large volume of older delinquent cases have been assigned to collection agencies for more proactive enforcement which has resulted in receipt of a larger

number of notifications of deceased persons than previous years. Further detail regarding the deceased persons category is provided in Table 2 below.

All cases included in Table 1 below of this report have been investigated and none qualify for further collections activity. Staff submits these cases in accordance with the Ministry of the Attorney General (MAG) Provincial Offences Act Write-Off Directive and Operating Guideline and the Niagara Region Courts approved write-off criteria ("POA Write-off Criteria").

Table 1: Summary of Cases Recommended for Write-off:

2020 COURT SERVICES WRITE-OFF SUMMARY For the period November 1st, 2019 to October 31, 2020		
Write-off Category	No. of Cases	Dollar Value
Deceased Person (DP)	1118	\$807,871.36
Under Payment (UP)	37	\$178.03
POA Write-off – Unable to Enforce (PW)	2	\$330.00
Company in Default – Bankrupt, Insolvent (CD)	4	\$106,641.49
TOTAL	1161	\$915,024.88

Table 2: Summary of Deceased Person Category included in Write-off Summary:

Fine Due Date	# of Cases	Dollar Value
APR 1991 to JAN 28 2001 (Pre-Transfer)	76	\$ 81,805.09
JAN 29 2001 to DEC 31 2011	572	\$ 383,594.91
2012 to 2017	410	\$ 290,996.36
2018-2019	53	\$ 41,900.00
Up to Oct 31, 2020	6	\$ 9,255.00
Deceased before due	1	\$ 320.00

Total Cases	1118	\$807,871.36
Total Defendants	261	

Alternatives Reviewed

None

Relationship to Council Strategic Priorities

N/A

Other Pertinent Reports

- JBM 02-2008 POA Write-off Criteria for delinquent Provincial Offences deemed uncollectible dated September 25, 2008

Prepared by:

Jackie Foley
Supervisor, POA Collections
Corporate Services

Recommended by:

Miranda Vink
Manager, Court Services
Corporate Services

This report was prepared by Jackie Foley, Supervisor, POA Collections and reviewed by Miranda Vink, Manager, Court Services.

Appendices

Appendix 1 Write-Off Recommendations Criteria

ICON Code	Write-off Category	Write-off Criteria	Comments
UP	Under Payment	Case balance of \$25.00 or less	Small balances/Administrative Fees
DP	Deceased Person	Satisfactory proof of death – not applicable when case is secured by a Writ of Seizure and Sale	Satisfactory proof includes: 1. Funeral Director's Death Certificate, or 2. Government issued Death Certificate, or 3. Notification of death from MTO/enforcement agency, or 4. Copy of newspaper obituary.
SA	Signed Affidavit	Requires statutory declaration by the Offender as to payment and payment details	Requires investigation and approval from the Supervisor, POA Collections
CD	Company in Default (Bankrupt, Dissolved, Inactive)	Requires satisfactory proof of dissolution, inactive status or bankrupt corporation	Satisfactory proof includes: 1. Articles of Dissolution, or 2. Notice of Bankruptcy, or 3. Ministry notification that the corporation is inactive/cancelled.
PW	POA Write-off Unable to Enforce	Requires satisfactory proof that the case is unenforceable, that the charging document cannot be located for enforcement or supervisor approval obtained	Applies to cases over 2 years past due : 1. Where the charging document does not contain a date of birth or address, or 2. When the Offender is not a legal entity, or 3. Where the charging document cannot be located for enforcement, or 4. Where technical issues with ICON prevent the case from completing once payment has been satisfied
PW	POA Write-off Deemed Uncollectible	N/A	Applies to aged cases (over six yrs. Past due) once all reasonable collection efforts have been exhausted and the case is deemed uncollectible.
CW	Final Write-Off Code (Approval Obtained)	CW code indicates that appropriate approval from JBM, Treasurer (and where applicable), Corporate Services Committee and Regional Council has been obtained.	CW is the final write-off code. All CW cases will be purged from ICON twice yearly and must be reported to MAG annually.
NOTE:	Cases may be written-off for accounting purposes only and do not absolve a convicted offender from the requirement to pay a fine as debts to the Crown are owed in perpetuity and never forgiven.		

MEMORANDUM

CSC-C 1-2021

Subject: COVID-19 Response and Business Continuity in Corporate Services
Date: January 13, 2021
To: Corporate Services Committee
From: Todd Harrison, Commissioner, Corporate Services/Treasurer

Corporate Services delivers efficient and innovative service excellence to external and internal customers in an integrated and timely manner.

During this pandemic, our staff have continued this support function for core businesses within our group and for operating departments. In addition, Corporate Services has provided critical support to the Emergency Operations Committee (EOC).

The following provides an overview of activity that has taken place and a projection of expected service delivery moving forward:

CONSTRUCTION, ENERGY AND FACILITIES MANAGEMENT (CE&FM)

The CE&FM group is divided into two main groups, Construction and Facilities Management. This team continues to be an essential component of the Region's EOC.

Some of the functions performed in this capacity are:

- Maintaining Vine Portal for EOC supply chain requests allowing for increased efficiencies and tracking of delivery;
- Coordinating the sourcing of essential supplies in collaboration with other departments;
- Continuing Operations and Maintenance of all opened facilities including enhanced cleaning protocols to ensure safe working environment for essential staff not working from home;
- Coordinating emergency procurements of PPE and other supplies that are critical to business continuity for essential services;

- Coordinating shipping/receiving and securement of critical supply needs;
- Providing dedicated and secured storage areas to assist LTC pandemic supply requirements;
- Upgrading facilities with social distancing barriers, protective screens;
- Responding to internal client needs for changes in normal operations, special moves and health & safety concerns;
- Providing enhanced security monitoring of sites with reduced and or no staff on site; and
- Redeployment of CE&FM staff to support REOC and facilities operations.

Operational Outlook

1/3/6 months

Construction:

- Continue to work with contractors on construction sites for work that resumed as of mid-May.
- For projects not in construction, staff is proceeding with procurement for projects deemed to be critical to proceed.
- Working with OH&S, determining what physical changes are required to re-open Regional office locations to the public.
- Completed installation of glass/plexi barriers at SAEO Niagara Falls, Welland, St. Catharines, Fort Erie, and Port Colborne public waiting areas.
- Completed installation of glass barriers throughout POA courts building.
- Modified Campbell East entrance for temporary staff screening and additional security.
- Working with communications, developed new Region floor decals and signage for physical distancing. Decals are installed at Welland POA Courts, SAEO offices at Niagara Falls, Welland and St. Catharines and partial installation at Niagara Region HQ based on operational need.
- Completed working with dental clinics to review air exchange requirements in order to resume in person appointments.
- Reconfiguration of Vaccine storage room and complete upgrades to electrical and HVAC to accommodate COVID vaccine.

Cleaning:

- Staff has extended the current enhanced COVID cleaning requirements for facilities managed by CE&FM and EMS stations.
- Renegotiated cleaning contract to extend for another 6 months based on right sizing operations to meet PH guidelines.
- Procured additional cleaning and janitorial supplies to meet divisional and client needs.
- Addressed multiple emergency workplace disinfection requests following positive COVID findings in the workplace.

Supply Chain and Deliveries:

- Dedicated staff for delivery and reception of all Region Headquarters deliveries to loading dock to limit personnel entry to Region Headquarters.
- Have met all client and division's support requests for procurement of PPE, hygiene and cleaning supplies.
- Sourced face shields, N95, cloth and surgical masks for use by region staff based on operational needs.
- Increasing inventory of critical PPE supplies for fall flu season (including anticipation of second wave).
- Working with REOC and PHEOC to prepare for storage, security and distribution of COVID vaccines and immunization supplies.

Building Security:

- Continue to monitor security and facility access control systems to meet program delivery needs.
- Continue to keep all Region sites functional, safe and secure for eventual return to normal operations.

Non-essential maintenance and repair work:

With opening up of maintenance and repair work by the Province in early May, continue with critical maintenance repair work and services and any other work required for the efficient building operations.

FINANCIAL MANAGEMENT AND PLANNING (FMP)

Current Status of Operations

As indicated, all of the Corporate Services Departments continue to deliver core services while at the same time perform a significant number of duties to support the Regional EOC.

FMP staff have continued to support core business functions during the pandemic. Some highlights of these actions include:

- Complete the 2019 year end audit;
- Submission to the Province of the 2019 Financial Information Return;
- Publication of the 2019 Annual Report;
- Develop 2020 tax bylaws and provide required necessary report and bylaws;
- Work with Public Works to update financial implications of SNF water treatment plant for inclusion in the 2021 budget;
- Publication of the 2020 Budget Summary;
- 2021 budget planning and preparations;
- Successful sale of \$34 million in serial debentures (\$15.5 million Regional) on July 31 at all time historical low interest rate of 1.43% for 10 years;
- Preparation of 2021 Capital and Operating Budget timetables and planning report for Council and establishing strategies for budget preparation; Budget Review Committee of the whole approval of the 2021 Water, Wastewater and Waste Management Operating Budget and 2021 Capital Budget.
- Reported to Council on the second and third quarter financial results and year end forecast;
- Completion of Service Sustainability Review project and reporting to Council; and
- Update of Standard and Poor's credit rating, reaffirming the Region's AA stable credit rating.
- Creation of new Development Charge Policy regarding payment instalment options and related interest.

Additionally, FMP has a main role in the Region's EOC as part of the Finance and Administration Unit. Highlights include:

- Development and implementation of procedures for cost reporting and tracking;

- Coordination and collaboration with municipal treasurers of assumptions and information for consolidated financial impact information for advocacy to provincial and federal governments;
- Review of Regional capital projects in light of provincial legislative essential construction business and Regional capacity to complete;
- Implementation of on-line/credit card payments for services such as business licenses, garbage bag tags including direct sales to residents, planning and transportation permits, long term accommodations, etc.;
- Support HR in development of cost tracking system to facilitate staff redeployment to essential services in pandemic including ongoing update of EOC costing assumptions;
- Support HR in establishing process to administer pandemic pay. Finance is leading completion of significant additional reporting requirements for various different Ministry;
- Extensive cash flow and collections analysis and planning in conjunction with local municipalities;
- Analysis and reporting related to Council motion to consider deferral of 2020 water/wastewater budget increases;
- Preparation of COVID-19 recovery planning documentation and consolidation of corporate plan; and
- Complying with reporting requirements for \$12.8 million in provincial Safe Restart funding along with the completion of additional COVID-19 extraordinary cost claims and reports to various Ministry.
- Submitted to the Province on November 6th the Safe Restart Phase 2 application inclusive of final third quarter financial projections.

Operational Outlook

1/3/6 months

- Managing Local Area Municipality receivable and payables in accordance with CSD 31-2020.
- Improvements to Cash Flow model tools and processes to support ongoing operations and cash flow implications of municipal COVID concessions.
- Ongoing COVID financial analysis and weekly/monthly impact and cash flow reporting to Council with updates for items impacting 2021 budget to be added.
- Ongoing financial reporting submissions for pandemic pay and COVID-19 extraordinary cost claims including Phase 2 of Safe Restart due November 6.

- Supporting the 2021 Operating Budgets preparation.
- Supporting GO implementation, Niagara Regional Transit Governance, Canada Summer Games, Airport Master Plan RFP, sponsorship revenue, Asset Management Planning.
- Securing HST advisory services to minimize HST impacts on Canada Summer Games construction costs.
- Award Contract for Development Charge Background study and begin work on Development Charge Bylaw update.
- Financial and implementation analysis for HRIS support and alternative models.
- Coordinating debenture issuances with infrastructure Ontario for Region and Area Municipalities.
- PeopleSoft configuration changes to report to Council on sole source procurements in excess of \$100,000.
- Supporting Procurement in actioning the recommendations from the non-competitive procurement audit.
- Analysis and reporting of 2021 tax policy decisions to set the 2021 tax rates.

PROCUREMENT AND STRATEGIC ACQUISITIONS (PSA)

Current Status of Operations

Similar to other departments within Corporate Services, PSA staff have delivered by supporting core business functions while taking on additional projects to support the Region's EOC.

Highlights of activity during the operational period includes:

- Facilitating new and ongoing procurements culminating in award;
- Realty related works for inflight projects, leases and licenses;
- PeopleSoft Change PO's, Supplier and PCard administration;
- Sourcing critical PPE and supplies needed for the EOC response to the pandemic; and
- Preparation of Covid-19 recovery planning documentation.

Operational Outlook

1/3/6 months

The Region's review of essential projects both capital and operational has resulted in a prioritization of formal procurements moving forward. This will continue throughout the pandemic and afterwards.

INFORMATION TECHNOLOGY SERVICES (ITS)

Similar to other departments within Corporate Services, ITS staff have delivered by supporting core business functions while taking on additional established projects to support the Region's EOC.

Highlights of initiatives completed during the pandemic include the following:

- Produced and/or iterated a variety of Power BI reports for Public Health as it relates to COVID, including:
 - PH and REOC dashboards;
 - The public COVID metrics on niagararegion.ca;
 - LAM specific report for public health to deliver weekly to each Mayor and CAO and other requested senior staff;
 - A repatriation report for HR and public health visualizing the COVID redeployment effort;
 - Outbreak COVID reporting;
 - Public COVID Info-Line and Online Chat Wait Times; and
 - Public Health COVID Response Tracking.
- Additional Power BI reports were produced for:
 - SAEI Intake – to assist in assessing the impact of CERB etc. to their call volume and intake load;
 - Customer Service Call Volume – to assess the impact on dispatch with forwarding all HQ call attendant calls to dispatch; and
 - CAMRA Reporting for capital project budget decision making.
- Produced a data solution for school outbreak COVID reporting in the EOC (both EOC's).

- Devised and are continuing to implement a long term data solution for public health COVID information and contact tracing, including integrating with the Provincial CCM application.
- Automation of the public daily COVID report publication which was manually completed 7 days a week for ~ 5 months.
- Provided the Homelessness Reporter suite of applications to Community Services for outreach workers to use with the homeless during COVID.
- Support for onboarding the 2 new WM collection contractors - modifications and enhancements to various applications were required to support this initiative.
- Implemented a public facing website with automation of the application process for qualification of Specialized Transit services offered by Niagara Region.
- Modifications to EMS Tools to adhere to recently revised Ministry of Health regulations for Incident reporting.
- Modifications to HSMS (Hauled Sewage Management System) for WWW to enable GIS/mapping services connectivity, data capture for Source locations, enhance search capabilities, enhance filtering capabilities and usability.
- Modifications to various web applications to support the AODA 2021 compliance regulations.
- Security enhancements to ChildCare EReg to further safeguard sensitive data.
- FOI Application upgrade to stay current with security and functionality offered by the vendor.
- Assisted the City of Thorold by producing economic development maps to be used with prospective clients/developers for the City. Five different maps were produced in total.
- Worked collaboratively with NH on rebuilding the application 'Transfer of Care' which will improve efficiencies and tracking in the life cycle of a patient beginning care with EMS up to the hand off (transfer) of care to NH.
- Support for Legal in looking for a new application for time tracking, case management and insurance management.
- Support for HR on the Talent Map Survey regarding work conditions in the Covid-19 Pandemic.
- User survey conducted on cyber readiness for all staff.
- Continued education on cyber training to staff and council through the Niagara Region phishing program and broader corporate communications.
- Continue to monitor and enable features of the Region's security access controls and invest in vulnerability software to safeguard the corporation's assets and data.

Operational Outlook

1/3/6 months

- Continued support for COVID-19 initiatives while supporting and enabling staff to work from home. Prior to COVID-19 daily average for the number of remote connections was approximately 90 users, current daily average is 1270 users.
- Ongoing updates to the screening questions used by EMS in their tool 'EMS Tools'.
- Ongoing COVID-19 data analytics including internal operations supports and external data visualizations - Launched enhanced stats on external website including municipal breakdown.
- Implemented technology and processes to accommodate electronic public participation in Council and Committee meetings.
- Went live with the "Homelessness Reporter" for Community Services that will allow staff to track and monitor homeless in Niagara.
- Automated Public Health EOC status report for daily briefing and Ministry submission.

LEGAL SERVICES

Current Status of Operations

As indicated for all of the Corporate Services Departments Legal Services continues to deliver core services, while at the same time providing a significant level of support in response to the COVID-19 pandemic to the Region's EOC and all operating departments.

The Legal team performs a key role in the Region's EOC providing risk management and legal advice. The team provides ongoing legal support to the Region's EOC and operating departments in particular related to the interpretation and implementation of new provincial legislation and Emergency Orders that have been issued throughout the pandemic. Highlights of advice and legal support provided include:

- Advice and legal support related to the development and implementation of the Region's face covering by-law;

- Advice related to impact of emergency orders on procurement and construction to ensure the continuation of essential Regional capital projects and help minimize pandemic-related project costs and disruptions;
- Advice to Public Health to support the issuance of Orders under the Health Protection and Promotion Act;
- Legal support related to enforcement of and compliance with a broad range of regulatory requirements imposed in response to the pandemic;
- Risk management advice on building screening and security issues; and
- Advice related to recovery planning/reopening of Regional facilities.

Operational Outlook

1/3/6 months

The Legal team continues to provide advice and support to operational departments on core business activities, including risk management and insurance advice and litigation support. The team also continues to provide additional support for REOC and COVID-19 related matters as required, with the majority of the team working remotely.

COURT SERVICES

Current Status of Operations

The Court Services team is overseen by the Region's legal department on behalf of the joint board of management, between the Region and area municipalities.

Highlights of operational changes to Court Services:

- Facility reopened to the public effective September 14, 2020 for counter service only. Remote service continues to be leveraged wherever possible.
- Direction from the Ministry of the Attorney General (MAG) has been received indicating that all in-person matters have been adjourned to at least January 25, 2021. Further guidance is pending from MAG regarding protocols to re-commence in-person proceedings. There has been ongoing collaboration with Facilities and Corporate Health & Safety to prepare for resumption of in-person court matters, utilizing the initial Recovery Secretariat Guidelines provided by the MAG.

- Since July 6, 2020 judicial pre-trial matters and early resolution guilty pleas have been conducted remotely where eligible, before a Justice of the Peace via audio conference.
- Since October 19, 2020 non-trial remote matters have been conducted remotely where eligible, before a Justice of the Peace via audio conference.
- Amendments to the Provincial Offences Act made pursuant to Bill 197, the COVID-19 Economic Recovery Act, 2020, received Royal Assent came into effect July 21, 2020. These amendments have enabled Court Services, in consultation with the judiciary, to make greater use of technology to deliver justice services remotely. These updates include:
 - Allowing defendants to request a trial, in early resolution courts and in first attendance municipalities that administer parking, by mail or other electronic method permitted by the court house;
 - Allowing defendants and prosecutors to conduct early resolution discussions remotely in all cases; and
 - Allowing any participant, including a clerk of the court, witness, judge, or justice of the peace, to attend any proceeding remotely by audio or video, unless the presiding judicial official orders otherwise.
- Court services is well equipped to deliver these services remotely, and has begun to do so, based on extensive preparation for remote matters in addition to the modern technology available onsite at the courthouse facility. Further guidance is pending from MAG regarding electronic protocols to enable further transition to remote proceedings.

Operational Outlook

1/3/6 months

Continue to provide customer service support remotely wherever possible, and in-person via counter service where required. Continue to conduct eligible remote court matters electronically while awaiting resumption of in-person court proceedings.

ASSET MANAGEMENT OFFICE

Current Status of Operations

AMO staff continue to support core business functions during the pandemic. Some highlights of these actions include:

- Planning and leading the development and submission to the Province of the 2021 Asset Management Plan in accordance with Reg 588.
- Initiated development of a corporate Asset Registry focusing on the asset hierarchy to support the 2021 AMP.
- Continuing development of the Region's Enterprise Risk Management Framework.

Redeployed staff have returned and focus is on reintegrating into work plan for the Division.

Projects to improve the Region's Asset Management System (AMS) require participation and collaboration from staff across the organization. Given the impact of COVID-19 on divisional plans and resources, the ability of Region staff to focus time on the AMS projects is limited and will have further impact on the schedule of 2020 projects. A schedule assessment indicates the majority of planned 2020 projects are now delayed while some are on hold due to the previous staffing levels.

The overall 5-year plan has been impacted and will be re-evaluated in Q2 2021 with short-term adjustments made over the next few months.

Operational Outlook

1/3/6 months

The Asset Management System development projects that are underway (Priority 0) and those planned in the coming months (Priority 1) are tabled below. These projects are directly related to the requirements of the 2021 Asset Management Plan.

Table 1: Asset Management System development projects

Priority	Service availability by Phase	Current status	Project
0	PNM	Delayed	Region AM delivery structure ID 112
0	PNM	Delayed	AM program foundations ID 430
0	PNM	Pilot completed	CAMRA - Risk Management Framework ID 248
0	M	Delayed	Develop data analytics capabilities- Microsoft BI ID 530
0	PNM	Delayed	Develop AM performance management KPIs ID 410
0	PNM	Inaugural meeting set 13 Nov	Niagara Region AM working group ID 512
0	PNM	Initiated	Process for preparing the AM Plan ID 210
1	PNM	Delayed	Capital planning process ID 262
1	PNM	Initiated	Enterprise Risk Management Framework ID 249
1	PNM	Initiated	Develop Asset Registry - hierarchy and relationships ID 242
1	C	On hold pending resource evaluation	Project Resource Estimating - cost model ID 310
1	PNM	Pending ID 210	2021 AMP ID 630

Notes: PNM: No changes but delivered differently - e.g. working remotely

C: Cancelled pending redeployed/ staff vacancies and resource evaluation

Other planned 2020 projects not tabled above, and that have only an indirect bearing on the 2021 Asset Management Plan, or are related to supporting Niagara's local municipalities are also on hold until staffing issues have been resolved.

BUSINESS LICENSING

Current Status of Operations

Similar to the other departments in Corporate Services, the Business Licensing department continues to operate with core service delivery as well as playing a role in the Region's EOC and response to Provincial O.Reg enforcement. These activities are identified separately.

Business Licensing

- Continue processing, and issuance of business licenses including fee payments and response to enforcement and inspection requirements.
- Developing office protocols for streamlined business licensing processes under COVID-19 restrictions including the issuance of licenses at set times in the lobby of the facility.
- Investigating permanent eCommerce licensing sales and software database updates. Currently using Region website ecommerce credit card payment options for license fee payments.
- Establishing industry specific contacts with various law enforcement agencies including NRPS, OPP, MTO, MOE and AGCO as well as local by-law enforcement agencies.
- Preparing for the procurement of a modernized licensing/incident/inspection/enforcement database with a projected Q3 2021 delivery.

Provincial Order Enforcement

The provincial government requires continued enforcement of provincial orders by municipalities. Business Licensing staff maintain availability for active enforcement and inspection measures for the orders and provide support to local municipalities and Niagara Regional Police. They provide both random inspections and complaint driven inspections 7 days a week.

- 3 staff from Business Licensing have been re-assigned to enforce the Provincial Orders and are providing 7 day a week coverage. Staff remain assigned to this until further notice or when the orders and state of emergency are lifted. Hours of operation and days of service are assessed weekly and are adjusted to meet demands and pressures.
- Beginning December 06, 2020, two staff Tobacco Enforcement have been assigned to augment Business Licensing staff assigned to provincial pandemic O.Reg. enforcement and inspection. These staff will be assigned to this detail until the end of January 2021 at which time their deployment will be re-assessed.
- Staff respond to Provincial Order and Regional Face Covering By-law complaints to assist the local response and also conduct random compliance inspections. Staff also continue to ensure Region licensed businesses are following order requirements and adherence to the Regional Licensing Bylaw.

- Beginning December 14 and running through to December 16, 2020, the Provincial Multi-Agency Enforcement team will be providing an O.Reg enforcement blitz in Niagara Region. Future dates will be coordinated in 2021.
- Provincial Order enforcement, including education, warnings, charges and summons for the Re-opening Ontario Act.
- Regional Face Covering By-law enforcement including education, warnings and summons.
- Provide Provincial O.Reg enforcement data to the Ministry of the Solicitor General and the local area municipalities weekly.
- Publically post general weekly inspection and enforcement statistics for O.Reg enforcement.
- Provide background justification for business closure orders that consistently fail to comply with Reopening Ontario Act O.Reg.
- Provide support for changing O.Reg stages of opening.

Operational Outlook

1/3/6 months

- The Business Licensing Manager will continue to work with local municipalities, NRPS and other Regional departments and external agencies in a coordinated approach to enforcement of Provincial Orders and the Regional Face Covering Bylaw until the pandemic eases.
- The Business Licensing Manager will be available to assist with security measures surrounding COVID-19 vaccinations and deployment.
- The business license bylaw review is ongoing and will come before Council in February of 2021.
- The Business Licensing Manager is reviewing COVID-19 pandemic impacts on licence holders licensed by the Region.
- The Business Licensing Manager will be developing a “return to normal operations” plan for implementation when the pandemic measures ease.

INTERNAL AUDIT

Current Status of Operations

Preparing detailed scoping documents for planned audits for 2021 including two audits in IT – cyber security and penetration testing, two follow up audits including the Corporate PCard program and several other Audit Committee approved audits.

Continuing to work with other clients on the development of an Enterprise Risk Management Plan.

Operational Outlook

1/3/6 months

Developing an RFP to commence an audit on cyber security. Scoping out a full audit plan for a continuation of testing sample POs that were part of the recently completed Non-Competitive Audit.

Respectfully submitted and signed by

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



655, AVENUE TANGUAY
WELLAND, ON L3B 6A1

T 905-734-1400
F 905-734-1386
info@FoyerRichelieu.com
www.FoyerRichelieu.com

November 5, 2020

Re: Foyer Richelieu Welland Expansion

Mr. Jim Bradley
Chair, Niagara Regional Council
1815 Sir Isaac Brock Way
Thorold, ON
L2V 4T7

Dear Mr Bradley,

Foyer Richelieu serves the seniors of Niagara, in Welland, in developing and operating a first class not-for-profit Francophone long-term care (LTC) home as designated by the French Language Services Act where 95% of the residents are currently French speaking. We are also the only French designed LTC in the HNHB LHIN where more than 2/3rds of our staff are bilingual. Being the only francophone LTC in the Golden Horseshoe it is of great importance that Foyer Richelieu to grow to a viable size to meet the needs of future generations of francophones. This is why the provincial government awarded Foyer Richelieu 66 additional LTC licences where we will build a new LTC home that will double the capacity from 62 to 128 beds. Phase two will retrofit the existing facility to create Maison Richelieu, with 50 new wellness suites for supportive housing.

We are seeking a capital investment through the Niagara Region Permissive Grant Program of \$400,000 to help fund a major expansion of Foyer Richelieu that will create a campus of care for seniors to help reduce wait times for LTC and supportive housing.

This will match the \$400,000 permissive grant the Welland City Council approved for our project in 2019.

Benefits to Niagara:

- There are typically at least 70 people waiting in Niagara hospitals for LTC beds. The cost to taxpayers is \$1,000 per night for a hospital bed compared with \$185 per night at Foyer Richelieu. Access to more hospital

Un milieu francophone et catholique au service des aînés

A French and Catholic Home serving our seniors



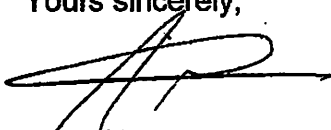
beds will also help reduce offload delays for paramedics at emergency departments. This \$30 million project will bring construction jobs, and create 100 new positions for professionals and other staff who will, in turn, invest in the local economy through property taxes, supporting businesses and services, and taking part in recreational and cultural activities.

A major challenge facing Niagara is that, per capita, Welland is one of the oldest populations in Niagara (Niagara Region Census, 2011) and Niagara is one of the oldest populations (per capita) in the country (Statistics Canada, 2011). As you are aware, Welland has been identified as an emergency area for shortages of LTC licences in Ontario. In South Niagara, we experience an above average older population than the provincial average requiring a well planned and executed strategy to provide the right care, at the right time and at the right place.

According to Dr. Samir Sinha, Expert Lead for Ontario's Senior Care Strategy, the province of Ontario had approximately 77,000 LTC licences with about 19,000 unique people on the waitlist in 2014. Now this number has increased to over 40,000 unique people waiting. Recently, (September, 2020) the HNHB LHIN reported that it had 3,613 LTC beds in Niagara with 5,169 on the waiting list and 472 LTC licences in Welland with 1,089 unique people currently waiting admission.

In collaboration with the Niagara Region we are confident that we can reduce some of the burden on Niagara's need of LTC licences and assure that we retain important breadwinning jobs for our citizens plus guarantee the fiscal viability of Foyer Richelieu Welland, the only francophone LTC in all Southern Ontario.

Yours sincerely,



Sean Keays
Chief Administrative Officer

C.C. Mayor Frank Campion, City of Welland
Councillor Leanne Villella, Niagara Region
Councillor Pat Chiocchio, Niagara Region
Ron Tripp, Acting CAO Niagara Region
Mr. Steve Zerbos, Acting CAO City of Welland



MUNICIPALITY OF CHARLTON AND DACK

CWCD 2021-08

TEL: (705)-544-7525

FAX: (705)-544-2369

info@charltonanddack.com

www.charltonanddack.com

January 7th, 2021

The Honourable Doug Ford
Premier of Ontario

Sent by email: doug.fordco@pc.ola.org

RE: MOTION REGARDING - Insurance

The following resolution was passed by the Council for the Municipality of Charlton and Dack on December 18th, 2020:

WHEREAS the cost of municipal insurance in the Province of Ontario has continued to increase – with especially large increases going into 2021.

AND WHEREAS Joint and Several Liability continues to ask property taxpayers to carry the lion's share of a damage award when a municipality is found at minimum fault;

AND WHEREAS these increases are unsustainable and unfair and eat at critical municipal services;

AND WHEREAS the Association of Municipalities of Ontario outlined seven recommendations to address insurance issues including:

- 1. The provincial government adopt a model of full proportionate liability to replace joint and several liability.*
- 2. Implement enhancements to the existing limitations period including the continued applicability of the existing 10 day rule on slip and fall cases given recent judicial interpretations and whether a 1 year limitation period may be beneficial.*
- 3. Implement a cap for economic loss awards.*
- 4. Increase the catastrophic impairment default benefit limit to \$2 million and increase the third party liability coverage to \$2 million in government regulated automobile insurance plans.*
- 5. Assess and implement additional measures which would support lower premiums or alternatives to the provision of insurance services by other entities such as non profit insurance reciprocals.*
- 6. Compel the insurance industry to supply all necessary financial evidence including premiums, claims and deductible limit changes which support its*



and municipal arguments as to the fiscal impact of joint and several liability.

7. *Establish a provincial and municipal working group to consider the above and put forward recommendations to the Attorney General.*

THEREFORE BE IT RESOLVED THAT the Council for the Municipality of Charlton and Dack call on the Province of Ontario to immediately review these recommendations and to investigate the unethical practice of preferred vendors who are paid substantial amounts over industry standards, despite COVID 19 delays, as insurance premiums will soon be out of reach for many communities.

AND FURTHER BE IT RESOLVED THAT this motion be provided to the Honourable Doug Ford, Premier of Ontario, the Honourable Rod Phillips, Minister of Finance, the Honourable Doug Downey, Attorney General of Ontario, the Honourable John Vanthof, MPP for Timiskaming- Cochrane, and all Ontario municipalities.

Yours Truly,

Dan Thibeault
Clerk Treasurer CAO
Municipality of Charlton and Dack

CC: Honourable Peter Bethlenfalvy, Minister of Finance
Honourable Doug Downey, Attorney General of Ontario
Honourable John Vanthof, MPP for Timiskaming- Cochrane
All Ontario Municipalities