



THE REGIONAL MUNICIPALITY OF NIAGARA
COUNCIL ORDER OF BUSINESS

CL 3-2019

Thursday, January 17, 2019

6:30 p.m.

Council Chamber

Niagara Region Headquarters, Campbell West

1815 Sir Isaac Brock Way, Thorold, ON

Pages

1. CALL TO ORDER
2. LAND ACKNOWLEDGMENT STATEMENT
3. MOMENT OF SILENCE
4. SINGING OF 'O CANADA'
5. ADOPTION OF AGENDA
 - 5.1 Addition of Items
 - 5.2 Changes in Order of Items
6. DISCLOSURES OF PECUNIARY INTEREST
7. PRESENTATIONS
8. CHAIR'S REPORTS, ANNOUNCEMENTS, REMARKS
9. DELEGATIONS
 - 9.1 Bill 66 Restoring Ontario's Competitiveness Act - Planning Implications
 - 9.1.1 Jeff Burch, Member of Provincial Parliament
The delegation submission is attached to this agenda item as CL-C 05-2019.

8 - 9

10 - 11

9.1.2 Brody Longmuir, Resident, City of St. Catharines
The delegation submission is attached to this agenda item as
CL-C 06-2019.

9.2 Vacancy Program Revisions to Ministry of Finance (Minute Item 7.2 of
CSC 1-2019 (Agenda Item 12.3))

9.2.1 Hugo Chesshire, Greater Niagara Chamber of Commerce 12 - 13
The delegation submission is attached to this agenda item as
CL-C 07-2019.

9.3 Preventing Deaths by Suicide on Public Infrastructure (Minute Item 6.3 of
PHSSC 1-2019 (Agenda Item 12.2))

9.3.1 Wendi Duggan, Aimee Christie, Colleen Mayer, Jessi Dent, and 14 - 17
Stephanie Farquharson, Niagara United
The delegation submission is attached to this agenda item as
CL-C 08-2019.

10. ADOPTION OF MINUTES Disero

10.1 Council Minutes CL 19-2018 18 - 20
Thursday, December 13, 2018 (Special Meeting)

10.2 Council Minutes CL 20-2018 21 - 46
Thursday, December 13, 2018 (Regular Meeting)

10.3 Council Minutes CL 21-2018 47 - 52
Friday, December 28, 2018 (Special Meeting)

10.4 Council Minutes CL 1-2019 53 - 56
Thursday, January 10, 2019 (Special Meeting)

All of the above minutes are presented for errors and/or omissions only.

11. CORRESPONDENCE

11.1	<u>Receive and/or Refer</u>	Ugolini	
11.1.1	CL-C 01-2019 A memorandum from A.-M. Norio, Regional Clerk, dated January 17, 2019, respecting By-laws for Council Consideration at Regional Council meeting being held on January 17, 2019. Recommended Action: Receive.		57
11.1.2	CL-C 10-2019 A draft letter from R. Mostacci, Commissioner, Planning and Development Services, to the Intergovernmental Policy and Coordination Unit, respecting Niagara Region's Comments on Bill 66, <i>Restoring Ontario's Competitiveness Act, 2018</i> . Recommended Action: Receive		58 - 60
11.2	<u>For Consideration</u>		
11.2.1	CLK 01-2019 Progress Report respecting Implementation of Recommendations from the Ontario Ombudsman Report "Press Pause"		61 - 130
11.2.2	CLK 02-2019 Regional Council Ante Room		131 - 132
11.2.3	CL-C 02-2019 A memorandum from A.-M. Norio, Regional Clerk, dated January 17, 2019, respecting Councillor Junkin's Request for Appointment to the Transportation Steering Committee.		133
11.2.4	CLK 03-2019 Extension of Integrity Commissioner Contract		134 - 142
11.2.5	CL-C 03-2019 A memorandum from A.-M. Norio, Regional Clerk, dated January 17, 2019, respecting appointment to Southwestern Integrated Fibre Technology (SWIFT) Board.		143
11.2.6	CL-C 04-2019 A letter from M. Oppenlaender, Chair, Grape Growers of Ontario, respecting request for Council resolution supporting 100% Ontario-grown grapes and wine.		144

12. COMMITTEE REPORTS - OPEN SESSION

12.1	<u>Public Works Committee</u> Minutes PWC 1-2019, Tuesday, January 8, 2019	Rigby	152 - 413
12.2	<u>Public Health and Social Services Committee</u> Minutes PHSSC 1-2019, Tuesday, January 8, 2019	Greenwood	414 - 551
12.3	<u>Corporate Services Committee</u> Minutes CSC 1-2019, Wednesday, January 9, 2019	Foster	552 - 887
12.4	<u>Planning and Economic Development Committee</u> Minutes PEDC 1-2019, Wednesday, January 9, 2019	Huson	888 - 946
12.5	<u>Budget Review Committee of the Whole</u> Minutes BRCOTW 01-2019, Thursday, January 10, 2019	Zalepa	947 - 988

13. CHIEF ADMINISTRATIVE OFFICER'S REPORT(S) None.

14. MOTIONS

14.1	<u>Procedural By-law Amendment - Moment of Reflection</u> In accordance with the notice requirements of Sections 18.1 (a) of Niagara Region's Procedural By-law, the Regional Clerk received from Councillor Greenwood a motion to be brought forward for consideration at the January 17, 2019 Council meeting respecting changing the "Moment of Silence" to "Moment of Reflection". This motion has been updated.	989
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15. NOTICES OF MOTION

16. OTHER BUSINESS

17. MOTION FOR CLOSED SESSION

18. CLOSED SESSION

18.1	<u>Council Minutes - Closed Session</u> 18.1.1 Council Minutes - Closed Session December 13, 2018 (Regular Meeting)
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18.1.2 Council Minutes - Closed Session December 28, 2018 (Special Meeting)

18.2 Committee Reports - Closed Session

18.2.1 Public Works Committee (January 8, 2019)

18.2.2 Corporate Services Committee (January 9, 2019)

18.3 Confidential Reports Submitted Directly to Council

18.3.1 Confidential CL-C 9-2019 A Matter of A Proposed or Pending Acquisition of Land - NRH 02-2019 Social Infrastructure Fund Yr-3 Acquisition Apartment Building & Land 2019 Capital Budget Approval

19. REPORT FROM CLOSED SESSION

20. BY-LAWS

Bylsma

- | | | |
|------|--|-------------|
| 20.1 | <u>Bill 2019-03</u>
A by-law to amend By-law 120-2010, the Procedural By-law. | 990 - 991 |
| 20.2 | <u>Bill 2019-04</u>
A by-law to appoint an acting Regional Chair and to repeal By-law 28-2018. | 992 - 996 |
| 20.3 | <u>Bill 2019-05</u>
A by-law to stop up and close a portion of Regional Road 27 (Wellandport Road) in the Township of West Lincoln. | 997 |
| 20.4 | <u>Bill 2019-06</u>
A by-law to amend By-law 02-2016, being a by-law to define the procurement policies and procedures for The Regional Municipality of Niagara. | 998 - 1014 |
| 20.5 | <u>Bill 2019-07</u>
A by-law to amend By-law 112-2013, being a Regional by-law to protect children and vulnerable persons from exposure to outdoor and second-hand smoke. | 1015 - 1017 |
| 20.6 | <u>Bill 2019-08</u>
A by-law to authorized long-term financing (1-30 years) in the amount of \$2,640,000; Niagara Region Capital Projects. | 1018 - 1019 |

20.7	<u>Bill 2019-09</u>	1020 - 1021
	A by-law to authorize a 2019 interim and waste management special upper-tier levy for The Regional Municipality of Niagara.	
20.8	<u>Bill 2019-10</u>	1022
	A by-law to adopt, ratify and confirm the actions of Regional Council at its meeting held on January 17, 2019.	

21. ADJOURNMENT

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

From: [PF-Mailbox-01](#)
To: [Lotimer, Kelly](#); [Norio, Ann-Marie](#); [Trennum, Matthew](#)
Subject: FW: Online Form - Request to Speak at a Standing Committee
Date: Wednesday, January 09, 2019 2:30:30 PM
Attachments: [Bill 66.pdf](#)

From: Niagara Region Website
Sent: Wednesday, 09 January 2019 14:30:19 (UTC-05:00) Eastern Time (US & Canada)
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee

Request to Speak at a Standing Committee

To reply, copy the email address from below and put into 'To'. (if resident entered their email address)

Name

Caitlin Hipkiss

Address

Unit 102-60 King Street

City

Welland

Postal

L3B 3Z5

Phone

905-732-6884

Email

Chipkiss@ndp.on.ca

Organization

MPP Jeff Burch

standing committee

Regional Council

Presentation Topic

Bill 66 - Schedule 10

Presentation includes slides

No

Previously presented topic

No

Presentation Details

Niagara Centre MPP Jeff Burch was hoping to present a delegation at next weeks Regional Council Meeting on January 17th, 2018. We understand that this item is likely not on the agenda, however, given that the legislature may be recalled as of January 21, we want to ensure Niagara has the opportunity to review this important change to municipal planning prior to it passing in the legislature. MPP Jeff Burch would like to discuss the municipal implications of Bill 66 with Niagara Regional Council. Bill 66 — particularly Schedule 10 — has been discussed at city and regional councils across Ontario. MPP Jeff Burch is looking to start the dialogue in Niagara regarding the municipal implications. Given MPP Burch's critic portfolio as Municipal Affairs Critic, he is particularly interested in presenting his provincial perspective with the hope of gaining additional input from the region and its municipalities. I have included a few items. Attached is the full text of Bill 66. Schedule 10, the section that pertains to municipalities, begins on page 25 of the document. If you're interested in reviewing some of the discussions that are occurring at the local level on Bill 66 I would be happy to provide them. The below municipalities and regions have stated their opinion on Bill 66 or are beginning the dialogue: . Vaughn . Region of Waterloo . Guelph . Hamilton & Burlington . GTA . Barrie . Richmond Hill . Peterborough Discussions regarding Bill 66 are still preliminary, we're looking to open the dialogue with the Region of Niagara. Should you have any questions or require any additional information/materials, I would be happy to oblige! Thank you, Caitlin Hipkiss Executive Assistant MPP Jeff Burch

Video Consent

Yes

Support_File_1

Bill 66.pdf



Norio, Ann-Marie

From: PF-Mailbox-01
Sent: Friday, January 11, 2019 9:56 AM
To: Lotimer, Kelly; Norio, Ann-Marie; Trennum, Matthew
Subject: FW: Online Form - Request to Speak at a Standing Committee

From: Niagara Region Website
Sent: Friday, 11 January 2019 09:56:12 (UTC-05:00) Eastern Time (US & Canada)
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee

Request to Speak at a Standing Committee

To reply, copy the email address from below and put into 'To'. (if resident entered their email address)

Name

Brody Longmuir

Address

[REDACTED]

City

St. Catharines

Postal

L2M6A9

Phone

[REDACTED]

Email

[REDACTED]@gmail.com

Organization

standing committee

Regional Council

Presentation Topic
Provincial Bill 66

Presentation includes slides
Yes

Previously presented topic
No

Presentation Details

Under Premier Ford's proposed Bill 66, local municipalities would be able to pass "open for business" bylaws that circumvent the Clean Water Act, the Great Lakes Protection Act, the Greenbelt Act and the Places to Grow Act. These bylaws do not require community consultations or public hearings but rather only the approval of the Minister of Municipal Affairs and Housing. By presentation will outline the importance of the Greenbelt to our region and the risks the new provincial legislation places it under. Due to the significance of the agricultural sector in Niagara and the significant environmental impacts these bylaws could have on our community, I am requesting that Regional Council makes a commitment to not utilize this power and uphold the importance of the Greenbelt in Niagara

Video Consent
Yes



Norio, Ann-Marie

From: PF-Mailbox-01
Sent: Wednesday, January 09, 2019 1:37 PM
To: Lotimer, Kelly; Norio, Ann-Marie; Trennum, Matthew
Subject: FW: Online Form - Request to Speak at a Standing Committee

From: Niagara Region Website
Sent: Wednesday, 09 January 2019 13:36:36 (UTC-05:00) Eastern Time (US & Canada)
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee

Request to Speak at a Standing Committee

To reply, copy the email address from below and put into 'To'. (if resident entered their email address)

Name
Hugo Chesshire

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80 King Street, Unit 3

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Email
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Organization
Greater Niagara Chamber of Commerce

standing committee
Regional Council

Presentation Topic
Vacant land tax

Presentation includes slides
No

Previously presented topic
No

Presentation Details

On behalf of Niagara's business community, I would like to offer our perspectives on the question of ending or phasing out the vacant land tax rebate that will be on the agenda on January 17th.

Video Consent
Yes



Presentation Topic

██████████ Bridge safety barriers

Presentation includes slides

No

Previously presented topic

Yes

Presentation only new info

No

Presentation Details

Jamie Mattiazzo and myself previously spoke at the STC council meeting regarding the safety barriers ██████████. We would both like to speak once again of this topic at the regional meeting specifically about this being a necessity for this bridge to prevent further incidents occurring and to also protect the public that drive under this bridge on the 406.

Video Consent

Yes



Norio, Ann-Marie

From: PF-Mailbox-01
Sent: Friday, January 11, 2019 8:20 AM
To: Lotimer, Kelly; Norio, Ann-Marie; Trennum, Matthew
Subject: FW: Online Form - Request to Speak at a Standing Committee

From: Niagara Region Website
Sent: Friday, 11 January 2019 08:20:12 (UTC-05:00) Eastern Time (US & Canada)
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee

Request to Speak at a Standing Committee

To reply, copy the email address from below and put into 'To'. (if resident entered their email address)

Name

Stephanie Farquharson Wendi Duggan

Address

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Postal

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Phone

[REDACTED]

Email

[REDACTED]@gmail.com

Organization

Niagara United

standing committee

Regional Council

Presentation Topic

██████████ Bridge Barriers

Presentation includes slides

No

Previously presented topic

No

Presenation Details

We as Niagara United would like to speak to the barriers as we are a suicide prevention team, and would like the opportunity to speak to this issue.

Video Consent

Yes



**THE REGIONAL MUNICIPALITY OF NIAGARA
PROCEEDINGS OF SPECIAL COUNCIL
OPEN SESSION**

**CL 19-2018
Thursday, December 13, 2018
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Council: Bradley (Regional Chair), Bellows, Butters, Bylsma, Chiocchio, Darte, Disero, Easton, Fertich, Foster, Gale, Gibson, Greenwood, Heit, Huson, Insinna, Ip, Jordan, Junkin, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugulini, Villella, Whalen, Witteveen, Zalepa

Absent/Regrets: Campion, Diodati

Staff: C. Carter, General Manager, Dr. A. Feller, Associate Medical Officer of Health, T. Harrison, Commissioner/Treasurer, Enterprise Resource Management Services, A. Jugley, Commissioner, Community Services, M. Jurczyk, Director, Internal Controls & Organizational Performance, R. Mostacci, Acting Chief Administrative Officer, A.-M. Norio, Regional Clerk, J. Tamming, Director, Strategic Communications & Public Affairs, M. Trennum, Deputy Regional Clerk, R. Tripp, Commissioner, Public Works

1. CALL TO ORDER

Regional Chair Bradley called the meeting to order at 3:01 p.m.

2. ADOPTION OF AGENDA

Moved by Councillor Heit
Seconded by Councillor Darte

That the Special Council Agenda CL-19-2018, **BE ADOPTED.**

Carried

3. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

4. PRESENTATIONS

4.1 "First Report" Niagara Region Independent External Governance Auditor

Dr. Andrew Sancton, and Dr. Tim Cobban, Andrew Sancton Consulting Limited, provided information respecting "First Report" Niagara Region Independent External Governance Auditor. Topics of the presentation included:

1. Standing Committees
2. Frequency of Meetings
3. Advisory Committees
4. Deputy Regional Chair
5. Educational Opportunities for Regional Councillors
6. Niagara Peninsular Conservation Authority (NPCA)

Moved by Councillor Sendzik
Seconded by Councillor Chiocchio

That Correspondence Item CL-C 72-2018, dated December 6, 2018, respecting "First Report" Niagara Independent External Governance Auditor, **BE RECEIVED** and **REFERRED** to the Corporate Services Committee for further review, and for a final report to be provided to Council by the end of the first quarter of 2019.

Carried

Councillor Information Request(s):

Consider conducting a yearly review of the Advisory Committees to monitor and ensure the relevancy of their mandate in accordance with their respective Terms of References. Councillor Nicholson.

5. DELEGATIONS

Moved by Councillor Greenwood
Seconded by Councillor Insinna

That Liz Benneian, resident Town of Lincoln, **BE PERMITTED** to appear before Council as delegate respecting "First Report" Niagara Region Independent External Governance Auditor (Agenda Item 4.1).

Carried

5.1 "First Report" Niagara Region Independent External Governance Auditor
(Agenda Item 4.1)

5.1.1 Liz Benneian, Resident, Town of Lincoln

Liz Benneian, Resident, Town of Lincoln, appeared before Council to address concerns with respect to the recommendations in Correspondence Item CL-C 72-2018 (Agenda Item 4.1) respecting the Niagara Peninsula Conservation Authority.

Moved by Councillor Rigby
Seconded by Councillor Bellows

That Correspondence Item CL-C 80-2018, dated December 13, 2018, respecting Delegation to Regional Council - "First Report" Niagara Region Independent External Governance Auditor, **BE REFERRED** to the Corporate Services Committee.

Carried

6. **BY-LAWS**

Moved by Councillor Bylsma
Seconded by Councillor Bellows

That the following Bill **BE NOW READ** and **NOW PASS**:

Bill 2018-83 - A by-law to adopt, ratify and confirm the actions of Regional Council at its special meeting held on December 13, 2018.

Carried

7. **ADJOURNMENT**

There being no further business, the meeting adjourned at 5:31 p.m.

Jim Bradley
Regional Chair

Matthew Trennum
Deputy Regional Clerk

Ann-Marie Norio
Regional Clerk

**THE REGIONAL MUNICIPALITY OF NIAGARA
PROCEEDINGS OF COUNCIL
OPEN SESSION**

**CL 20-2018
Thursday, December 13, 2018
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Council: Bradley (Regional Chair), Bellows, Butters, Bylsma, Chiocchio, Darte, Diodati, Disero, Easton, Edgar, Fertich, Foster, Gale, Gibson, Greenwood, Heit, Huson, Ip, Jordan, Junkin, Insinna, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugulini, Villella, Whalen, Witteveen, Zalepa

Absent/Regrets: Campion

Staff: C. Carter, General Manager, D. Gibbs, Director, Legal & Court Services, J. Gilston, Legislative Coordinator, T. Harrison, Commissioner/Treasurer, Enterprise Resource Management Services, A. Jugley, Commissioner, Community Services, K. Lotimer, Legislative Coordinator, T. McKinnon, Deputy Regional Clerk, F. Meffe, Associate Director, Employee Relations, R. Mostacci, Acting Chief Administrative Officer, A.-M. Norio, Regional Clerk, J. Tamming, Director, Strategic Communications & Public Affairs, M. Trennum, Deputy Regional Clerk, R. Tripp, Commissioner, Public Works, P. Wadsworth, Director, Human Resources

1. CALL TO ORDER

Regional Chair Bradley called the meeting to order at 6:32 p.m.

2. LAND ACKNOWLEDGEMENT STATEMENT

Councillor Easton read the Land Acknowledgment Statement.

3. MOMENT OF SILENCE

Regional Chair Bradley asked all in attendance to rise for a moment of silence.

4. SINGING OF 'O CANADA'

Regional Chair Bradley asked all in attendance to stand for the singing of 'O Canada'.

5. ADOPTION OF AGENDA

5.1 Addition of Items

Moved by Councillor Greenwood
Seconded by Councillor Heit

That a discussion respecting the Material Recycling Facility **BE INCLUDED** on the agenda under Other Business.

Carried

Moved by Councillor Heit
Seconded by Councillor Bylsma

That a Motion respecting Niagara Peninsula Conservation Authority **BE INCLUDED** on the agenda under Notices of Motion.

Carried

Moved by Councillor Rigby
Seconded by Councillor Ip

That the Council Agenda CL 19-2018, **BE ADOPTED** as amended.

Carried

6. DISCLOSURES OF PECUNIARY INTEREST

Councillor Nicholson declared in indirect pecuniary interest with respect to Confidential CL-C 79-2018 (Agenda Item 23.1.4) respecting A Matter of Advice that is Subject to Solicitor-Client Privilege - Legal Advice Respecting Appointment Process to NPCA Board, as it deals with the Niagara Peninsula Conservation Authority (NPCA) and the NPCA Chair is related to an individual who is employed by a family member of Councillor Nicholson.

7. PRESENTATIONS

7.1 Consumption and treatment service site for Niagara - A request for a Board of Health resolution in support

Glen Walker, Executive Director, Positive Living Niagara appeared before Council to provide information respecting consumption and treatment services in St. Catharines and the overdose crisis in Niagara and spoke in favour of the establishment of a permanent consumption and treatment site in St. Catharines.

Moved by Councillor Sendzik
Seconded by Councillor Bellows

Whereas, a temporary Overdose Prevention Site opened in St. Catharines on December 3, 2018;

Whereas Niagara Region EMS paramedics and community agencies are partnering with Positive Living to provide services at the temporary Overdose Prevention Site;

Whereas the Consumption and Treatment Services model will provide wraparound services to connect people with housing, social services and treatment, while reducing harm to the public;

Whereas the City of St. Catharines has provided support for the overdose prevention site and is working collaboratively with Positive Living and OPENN on the location for a future site.

NOW THEREFORE BE IT RESOLVED:

That Niagara Regional Council **SUPPORTS** the application to the province for a Consumption and Treatment Services Site by Positive Living Niagara;

That the Regional Chair **BE DIRECTED** to provide a letter of support on behalf of the Niagara Region Board of Health in support of the application; and,

That the presentation by Glen Walker, Executive Director, Positive Living Niagara, **BE RECEIVED**.

Carried

8. CHAIR'S REPORTS, ANNOUNCEMENTS, REMARKS

Nominations for 2019 T. Roy Adams Award

Regional Chair Bradley announced that the 17th annual T. Roy Adams Humanitarian of the Year Award will be accepting nominations from January 1 to March 31. The award is presented annually to a current resident of Niagara who best exemplifies Roy's values and dedication to community service. Nomination forms are available online on the Niagara Region website.

Innov8 Showcase Competition

The Chair announced that on December 11, 2018, Niagara Region staff held the second annual Innov8 Showcase Competition. This competition encourages staff to adopt an innovative idea or project that will improve the lives of the residents in our communities. The Chair congratulated this year's winner for their submission on improving how Niagara Region analyzes infectious disease in Niagara and thanked all the staff who took part in this initiative.

Leadership Summit

Chair Bradley announced that on Wednesday, December 12, 2018, he joined the Niagara Region leadership team at Brock University for their annual Leadership Summit. He noted that the success of the Niagara Region is built on the efforts of its leaders and he offered his support for any initiatives that will help move our organization forward.

9. DELEGATIONS

There were no delegations.

10. ADOPTION OF MINUTES

Moved by Councillor Heit
Seconded by Councillor Redekop

That the following Open Session minutes of Regional Council **BE ADOPTED**:

Minutes CL 17-2018, Thursday, November 1, 2018

Minutes CL 18-2018, Thursday, December 6, 2018 (Morning Session)

Minutes CL 18-2018, Thursday, December 6, 2018 (Afternoon Session)

Carried

11. CORRESPONDENCE

11.1 Receive and/or Refer

Moved by Councillor Jordan
Seconded by Councillor Chiocchio

That the following items **BE DEALT WITH** as follows:

CL-C 73-2018 respecting Dedication By-laws for Road Widening
Purposes, **BE RECEIVED**;

CL-C 75-2018 respecting Municipal Appointment for Recommendation to the Minister of Tourism, Culture and Sport for the Niagara Parks Commission Board, **BE RECEIVED**;

CL-C 76-2018 respecting Appointment of Deputy Regional Clerk, **BE RECEIVED**;

CL-C 77-2018 respecting Positive Living Niagara's application for a permanent overdose prevention site, **BE RECEIVED**; and

CWCD 418-2018 respecting Bill 66, Restoring Ontario's Competitiveness Act, 2018, **BE RECEIVED**.

11.1.5 CWCD 413-2018

Correspondence Item CWCD 413-2018 was considered separately as follows:

That Correspondence Item CWCD 418-2018, being a memorandum from R. Mostacci, Commissioner, Planning and Development Services, dated December 7, 2018, respecting Bill 66, Restoring Ontario's Competitiveness Act, 2018, **BE RECEIVED**.

Moved by Councillor Ip
Seconded by Councillor Zalepa

That the motion **BE AMENDED** as follows:

That Correspondence Item CWCD 418-2018, being a memorandum from R. Mostacci, Commissioner, Planning and Development Services, dated December 7, 2018, respecting Bill 66, *Restoring Ontario's Competitiveness Act, 2018*, **BE RECEIVED** *and BE REFERRED to staff to report to Council respecting any potential impact to the Region.*

Carried

11.1.6 Balance of the Correspondence Items

The Regional Chair called the vote on the balance of the correspondence items and declared it,

Carried

11.2 For Consideration

11.2.1 GM 16-2018

Moved by Councillor Butters
Seconded by Councillor Junkin

That Report GM 16-2018, dated December 13, 2018, respecting
2019 Legislative Schedule of Regular Meetings, **BE RECEIVED.**

Moved by Councillor Heit
Seconded by Councillor Ip

That the motion **BE AMENDED** as follows:

That Report GM 16-2018, dated December 13, 2018, respecting
2019 Legislative Schedule of Regular Meetings, **BE RECEIVED;**
and

That Option 2 of the 2019 Legislative Schedule of Regular
Meetings (attached as Appendix 2) **BE APPROVED.**

Recorded Vote:

Yes (26): Bellows, Butters, Chiocchio, Darte, Diodati, Easton,
Fertich, Foster, Gale, Gibson, Greenwood, Heit, Huson, Insinna, Ip,
Jordan, Junkin, Nicholson, Redekop, Rigby, Sendzik, Steele,
Ugolini, Whalen, Witteveen, Zalepa.

No (3): Bylsma, Disero, Villella.

Carried

The Regional Chair called the vote on the motion, as amended, and
declared it,

Carried

11.2.2 CL-C 70-2018

Moved by Councillor Rigby
Seconded by Councillor Gale

That Correspondence Item CL-C 70-2018, being a memorandum
from Henry D'Angela, Chair, Niagara Regional Housing Board of
Directors, dated November 16, 2018, respecting Report NRH 16-
2018, the reappointment of Directors/Members 2019, **BE**
RECEIVED and the following recommendation **BE APPROVED:**

1. That Regional Council **APPROVE** the **RE-APPOINTMENT** of James Hyatt, Betty Ann Baker and Karen Blackley to the Niagara Regional Housing Board of Directors for another year until March 30, 2020.

Carried

11.2.3 CL-C 74-2018

Moved by Councillor Sendzik
Seconded by Councillor Gibson

That Correspondence Item CL-C 74-2018 being a memorandum from A.-M. Norio, Regional Clerk, dated December 13, 2018, respecting Filling of Vacant Seat on Regional Council, **BE RECEIVED**; and

WHEREAS Regional Council had requested and has received the recommendation from the Council of City of St. Catharines with respect to the filling of the vacant seat on Regional Council with the appointment of Kelly Edgar;

WHEREAS Kelly Edgar has consented to accept the office of Regional Councillor if appointed.

NOW THEREFORE BE IT RESOLVED:

That Kelly Edgar **BE APPOINTED** as Regional Councillor for the City of St. Catharines to fill the vacant seat for the remainder of the existing Council term (2018-2022); and

That the Regional Clerk **ADMINISTER** the Declaration of Office to Kelly Edgar at this time in order that Mr. Edgar can assume his seat immediately after taking the Declaration of Office.

Carried

At this time, Ann-Marie Norio, Regional Clerk, administered the Declaration of Office to Councillor Edgar and declared him a Regional Councillor for the 2018 to 2022 term of Council.

11.2.4 GM 21-2018

Moved by Councillor Insinna
Seconded by Councillor Gale

That Report GM 21-2018, dated December 13, 2018, respecting Appointment Process for Regional Representatives to Committees, Agencies, Boards and Commissions and Acting Chairs of Standing Committees, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That in accordance with subsection 2.4 of Niagara Region's Procedural By-law, the rules of procedure, specifically subsection 24.6 (c), respecting the Appointment of Acting Chairs and Co-Chairs for the Standing Committees, **BE SUSPENDED** temporarily to dispense with the appointment of Acting Chair(s) and Co-Chairs for the Standing Committees until the appointment of Standing Committee Chairs and Co-Chairs;
2. That the Regional Chair **BE AUTHORIZED** to act as a Standing Committee Chair until such time as the Standing Committee Chairs are appointed; and
3. That Regional Council **APPROVE** and **COMMENCE** the appointment process for Regional representatives to committees, agencies, boards and commissions for the 2018-2022 Term of Council in accordance with the process outlined in Appendix I of Report GM 21-2018.

Carried

12. **COMMITTEE REPORTS - OPEN SESSION**

There were no Committee Reports.

13. **CHIEF ADMINISTRATIVE OFFICER'S REPORT(S)**

There were no Chief Administrative Officer Reports.

14. APPOINTMENT OF THE SCRUTINEER

Moved by Councillor Fertich
Seconded by Councillor Witteveen

That Chris Carter, General Manager, and Matthew Trennum, Deputy Regional Clerk, **BE APPOINTED** as Scrutineers for the counting of any ballots for the appointment of Regional representatives to committees, agencies, boards and commissions.

Carried

15. AGENCIES, BOARDS AND COMMISSIONS - APPOINTMENTS

Ann-Marie Norio, Regional Clerk, outlined the process for appointments to the Agencies, Boards and Commissions.

15.1 Niagara Parks Commission

The Niagara Parks Commission Board requires representation from one (1) Regional Councillor.

Voting was conducted by open ballot in accordance with the Region's Procedural By-law and the *Municipal Act, 2001*. Voting by ballots resulted in the following:

Ballot One (1)

Voting for Councillor Diodati (18): Bellows, Bylsma, Chiocchio, Darte, Diodati, Gale, Gibson, Huson, Insinna, Junkin, Nicholson, Redekop, Sendzik, Steele, Ugulini, Villella, Whalen, Witteveen.

Voting for Councillor Campion (0).

Voting for Councillor Greenwood (7): Butters, Disero, Fertich, Foster, Ip, Greenwood, Rigby.

Voting for Councillor Heit (4): Edgar, Jordan, Heit, Zalepa.

Spoiled Ballot(s) (1).

Based on the results of the votes cast, it was:

Moved by Councillor Steele
Seconded by Councillor Darte

That Niagara Regional Council **RECOMMENDS** the appointment of Councillor Diodati to the Niagara Parks Commission Board for this term of Regional Council (2018-2020).

Carried

15.2 Niagara Regional Housing (NRH) Board

The Niagara Regional Housing Board requires representation from five (5) Regional Councillors.

Voting was conducted by open ballot in accordance with the Region's Procedural By-law and the *Municipal Act, 2001*. Voting by ballots resulted in the following:

Ballot One (1)

Voting for Councillor Butters (19): Bellows; Butters, Chiocchio, Darte, Disero, Edgar, Foster, Gibson, Heit, Huson, Insinna, Ip, Junkin, Redekop, Sendzik, Steele, Ugulini, Villella, Witteveen.

Voting for Councillor Chiocchio (12): Bellows, Butters, Bylsma, Chiocchio, Darte, Diodati, Foster, Huson, Ip, Jordan, Nicholson, Villella.

Voting for Councillor Greenwood (10): Butters, Edgar, Fertich, Foster, Nicholson, Rigby, Sendzik, Ugulini, Witteveen, Zalepa.

Voting for Councillor Insinna (17): Butters, Bylsma, Darte, Diodati, Disero, Fertich, Foster, Gale, Gibson, Insinna, Jordan, Redekop, Sendzik, Steele, Whalen, Villella, Zalepa.

Voting for Councillor Ip (11): Chiocchio, Edgar, Gibson, Heit, Ip, Jordan, Junkin, Redekop, Rigby, Whalen, Witteveen.

Voting for Councillor Rigby (10): Bellows, Bylsma, Edgar, Gibson, Heit, Insinna, Nicholson, Rigby, Steele, Zalepa.

Voting for Councillor Sendzik (21): Bellows, Chiocchio, Darte, Diodati, Disero, Edgar, Fertich, Gale, Gibson, Heit, Huson, Jordan, Junkin, Nicholson, Redekop, Rigby, Sendzik, Whalen, Ugulini, Villella, Zalepa.

Voting for Councillor Villella (18): Bellows, Butters, Chiocchio, Diodati, Gale, Fertich, Huson, Insinna, Jordan, Junkin, Nicholson, Redekop, Rigby, Sendzik, Steele, Villella, Ugulini, Witteveen.

Voting for Councillor Whalen (8): Bylsma, Darte, Diodati, Disero, Gale, Heit, Ugulini, Whalen.

Voting for Councillor Zalepa (13): Bylsma, Disero, Fertich, Foster, Gale, Huson, Insinna, Ip, Junkin, Steele, Whalen, Witteveen, Zalepa.

Based on the result of the votes cast, it was:

Moved by Councillor Huson

Seconded by Councillor Gibson

That Councillors Butters, Insinna, Sendzik, Villella and Zalepa, **BE APPOINTED** to the Niagara Regional Housing Board for this term of Council (2018-2022).

Carried

15.3 Niagara Regional Police Services (NRPS) Board

The Niagara Regional Police Services Board requires representation from three (3) Regional Councillors.

Voting was conducted by open ballot in accordance with the Region's Procedural by-law and the *Municipal Act, 2001*. Voting by ballots resulted in the following:

Voting for Councillor Bellows (8): Bellows, Chiocchio, Diodati, Disero, Huson, Sendzik, Villella, Whalen.

Voting for Councillor Chiocchio (4): Chiocchio, Fertich, Nicholson, Redekop.

Voting for Councillor Edgar (5): Edgar, Ip, Greenwood, Rigby, Witteveen.

Voting for Councillor Fertich (5): Gibson, Heit, Jordan, Sendzik, Witteveen.

Voting for Councillor Foster (8): Bylsma, Fertich, Foster, Greenwood, Ip, Jordan, Junkin, Ugulini.

Voting for Councillor Gale (14): Bellows, Darte, Diodati, Disero, Gale, Gibson, Insinna, Junkin, Nicholson, Steele, Rigby, Villella, Whalen, Zalepa.

Voting for Councillor Gibson (18): Bellows, Butters, Bylsma, Darte, Fertich, Foster, Gale, Gibson, Insinna, Jordan, Junkin, Huson, Redekop, Sendzik, Steele, Villella, Ugulini, Witteveen.

Voting for Councillor Ip (8): Chiocchio, Butters, Edgar, Heit, Huson, Ip, Rigby, Zalepa.

Steele (9): Butters, Bylsma, Darte, Edgar, Diodati, Greenwood, Nicholson, Redekop, Steele.

Voting for Councillor Zalepa (8): Disero, Foster, Gale, Heit, Insinna, Ugulini, Whalen, Zalepa.

Spoiled Ballot(s) (1).

Based on the result of votes cast, it was:

Moved by Councillor Sendzik

Seconded by Councillor Bellows

That Councillors Gale, Gibson and Steele, **BE APPOINTED** to the Niagara Regional Police Services Board for this term of Council (2018-2022).

Carried

15.4 NRPS Citizen Representative Selection Committee

Two (2) Regional Councillors are required for the Niagara Regional Police Services (NRPS) Citizen Representative Selection Committee.

Moved by Councillor Heit

Seconded by Councillor Redekop

That Councillors Greenwood and Rigby **BE APPOINTED** to the Niagara Regional Police Services Citizen Representative Selection Committee for this term of Council (2018-2022).

Carried

16. STANDING COMMITTEE - APPOINTMENTS

Ann-Marie Norio, Regional Clerk, stated that there was no limit to the number of Regional Councillors that could be appointed to the four Standing Committees.

16.1 Corporate Services Committee

Moved by Councillor Bylsma
Seconded by Councillor Edgar

That Councillors Butters, Campion, Diodati, Easton, Edgar, Fertich, Foster, Gale, Heit, Huson, Ip, Redekop, Rigby and Whalen **BE APPOINTED** to the Corporate Services Committee.

Carried

16.2 Planning and Economic Development Committee

Moved by Councillor Steele
Seconded by Councillor Bellows

That Councillors Bellows, Butters, Bylsma, Campion, Darte, Diodati, Easton, Foster, Gale, Greenwood, Heit, Huson, Junkin, Redekop, Rigby, Sendzik, Ugulini and Zalepa **BE APPOINTED** to the Planning & Economic Development Committee.

Carried

16.3 Public Health and Social Services Committee

Moved by Councillor Rigby
Seconded by Councillor Nicholson

That Councillors Bellows, Butters, Chiocchio, Darte, Diodati, Gale, Gibson, Greenwood, Heit, Insinna, Ip, Jordan, Nicholson, Rigby, Sendzik, Villella and Whalen **BE APPOINTED** to the Public Health & Social Services Committee.

Carried

16.4 Public Works Committee

Moved by Councillor Witteveen
Seconded by Councillor Easton

That Councillors Chiocchio, Diodati, Disero, Edgar, Fertich, Foster, Gale, Heit, Insinna, Junkin, Nicholson, Rigby, Sendzik, Steele, Ugulini, Witteveen and Zalepa **BE APPOINTED** to the Public Works Committee.

17. ADVISORY COMMITTEE - APPOINTMENTS

Ann-Marie Norio, Regional Clerk, outlined the process for appointments to the Advisory Committees.

17.1 Accessibility Advisory Committee

The Terms of Reference for the Accessibility Advisory Committee state representation is required from one (1) member of Regional Council.

Moved by Councillor Greenwood
Seconded by Councillor Foster

That Councillor Ip **BE APPOINTED** to the Accessibility Advisory Committee for this term of Council (2018-2022).

Carried

17.2 Agricultural Policy & Action Committee

The Terms of Reference for the Agricultural Policy & Action Committee state representation is required from six (6) members of Regional Council.

Moved by Councillor Ugulini
Seconded by Councillor Junkin

That Councillors Butters, Disero, Easton, Jordan, Steele and Witteveen **BE APPOINTED** to the Agricultural Policy & Action Committee for this term of Council (2018-2022).

Carried

17.3 Audit Committee

The Terms of Reference from the Audit Committee state representation is required from at least three (3) members of Regional Council, the Regional Chair and the Chair of the Corporate Services Committee.

Moved by Councillor Bellows
Seconded by Councillor Diodati

That Councillors Foster, Gale, Redekop, Rigby, Sendzik and Whalen **BE APPOINTED** to the Audit Committee for this term of Council (2018-2022).

Carried

17.4 Culture Committee

The Terms of Reference for the Culture Committee state representation is required from up to six (6) members of Regional Council.

Moved by Councillor Sendzik
Seconded by Councillor Jordan

That Councillors Edgar, Gale, Greenwood, Huson and Rigby **BE APPOINTED** to the Culture Committee for this term of Council (2018-2022).

Carried

17.5 Linking Niagara Transit Committee

The Terms of Reference for the Linking Niagara Transit Committee state representation is required from four (4) members of Regional Council.

Moved by Councillor Whalen
Seconded by Councillor Bylsma

That Councillors Fertich, Ip, Redekop and Villella **BE APPOINTED** to the Culture Committee for this term of Council (2018-2022).

Carried

17.6 Niagara Investment in Culture (NIC) Adjudication Panel

The Terms of Reference for the Niagara Investment in Culture (NIC) Adjudication Panel state representation is required from three (3) members of Regional Council.

Moved by Councillor Bellows
Seconded by Councillor Huson

That Councillors Edgar, Rigby and Villella **BE APPOINTED** to the Niagara Investment in Culture Adjudication Panel for this term of Council (2018-2022).

Carried

17.7 Procedural By-law Review Committee

The Terms of Reference for the Procedural By-law Review Committee state representation is required from five (5) members of Regional Council.

Moved by Councillor Bylsma
Seconded by Councillor Huson

That Councillors Edgar, Foster, Heit, Ip and Rigby **BE APPOINTED** to the Procedural By-law Review Committee for this term of Council (2018-2022).

Carried

17.8 Procurement Advisory Committee

The Terms of Reference for the Procurement Advisory Committee state representation is required from at least three (3) Regional Councillors.

Moved by Councillor Steele
Seconded by Councillor Darte

That Councillors Edgar, Gale, Heit, Insinna, Rigby, Whalen and Zalepa **BE APPOINTED** to the Procurement Advisory Committee for this term of Council (2018-2022).

Carried

17.9 Regional Development Charges Policy Task Force

The Terms of Reference for the Regional Development Charges Policy Task Force state representation is required from at least sixteen (16) members of Regional Council.

Moved by Councillor Sendzik
Seconded by Councillor Disero

That Councillors Bellows, Butters, Bylsma, Chiocchio, Disero, Foster, Greenwood, Huson, Insinna, Ip, Jordan, Junkin, Redekop, Rigby, Steele and Zalepa **BE APPOINTED** to the Regional Development Charges Policy Task Force for this term of Council (2018-2022).

Carried

17.10 Regional Niagara Active Transportation Sub-Committee

The Terms of Reference for the Regional Niagara Active Transportation Sub-Committee state representation is required from at least two (2) members of Regional Council.

Moved by Councillor Heit
Seconded by Councillor Ugulini

That Councillors Greenwood and Nicholson **BE APPOINTED** to the Regional Niagara Active Transportation Sub Committee for this term of Council (2018-2022).

Carried

17.11 Smarter Niagara Steering Committee

The Terms of Reference for the Smarter Niagara Steering Committee state representation is required from six (6) members of Regional Council.

Moved by Councillor Easton
Seconded by Councillor Zalepa

That Councillors Chiocchio, Edgar, Foster, Huson, Redekop and Ugulini **BE APPOINTED** to the Smarter Niagara Steering Committee for this term of Council (2018-2022).

Carried

17.12 T. Roy Adams Humanitarian Award Committee

The Terms of Reference for the T. Roy Adams Humanitarian Award Committee state representation is required from up to five (5) members of Regional Council.

Moved by Councillor Ip
Seconded by Councillor Bellows

That Councillors Butters, Darte, Greenwood, Nicholson and Rigby **BE APPOINTED** to the T. Roy Adams Humanitarian Award Committee for this term of Council (2018-2022).

Carried

17.13 Transportation Steering Committee

The Terms of Reference for the Transportation Steering Committee state representation of required from up to ten (10) members of Regional Council.

Moved by Councillor Fertich
Seconded by Councillor Edgar

That Councillors Butters, Chiochio, Fertich, Greenwood, Ip, Redekop and Villella **BE APPOINTED** to the Transportation Steering Committee for this term of Council (2018-2022).

Carried

17.14 Waste Management Planning Steering Committee

The Terms of Reference for the Waste Management Planning Steering Committee state representation is required from seven (7) members of Regional Council.

Moved by Councillor Whalen
Seconded by Councillor Edgar

That Councillors Bellows, Butters, Diodati, Gale, Rigby, Ugulini and Witteveen **BE APPOINTED** to the Waste Management Planning Steering Committee for this term of Council (2018-2022); and

That the Waste Management Planning Steering Committee Terms of Reference **BE AMENDED** to provide for representation from eight (8) members of Regional Council.

Carried

18. **OTHER - APPOINTMENTS**

18.1 Golden Horseshoe Food and Farming Alliance

The Golden Horseshoe Food and Farming Alliance requires one (1) member of Regional Council, with a preference that the appointment be a member of the Agricultural Policy & Action Committee.

Moved by Councillor Steele
Seconded by Councillor Greenwood

That Councillor Witteveen **BE APPOINTED** to the Golden Horseshoe Food and Farming Alliance for this term of Council (2018-2022).

Carried

18.2 Niagara Peninsula Source Protection Committee

The Niagara Peninsula Source Protection Committee requires One (1) member of Regional Council.

Moved by Councillor Bellows
Seconded by Councillor Gibson

That Councillor Rigby **BE APPOINTED** to the Niagara Peninsula Source Protection Committee for this term of Council (2018-2022).

Carried

19. **MOTIONS**

There were no motions for consideration.

20. **NOTICES OF MOTION**

Councillor Heit did not put forward a motion respecting the Niagara Peninsula Conservation Authority at this time as the matter was to be discussed in closed session.

20.1 Moment of Reflection

Councillor Greenwood advised that she would be bringing forward a motion to the next Council meeting respecting an amendment to the Procedural By-law to change the "moment of silence" on the Council agenda to a "moment of reflection".

21. **OTHER BUSINESS**

21.1 Material Recycling Facility

Moved by Councillor Greenwood
Seconded by Councillor Witteveen

That staff **PROVIDE** an update on the Material Recycling Facility at an upcoming Public Works Committee Meeting.

Carried

21.2 Association of Municipalities of Ontario (AMO) Board

Councillor Foster announced that the AMO Board is seeking additional members and advised that he had put his name forward for consideration by the Board.

21.3 Socks for the Homeless

Councillor Greenwood announced that there is a collection box in the Office of the Regional Clerk for donations of socks for the homeless in Niagara. She challenged all members to donate socks to assist those individuals in Niagara who do not have a warm place to sleep at night.

21.4 Community Care Food Drive

Councillor Heit announced that Community Care St. Catharines/Thorold will be holding a food drive on Friday December 14, 2018.

21.5 Niagara-on-the-Lake Junior Nationals Hockey Food Drive

Councillor Bellows announced that the Junior Nationals Hockey Tournament will be hosted in Niagara-on-the-Lake on Friday, December 14, 2018 and tickets are only \$3 if you bring a food donation with all food donations going to the Community Care food drive.

22. MOTION FOR CLOSED SESSION

Moved by Councillor Butters

Seconded by Councillor Ugolini

That this Council **DO NOW MOVE** into Closed Session for the purposes of receiving information of a confidential nature respecting:

A Matter of position, plan, procedure, criteria or instruction to be applied to any negotiations carried on by the Municipality - NRH 18-2018 – Social Infrastructure Fund (SIF) Yr-3 Acquisition of Apartment Building and Land;

A Matter of Advice that is Subject to Solicitor-Client Privilege - legal advice respecting Employment Matters – Chief Administrative Officer;

A Matter respecting an ongoing investigation respecting the municipality by the Ombudsman appointed under the Ombudsman Act and Legal Advice that is subject to Solicitor Client Privilege;

A Matter of Advice that is Subject to Solicitor-Client Privilege - legal advice respecting Appointment Process to NPCA Board; and

A Matter of Labour Relations: CUPE Local 1757, Public Health – Tentative Agreement.

Carried

23. CLOSED SESSION

Council resolved into closed session at 9:13 p.m.

24. REPORT FROM CLOSED SESSION

Council reconvened in open session at 11:45 p.m. with the following individuals in attendance:

Council: Bradley (Regional Chair), Bellows, Butters, Bylsma, Chiocchio, Darte, Diodati, Disero, Easton, Edgar, Fertich, Foster, Gibson, Greenwood, Heit, Huson, Ip, Jordan, Junkin, Insinna, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugulini, Villella, Whalen, Witteveen, Zalepa

Absent/Regrets: Campion, Gale

Staff: C. Carter, General Manager, D. Gibbs, Director, Legal & Court Services, J. Gilston, Legislative Coordinator, T. Harrison, Commissioner/Treasurer, Enterprise Resource Management Services, T. McKinnon, Deputy Regional Clerk, R. Mostacci, Acting, Chief Administrative Officer, A.-M. Norio, Regional Clerk, J. Tamming, Director, Strategic Communications & Public Affairs, M. Trennum, Deputy Regional Clerk,

Regional Chair Bradley advised that Council had approved a recommendation in closed session to extend curfew until the business of the meeting was completed.

24.1 Confidential CL-C 71-2019

A Matter of position, plan, procedure, criteria or instruction to be applied to any negotiations carried on by the Municipality - NRH 18-2018 – Social Infrastructure Fund (SIF) Yr-3 Acquisition of Apartment Building and Land.

Moved by Councillor Sendzik
Seconded by Councillor Steele

That Confidential Memorandum CL-C 71-2018 respecting A Matter of position, plan, procedure, criteria or instruction to be applied to any negotiations carried on by the municipality – NRH 18-2018 – Social Infrastructure Fund (SIF) Yr-3 Acquisition of Apartment Building and Land, **BE RECEIVED** and Council **CONFIRMS** the approval of the recommendations contained therein.

Carried

24.2 Confidential GM 22-2018

A Matter of Labour Relations: CUPE Local 1757, Public Health – Tentative Agreement

Moved by Councillor Rigby
Seconded by Councillor Diodati

That Confidential Report GM 22-2018, dated December 13, 2018, respecting A Matter of Labour Relations: CUPE Local 1757, Public Health – Tentative Agreement, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the tentative agreement, as outlined in Appendix A of Report GM 22-2018, for the renewal of the collective agreement with the Canadian Union of Public Employees (CUPE) and its Local 1757, Public Health **BE APPROVED**; and
2. That the Regional Chair and Regional Clerk **BE DIRECTED** to execute the collective agreement on behalf of the Regional Municipality of Niagara.

Carried

24.3 Confidential CL-C 78-2018

A Matter respecting an ongoing investigation respecting the municipality by the Ombudsman appointed under the Ombudsman Act and Legal Advice that is subject to Solicitor Client Privilege

Moved by Councillor Ugolini
Seconded by Councillor Jordan

That Confidential Memorandum CL-C 78-2018, respecting A Matter respecting an ongoing investigation respecting the municipality by the Ombudsman appointed under the Ombudsman Act and Legal Advice that is subject to Solicitor Client Privilege **BE RECEIVED** for information.

Carried

24.4 Confidential CL-C 79-2018

A Matter of Advice that is Subject to Solicitor-Client Privilege - legal advice respecting Appointment Process to NPCA Board

Moved by Councillor Sendzik
Seconded by Councillor Darté

That Confidential Item CL-C 79-2018, respecting A Matter of Advice that is Subject to Solicitor-Client Privilege - legal advice respecting Appointment Process to NPCA Board, **BE RECEIVED** and the following recommendations **BE APPROVED**;

1. That the twelve (12) Niagara Region Niagara Peninsula Conservation Authority Board Members request the Board Vice Chair **CALL** a special meeting of the Board by Thursday, December 20, 2018;
2. That the Regional Chair **CONTACT** the Mayors of Hamilton and Haldimand to provide an update on the current situation;
3. That the Minister of Environment, Conservation and Parks **BE REQUESTED** to mediate this matter; and
4. That the Regional Clerk **SEND** a letter to the twelve (12) outgoing members to advise that their term on the board is complete.

Carried

24.5 A Matter of Advice that is subject to Solicitor-Client Privilege

A Matter of Advice that is subject to Solicitor-Client Privilege - Legal Advice Respecting Employment Matters - Chief Administrative Officer

Moved by Councillor Gibson
Seconded by Councillor Fertich

That the advice provided in closed session, being A Matter of Advice that is subject to Solicitor-Client Privilege – legal advice respecting Employment Matters – Chief Administrative Officer, **BE RECEIVED** and the following recommendations **BE APPROVED**;

1. That staff **PROCEED** as directed in closed session; and
2. That Ron Tripp **BE APPOINTED** as Acting Chief Administrative Officer effective immediately.

Carried

25. BY-LAWS

Moved by Councillor Whalen
Seconded by Councillor Steele

That the following Bills **BE NOW READ** and **DO PASS**:

Bill 2018-84 – A by-law to accept, assume and dedicate part of lots 95 and 96, Plan 549-550, in the City of Welland as part of Regional Road No. 50 (Niagara Street).

Bill 2018-85 – A by-law to accept, assume and dedicate part of lot 49, Plan 5, in the City of Niagara Falls as part of Regional Road No. 57 (Thorold Stone Road).

Bill 2018-86 – A by-law to accept, assume and dedicate part of lot 11, Plan 118, in the City of Niagara Falls as part of Regional Road No. 98 (Montrose Road).

Bill 2018-87 – A by-law to accept, assume and dedicate Part Lot 23, Concession 4 in the City of St. Catharines as part of Regional Road No. 38 (204 Martindale Road).

Bill 2018-88 – A by-law to accept, assume and dedicate part of Lot 36 and 58, TP Plan 116, Part Lot 23, Concession 3, and Part Lot 23, Concession 4 part of road allowance between Concession 3 and 4 in the City of St. Catharines as part of Regional Road No. 38 (Martindale Road).

Bill 2018-89 – A by-law to accept, assume and dedicate part of Lot 34, Corporation Plan 5 in the City of St. Catharines as part of Regional Road No. 87 (Lakeshore Road).

Bill 2018-90 – A by-law to accept, assume and dedicate part of Lots 475, 476, 477, 478, 479, 480, 481, 496 and 497, Plan 948, and part of Vienna Street, Plan 948 in the City of Welland as part of Regional Road No. 54 (Prince Charles Drive).

Bill 2018-91 – A by-law to accept, assume and dedicate Part of Township Lot 172, in the City of Niagara Falls as part of Regional Road No. 49 (McLeod Road).

Bill 2018-92 – A by-law to appoint a Deputy Regional Clerk for The Regional Municipality of Niagara.

Bill 2018-93 – A by-law to adopt, ratify and confirm the actions of Regional Council at its meeting held on December 13, 2018.

Bill 2018-94 - A by-law to appoint an Acting Chief Administrative Officer for The Regional Municipality of Niagara (the by-law is attached to these minutes)

Carried

26. ADJOURNMENT

There being no further business, the meeting adjourned at 11:49 p.m.

Jim Bradley
Regional Chair

Matthew Trennum
Deputy Regional Clerk

Ann-Marie Norio
Regional Clerk

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. 2018-94

A BY-LAW TO APPOINT
AN ACTING CHIEF ADMINISTRATIVE OFFICER
FOR THE REGIONAL MUNICIPALITY OF NIAGARA

WHEREAS section 229 of the *Municipal Act, 2001*, S.O. 2001, Chapter 25, as amended, provides the authority for Regional Council to appoint a Chief Administrative Officer for The Regional Municipality of Niagara; and

WHEREAS Regional Council deems it expedient to appoint an Acting Chief Administrative Officer for The Regional Municipality of Niagara until otherwise determined by Council;

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That Ron Tripp is hereby appointed Acting Chief Administrative Officer for The Regional Municipality of Niagara with all the powers and duties assigned thereto under the *Municipal Act, 2001* and as assigned to the Chief Administrative Officer by Council under all current and future delegated authorities; and
2. That this by-law shall come into force and effect on which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk

Passed: December 13, 2018

**THE REGIONAL MUNICIPALITY OF NIAGARA
PROCEEDINGS OF SPECIAL COUNCIL
OPEN SESSION**

**CL 21-2018
Friday, December 28, 2018
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Council: Bellows, Butters, Bradley, Bylsma, Chiocchio, Darte, Disero, Easton, Kelly Edgar, Fertich, Foster, Gale, Gibson, Greenwood, Heit, Huson, Ip, Jordan, Junkin, Insinna, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugulini, Villella, Whalen, Witteveen, Zalepa

Absent/Regrets: Campion, Diodati

Staff: D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Enterprise Resource Management Services, F. Meffe, Acting Director, Human Resources, A.-M. Norio, Regional Clerk, R. Tripp, Acting Chief Administrative Officer

Others Present: External Legal Counsel: C. Chan, and S. Persaud, Boghosian + Allen LLP, K. Dearden, and P. Patterson, Borden, Ladner, Gervais LLP, and D. Jeffries, Rae Christen Jeffries LLP

1. CALL TO ORDER

Regional Chair Bradley called the meeting to order at 2:03 p.m.

2. ADOPTION OF AGENDA

2.1 Changes in Order of Items

There were no changes in the order of items on the agenda.

Moved by Councillor Butters

Seconded by Councillor Foster

That the Council Agenda CL 21-2018, **BE ADOPTED.**

Carried

3. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

4. **CORRESPONDENCE**

4.1 **Receive for Information**

4.1.1 CL-C 80-2018

A Better Niagara Court Application re NPCA Board

Moved by Councillor Easton
Seconded by Councillor Heit

That Correspondence Item CL-C 80-2018, being a memorandum from M. Cruickshank, dated December 28, 2018, respecting A Better Niagara Court Application re NPCA Board, **BE RECEIVED** for information.

Carried

5. **MOTION FOR CLOSED SESSION**

Moved by Councillor Disero
Seconded by Councillor Edgar

That Council **DO NOW MOVE** into closed session for the purposes of receiving information of a confidential nature respecting:

Confidential Verbal Update Regarding A Matter of Advice that is Subject to Solicitor-Client Privilege - Legal Advice Respecting Appointment Process to NPCA Board and Litigation;

Confidential Verbal Update Regarding A Matter of Advice that is Subject to Solicitor-Client Privilege - Legal Advice Respecting Employment Matters - Chief Administrative Officer; and

Confidential Verbal Update Regarding A Matter of Advice that is Subject to Solicitor-Client Privilege - Legal Advice Respecting Employment Matters - Organizational Update.

Carried

6. **CLOSED SESSION**

Council resolved into closed session at 2:11 p.m.

7. **REPORT FROM CLOSED SESSION**

Council reconvened in open session at 3:21 p.m. with the following individuals in attendance:

- Council: Bellows, Butters, Bradley, Bylsma, Chiocchio, Darté, Disero, Easton, Kelly Edgar, Fertich, Foster, Gale, Gibson, Greenwood, Heit, Huson, Ip, Jordan, Junkin, Insinna, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugulini, Villella, Whalen, Witteveen, Zalepa
- Absent/Regrets: Campion, Diodati
- Staff: D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Enterprise Resource Management Services, F. Meffe, Acting Director, Human Resources, A.-M. Norio, Regional Clerk, R. Tripp, Acting Chief Administrative Officer
- Others Present: External Legal Counsel: C. Chan, and S. Persaud, Boghosian + Allen LLP, K. Dearden, and P. Patterson, Borden, Ladner, Gervais LLP, and D. Jeffries, Rae Christen Jeffries LLP

7.1 **Confidential Verbal Update Regarding A Matter of Advice that is Subject to Solicitor-Client Privilege - Legal Advice Respecting Appointment Process to NPCA Board and Litigation**

Moved by Councillor Huson
Seconded by Councillor Rigby

That the Confidential Verbal Update Regarding A Matter of Advice that is Subject to Solicitor-Client Privilege - Legal Advice Respecting Appointment Process to NPCA Board and Litigation respecting the Court Application commenced by A Better Niagara, **BE RECEIVED** and the following recommendations **BE APPROVED**;

1. That the Region of Niagara **CONFIRMS SUPPORT** for the relief in the Application commenced by A Better Niagara;

2. That the Niagara Peninsula Conservation Authority representatives appointed by the Region of Niagara **CALL** a special meeting on January 7, 2019 for purposes of:

Electing a Chair and Vice Chair;

Reviewing current status and requesting updates from NPCA staff regarding operations, including HR organizational changes and other ongoing matters; and

Receiving advice from NPCA's legal counsel regarding HR matters;

3. That staff **BE DIRECTED** to seek the cooperation of Hamilton, Haldimand and Niagara Peninsula Conservation Authority Staff regarding the special meeting;

4. That staff **BE DIRECTED** provide administrative and operational support for the special meeting if required;

5. That Legal counsel **BE DIRECTED** to seek direction from the Court on January 2nd regarding the procedural aspects of the special meeting; status of financial and legal assets and liabilities of NPCA and status of current CAO; and

6. That staff **PROCEED** as directed in closed session.

Carried

As Council had not considered the additional closed session matters; therefore, it was:

Moved by Councillor Bellows

Seconded by Councillor Dart

That Council **DO NOW MOVE** into closed session for the purposes of receiving information of a confidential nature respecting:

Confidential Verbal Update Regarding A Matter of Advice that is Subject to Solicitor-Client Privilege - Legal Advice Respecting Employment Matters - Chief Administrative Officer; and

Confidential Verbal Update Regarding A Matter of Advice that is Subject to Solicitor-Client Privilege - Legal Advice Respecting Employment Matters - Organizational Update.

Carried

Council resolved back into closed session at 3:24 p.m.

Council reconvened in open session at 6:47 p.m. with the following individuals in attendance:

Council: Bellows, Butters, Bradley , Bylsma, Chiocchio, Darte, Disero, Easton, Kelly Edgar, Fertich, Foster, Gale, Gibson, Greenwood, Heit, Huson, Ip, Jordan, Junkin, Insinna, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugulini, Villella, Whalen, Witteveen, Zalepa

Absent/Regrets: Campion, Diodati

Staff: F. Meffe, Acting Director, Human Resources, A.-M. Norio, Regional Clerk, R. Tripp, Acting Chief Administrative Officer

Others Present: External Legal Counsel: K. Dearden, and P. Patterson, Borden, Ladner, Gervais LLP, and D. Jeffries, Rae Christen Jeffries LLP

7.2 Confidential Verbal Update Regarding A Matter of Advice that is Subject to Solicitor-Client Privilege - Legal Advice Respecting Employment Matters - Chief Administrative Officer

Moved by Councillor Fertich
Seconded by Councillor Jordan

That the Confidential Verbal Update Regarding A Matter of Advice that is Subject to Solicitor-Client Privilege - Legal Advice Respecting Employment Matters - Chief Administrative Officer, **BE RECEIVED**;

1. That Regional Council **DO NOT** ratify the employment renewal letter for Carmen D'Angelo dated October 10, 2017 and the same is declared void; and
2. That staff **PROCEED** as directed in closed session.

Carried

7.3 Confidential Verbal Update Regarding A Matter of Advice that is Subject to Solicitor-Client Privilege - Legal Advice Respecting Employment Matters - Organizational Update

Moved by Councillor Huson
Seconded by Councillor Easton

That the Confidential Verbal Update Regarding A Matter of Advice that is Subject to Solicitor-Client Privilege - Legal Advice Respecting Employment Matters - Organizational Update, **BE RECEIVED** for information.

Carried

8. **BY-LAWS**

8.1 Bill 2018-95

Moved by Councillor Insinna
Seconded by Councillor Gale

That the following Bill **BE NOW READ** and **DO PASS**:

Bill 2018-95

A by-law to adopt, ratify and confirm the actions of Regional Council at its special meeting held on December 28, 2018.

Carried

9. **ADJOURNMENT**

There being no further business, the meeting adjourned at 6:49 p.m.

Jim Bradley
Regional Chair

Ann-Marie Norio
Regional Clerk

**THE REGIONAL MUNICIPALITY OF NIAGARA
PROCEEDINGS OF SPECIAL COUNCIL
OPEN SESSION**

CL 1-2019

Thursday, January 10, 2019

Council Chamber

**Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Council: Bradley (Regional Chair), Bellows, Butters, Bylsma, Campion, Chioocchio, Darte, Disero, Easton, Edgar, Fertich, Foster, Heit, Insinna, Ip, Jordan, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugulini, Villella, Whalen, Witteveen, Zalepa

Absent/Regrets: Diodati, Gale, Gibson, Greenwood, Huson, Junkin

Staff: K. Ahmad, Manager, Urban Design, H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, R. Cheung, Senior Budget Analyst, P. Criscione, Communications Consultant, D. Giles, Director, Community & Long Range Planning, C. Habermehl, Acting Commissioner, Public Works, T. Harrison, Commissioner/Treasurer, Enterprise Resource Management Services, A. Jugley, Commissioner, Community Services, K. Lotimer, Legislative Coordinator, M. Murphy, Associate Director, Budget Planning & Strategy, A.-M. Norio, Regional Clerk, M. Robinson, Director, GO Implementation Project, C. Ryall, Director, Transportation Services, R. Tripp, Acting Chief Administrative Officer, J. Tonatello, Director, Water Wastewater Services

1. CALL TO ORDER

Regional Chair Bradley called the meeting to order at 6:08 p.m.

2. ADOPTION OF AGENDA

2.1 Changes in Order of Items

There were no changes in the order of items on the agenda; therefore it was:

Moved by Councillor Whalen

Seconded by Councillor Insinna

That the Special Council Agenda CL 1-2019, **BE ADOPTED.**

Carried

3. **DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

4. **Selection of Chair and Vice Chair of the Budget Review Committee of the Whole**

4.1 **Call for Nominations for the Position of Chair**

Regional Chair Bradley called for nominations for the position of Chair of the Budget Review Committee of the Whole for a term of two budget years (2019 and 2020).

Moved by Councillor Rigby
Seconded by Councillor Disero

That Councillor Zalepa **BE NOMINATED** for the position of Chair of the Budget Review Committee of the Whole for a term of two budget years (2019 and 2020).

4.2 **Motion to Close the Nominations for the Position of Chair**

Regional Chair Bradley called a second and third time for nominations for the position of Chair. There being no further nominations, it was:

Moved by Councillor Darté
Seconded by Councillor Foster

That nominations for the position of Chair of the Budget Review Committee of the Whole, for a term of two budget years (2019 and 2020), **BE CLOSED**.

Carried

4.3 **Voting for the Position of Chair**

There being only one nominee for the position, the Regional Chair announced that Councillor Zalepa would be the Chair of the Budget Review Committee of the Whole for a term of two budget years (2019 and 2020).

4.4 **Call for Nominations for the Position of Vice Chair**

Regional Chair Bradley called for nominations for the position of Vice Chair of the Budget Review Committee of the Whole for a term of two budget years (2019 and 2020).

Moved by Councillor Ugulini
Seconded by Councillor Bylsma

That Councillor Whalen **BE NOMINATED** for the position of Vice Chair of the Budget Review Committee of the Whole for a term of two budget years (2019 and 2020).

4.5 Motion to Close the Nominations for the Position of Vice Chair

Regional Chair Bradley called a second and third time for nominations for the position of Chair. There being no further nominations, it was:

Moved by Councillor Rigby
Seconded by Councillor Heit

That nominations for the position of Vice Chair of the Budget Review Committee of the Whole, for a term of two budget years (2019 and 2020),
BE CLOSED.

Carried

4.6 Voting for the Position of Vice Chair

There being only one nominee for the position, the Regional Chair announced that Councillor Whalen would be the Vice Chair of the Budget Review Committee of the Whole for a term of two budget years (2019 and 2020).

5. **BY-LAWS**

Moved by Councillor Ip
Seconded by Councillor Bellows

That the following Bill **BE NOW READ** and **DO PASS**:

Bill 2019-01

A by-law to adopt, ratify and confirm the actions of Regional Council at its special meeting held on January 10, 2019.

Carried

6. ADJOURNMENT

There being no further business, the meeting adjourned at 6:13 p.m.

Jim Bradley
Regional Chair

Kelly Lotimer
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

MEMORANDUM

CL-C 01-2019

Subject: By-laws for Council Consideration at Regional Council meeting being held on January 17, 2019

Date: January 17, 2019

To: Regional Council

From: Ann-Marie Norio, Regional Clerk

Regional Council will find two by-laws for consideration included on the agenda for the Regional Council meeting being held on January 17, 2019.

At its meeting held on November 1, 2018, Regional Council approved the following motion:

That the Procedural By-law **BE AMENDED** to include the following clause in section 6 "Special Meetings":

That every effort should be made to circulate a petition for a call for a special meeting to all members of council.

A by-law to amend the Procedural By-law is included on the agenda for Council's consideration as Bill 2019-02 (Agenda Item 20.1). In accordance with section 2.5 of the Procedural By-law, an affirmative vote of two-thirds of the members present will be required to enact this amendment.

In addition, in accordance with the *Municipal Act, 2001*, and section 4.7 of the Procedural By-law, Council has before it for consideration, Bill 2019-03 being a by-law to appoint an Acting Regional Chair.

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk

January 18, 2019

Michael Helfinger
Intergovernmental Policy Coordination Unit
900 Bay Street, Hearst Block
7th Floor
Toronto, ON M6H 4L1

Re: ERO Posting 013-4293
Bill 66, *Restoring Ontario's Competitiveness Act, 2018*
Comments from the Region of Niagara

Dear Sir:

I am pleased to offer the Region of Niagara Planning and Development Commission comments on the proposed *Planning Act, 1990* amendments in *Bill 66, Restoring Ontario's Competitiveness Act, 2018* ("Bill 66").¹

The Region is encouraged by the Province's effort to increase municipal autonomy. The availability of an Open-For-Business By-law ("OFB-BL") gives the Region's local municipalities a new option. Each can decide if, where, and how to use this tool.

The Region's needs are different from others in the GTAH. Population and Employment growth has been moderate, although increasing in recent years. The Region does not have provincially significant employment zones identified in the January 15, 2019 draft revised *Growth Plan for the Greater Golden Horseshoe*.

Unlike elsewhere in the GTAH, Niagara's major employment competitor is the State of New York, which has a less regulatory environment.

OFB-BLs may increase the Region's competitiveness – attracting new business and contributing to economic prosperity.

We offer the following comments on the draft Bill and the regulation proposal:

- It is unclear whether an OFB-BL can be used for more than one proposal or area. It may be appropriate for the legislation to prohibit OFB-BLs over a geographic area, where a specific proponent is unknown at the time of passing the OFB-BL.
- Bill 66 allows municipalities to impose conditions and enforce those through agreements on title. The legislation should clarify that agreements accompanying the OFB-BL can contain sunset (and renewal) permissions for the OFB-BL area if proposals are not implemented. This should assist to limit speculative practices.

¹ The Region's interest in Bill 66 as it relates to other legislation is provided under separate cover.

- The Region would benefit from a better understanding of the Minister's process when reviewing and approving an OFB-BL. We understand the Minister will seek input on individual OFB-BLs from other Ministries. The Region is interested in learning how the Minister will manage input from other Ministries.
- The regulation has not been released; only a proposal is provided. That proposal suggests OFB-BLs requiring a minimum job creation threshold. It provides an example of 50 jobs for municipalities with a population of less than 250,000 people. The Region requires clarification on whether that is a firm threshold or a guidance number that may not apply for certain uses, or if other criteria are satisfied.
- For instance, it is unclear whether an OFB-BL could be used for certain key industries that may generate 40 direct jobs, but may have secondary job creation exceeding 50 jobs.
- Likewise, tourism is a significant employment driver in Niagara. Whether or not OFB-BLs can be used for tourism proposals is unclear. In our view, Bill 66 or the regulation should clarify that OFB-BLs are available for large-scale tourism uses.

Niagara's twelve local municipalities have divergent needs and anticipated growth. The decision on whether or not to use OFB-BLs, and how, should be left to local municipalities.

Although the decision to pass an OFB-BLs is a local one (like all zoning), where a major new employer is contemplating a Niagara location, we anticipate a co-operative effort with local partners – as is always the case – that would include a comprehensive discussion of environmental and social impacts, and contemplation of other Regional incentives and programs.

I would be pleased to provide any further information and answer any questions specific to Niagara Region.

Respectfully,

Rino Mostacci, MCIP, RPP
Commissioner of Planning and Development Services

CC: Local Area Municipalities CAO and Planning Directors

DRAFT

Subject: Progress Report respecting Implementation of Recommendations from the Ontario Ombudsman Report “Press Pause”

Report to: Regional Council

Report date: Thursday, January 17, 2019

Recommendations

1. That this report **BE RECEIVED** for information; and
2. That Report CLK 01-2019 **BE CIRCULATED** to the Ontario Ombudsman for their information.

Key Facts

- The purpose of this report is to provide an update respecting the implementation of the recommendations from the Ontario Ombudsman report “Press Pause”.
- One of the recommendations was for Niagara Region to report publicly and to the Ombudsman on the progress undertaken with respect to the recommendations put forward with respect to the investigation related to the Regional Council meeting held on December 7, 2017.

Financial Considerations

There are no financial considerations associated with this report.

Analysis

At its Special meeting held on July 26, 2018, Regional Council passed the following resolution with respect to the Ombudsman Report “Press Pause”:

*That Report CLK 01-2018, dated July 26, 2018, respecting Recommendations from the Ontario Ombudsman Report, **BE RECEIVED** and the following recommendations **BE APPROVED**:*

*1. That the Ontario Ombudsman report (dated July 2018) respecting the investigation into the Regional Council meeting held on December 7, 2017, **BE RECEIVED**;*

*2. That Council **DIRECT** the Chair and CAO to provide a frank and full written apology based on their actions and the actions of Council pursuant to Recommendations 1 and 2 of the Ombudsman Report;*

3. That in accordance with section 239.2(12) of the Municipal Act, that staff **BE DIRECTED** to implement Recommendations 8, 10 and 13 of the Ombudsman Report;

4. That in accordance with section 239.2(12) of the Municipal Act, that staff **BE DIRECTED** to provide a report regarding the implementation of Recommendations 9, 11 and 12 for Council's consideration at the Regional Council meeting being held on September 13, 2018; and

5. That staff **BE DIRECTED** to provide a report respecting the implementation of the balance of the Recommendations outlined in the Ombudsman report to Regional Council.

To address concerns identified in the investigation, the Ontario Ombudsman made a number of recommendations. The recommendations have been identified along with the corresponding action taken with respect to the recommendation.

Recommendations:

1. The Regional Municipality of Niagara should provide a full and frank public apology to the journalist for acting unreasonably and without legal justification, and for infringing his *Charter* rights, when it seized his personal property and expelled him from a council meeting and municipal property on December 7, 2017.

Action Taken:

At the Regional Council meeting of July 26, 2018 the Regional Chair issued a public apology and as part of the recommendation of Regional Council (noted above) a frank and full written apology was provided to both Mr. Sawchuk and Mr. Haskell by the Regional Chair and Chief Administrative Officer on August 2, 2018.

2. The Regional Municipality of Niagara should publicly apologize to the citizen blogger for rushing to judgement and failing to follow a fair and reasonable process when it expelled him from a council meeting and seized his personal property.

Action Taken:

See above.

3. The Regional Municipality of Niagara should clarify its intent with respect to the authority of staff to seize personal property in its procedure by-law and policies,

with reference to the rights protected by the *Canadian Charter of Rights and Freedoms*.

Action Taken:

On March 22, 2018, Regional Council approved By-law 2018-31, a by-law that amended Niagara Region Procedural By-law 120-2010, as amended, to include provisions respecting personal recording devices being found during a closed session meeting.

Council further approved policy C-RC-007 Management of Personal Items, Equipment and Disruptive Behaviour Prior to a Closed Session of Committee or Council was approved by Council on July 5, 2018.

This matter can be further reviewed by the Procedural By-law Review Committee to consider further refinements that may be required.

4. The Regional Municipality of Niagara should ensure that any by-law or policy that references “improper conduct” include a definition of that term, including reference to specific categories or examples.

Action Taken:

Policy C-RC-007 does reference “disruptive behaviour” and “improper conduct” and the Procedural By-law (section 9.5) references expulsion for “improper conduct” and policy C-A-025 Managing Public Spaces in a Safe and Welcoming Environment. This policy will be referred to the Procedural By-law Review Committee for further examination.

5. The Regional Municipality of Niagara should amend its procedural by-law and relevant policies to state that expulsion from a meeting should not take place unless the Chair is satisfied that evidence exists to support expulsion.

Action Taken:

Currently the Procedural By-law does not contain any provisions related to this; however, staff will include this recommendation for consideration by the Procedural By-law Review Committee.

6. The Regional Municipality of Niagara should amend its procedural by-law to specify that, where the Chair exercises his authority under the *Municipal Act, 2001*, to expel an individual from a meeting, the reasons for the expulsion must be recorded in the meeting minutes.

Action Taken:

Currently the Procedural By-law does not contain any provisions related to this; however, staff will include this recommendation for consideration by the Procedural By-law Review Committee.

7. The Regional Municipality of Niagara should set out in writing its expectations and processes regarding the exercise of its authority under the *Trespass to Property Act*, either as a standalone policy or part of a broader policy respecting unreasonable or improper conduct.

Action Taken:

This item will be further examined by the Security Taskforce.

8. The Regional Municipality of Niagara should ensure that any resolution to close a meeting state the exceptions relied upon and a general description of the subject matter to be discussed in closed session.

Action Taken:

When a meeting is required to be closed to the public, Clerk's staff ensure that the resolution to close the meeting is shown on the display screens in the Council and that both the exception relied on to close the meeting as well as a description of the subject matter is included and recorded in the minutes accordingly.

9. The Regional Municipality of Niagara should amend its procedural by-law to clarify council's authority to exercise discretion to hold a closed session outside of a set agenda order.

Action Taken:

The Procedural By-law (section 9.13) provides as follows:

After the Council agenda has been adopted by resolution, a motion to move into closed session is only in order if the motion relates to an item already on the approved agenda and a closed session is permitted in accordance with the provisions of this by-law.

This; however, can be further reviewed by the Procedural By-law Review Committee to see if further clarification to other related provisions of the by-law would be beneficial.

10. The Regional Municipality of Niagara should make audio or video recordings of all closed session meetings of council, its local boards, and committees of either.

Action Taken:

In accordance with Council's resolution of July 26, 2018, audio recordings of all closed session meetings of council and committees is being undertaken. Staff are continuing to work on addressing the intricacies of the closed session recordings such as retention periods for the recordings etc and will seek Council approval for any required policy or by-law changes.

11. The Regional Municipality of Niagara should update its procedural by-law to reflect the open meeting provisions in the *Municipal Act, 2001*.

Action Taken:

The Procedural By-law has been updated to reflect the exceptions for which a meeting or part of a meeting may be closed to the public in accordance with the *Municipal Act, 2001*.

12. The Regional Municipality of Niagara should develop a procedure respecting the public access to municipal property during meetings, including after-hours meetings, and provide for records to be kept of when the doors to regional headquarters are locked and unlocked.

Action Taken:

A security taskforce has been implemented to develop policies and procedures related to public access to municipal property which will include during meetings. In the interim direction has been provided to staff to keep the Campbell West doors open until the conclusion of meetings. A formal procedure is currently being developed by the Security Taskforce.

13. The Regional Municipality of Niagara should train its staff on the procedures for locking doors and ensuring public access during meetings.

Action Taken:

Facilities staff have been advised of the importance of ensuring public access during after hours meetings and staff have been specifically directed to keep the Campbell West doors open until the conclusion of meetings. Once formal policies and procedures have been developed and approved, the appropriate staff will be advised to ensure compliance. Once formal policies and procedures have been

developed and approved, the appropriate staff will be advised to ensure compliance.

14. The Regional Municipality of Niagara should report publicly, and to my Office in six months' time on its progress in implementing my recommendations, and at six-month intervals thereafter until such time as I am satisfied that adequate steps have been taken to address them.

Action Taken:

This report satisfies the request of the Ombudsman Office to report publicly on the progress undertaken to date with respect to the recommendations made and will be sent to them in accordance with the report recommendation.

Alternatives Reviewed

No alternatives were reviewed.

Relationship to Council Strategic Priorities

The reason for the report is at the request of the Ombudsman Office.

Other Pertinent Reports

CAO 5-2018	Corporate Policy Framework – Improving the Business of Council
CAO 13-2018	Update on CAO 05-2018 – Improving the Business of Council
CAO 13-2018	REVISED - Update on CAO 05-2018 – Improving the Business of Council
CLK 01-2018	Recommendations from the Ontario Ombudsman Report
GM 20-2018	Update on the Implementation of Recommendations from the Ombudsman Report "Press Pause" respecting the Regional Council meeting held on December 7, 2017

Prepared and Recommended by:

Ann-Marie Norio
Regional Clerk
Administration

Submitted by:

Ron Tripp, P. Eng.
Acting Chief Administrative Officer

Appendices

Appendix 1	CLK 01-2018 Recommendations from the Ontario Ombudsman Report (Appendix 1 of CLK 01-2018 includes the “Press Pause” report)	Page 7
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Subject: Recommendations from the Ontario Ombudsman Report

Report to: Regional Council

Report date: Thursday, July 26, 2018

Recommendations

1. That the Ontario Ombudsman report (dated July 2018) respecting the investigation into the Regional Council meeting held on December 7, 2017, **BE RECEIVED**;
2. That Council **CONSIDER** providing a public apology pursuant to the Recommendations of the Ombudsman Report;
3. That in accordance with section 239.2(12) of the *Municipal Act*, that staff **BE DIRECTED** to provide a report regarding the implementation of Recommendations 8 through 13 for Council's consideration at the Regional Council meeting being held on September 13, 2018; and
4. That staff **BE DIRECTED** to provide a report respecting the implementation of the balance of the Recommendations outlined in the Ombudsman report to Regional Council.

Key Facts

- The purpose of this report is to seek Council's approval for staff to further examine and implement the 14 recommendations provided in the Ontario Ombudsman report dated July 18, 2018.
- In accordance with section 239.2(12) of the *Municipal Act*, the Region is required to pass a resolution stating how it intends to address Recommendations 8 through 13 of the Ombudsman report related to the closed session findings.
- Some of the recommendations relate to existing approved policies that require review to determine whether any amendments may be beneficial and some recommendations will require further examination by staff as to how they can best be implemented.

Financial Considerations

The recommendations within the Ontario Ombudsman's report are primarily policy focused; however, any costs would be addressed in a future report.

Analysis

On July 18, 2018, the Ontario Ombudsman Office released its report (dated July 18, 2018) which was an investigation into the Regional Council meeting held on December 7, 2017. A copy of the report is attached as Appendix 1 to this report.

The Ombudsman has provided 14 Recommendations within the report to address the issues that were found as part of his investigation. Some of the recommendations have already been addressed to some extent in policies that were approved by Council as part of Report CAO 13-2018 REVISED.

In order to ensure staff have an opportunity to thoroughly consider each recommendation and how it can best be addressed, a review needs to be undertaken.

As an example some of the recommendations suggest amendments to the Procedural By-law. As the by-law is currently undergoing a review, Council could consider referring those recommendations to the Procedural By-law Review Committee.

Alternatives Reviewed

No alternatives were reviewed.

Relationship to Council Strategic Priorities

This report is based on the recommendations of the Ontario Ombudsman; however, this initiative can also be aligned with Council Strategic Priority via the theme “Advancing Organizational Excellence”.

Other Pertinent Reports

CAO 13-2018 REVISED

Update on CAO 05-2018 – Improving the Business of Council

Prepared by:

Ann-Marie Norio
Acting Regional Clerk
Corporate Services - Administration

Recommended by:

Chris Carter
General Manager
Corporate Services

Submitted by:

Carmelo D'Angelo, BSc, MPA
Chief Administrative Officer

Appendices

Appendix 1 Ombudsman Report

3



Press Pause

Investigation into
a meeting of council for the
Regional Municipality of Niagara
on December 7, 2017

OMBUDSMAN REPORT

Paul Dubé, Ombudsman of Ontario
July 2018





1-800-263-1830

www.ombudsman.on.ca

Press Pause

GENERAL COUNSEL

Laura Pettigrew

DIRECTOR, SPECIAL OMBUDSMAN RESPONSE TEAM

Gareth Jones

COUNSEL

Joanna Bull

Lauren Chee-Hing

LEAD INVESTIGATOR

Chris McCague

INVESTIGATORS

Rosie Dear

Amanda Driscoll

Domonie Pierre

Elizabeth Weston

EARLY RESOLUTION OFFICER

Kirsten Temporale

Office of the Ombudsman of Ontario

We are:

An independent office of the Legislature that resolves and investigates public complaints about Ontario government organizations and municipalities, universities and school boards. The Ombudsman recommends solutions to individual and systemic administrative problems.

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Ombudsman Report

Investigation into
a meeting of council for the
Regional Municipality of Niagara
on December 7, 2017

“Press Pause”

Paul Dubé
Ombudsman of Ontario

July 2018

Table of Contents

Executive summary	5
Complaints	7
Investigative process	8
Opening and closing council meetings	10
Getting the facts straight	11
Events of the council meeting, December 7, 2017	11
Minute by minute: How the meeting unfolded	12
To close or not to close	13
Closing the meeting	14
Clearing the room	14
The closed session commences	15
Meeting interrupted: Discovery of the recording device	15
Chaos ensues	17
Dealing with the digital recorder	17
Calling the police	19
Meeting discussions resume	20
Meeting interrupted again: Discovery of the laptop	20
The closed session closes	21
The open session resumes	22
Back in closed session	22
Open session resumes and ends	22
Meanwhile, outside council chambers	23
The citizen blogger is barred from the meeting	23
The journalist submits his notes	23
The journalist is barred from the meeting and the building	24
Return of the laptop	25
The digital recorder and the police	26
Apologies and policies	26
The law	27
<i>Municipal Act and Trespass to Property Act</i>	27
<i>Canadian Charter of Rights and Freedoms</i>	27
Freedom of expression and the right to liberty and security of the person	28
Freedom of the press	28

Unreasonable seizure	28
Barring from the meeting	29
Expulsions under the Municipal Act	29
Freedom of expression, freedom of the press, and the right to liberty and security of the person	30
The citizen blogger, the journalist and the Charter	32
Barring the journalist from Regional Headquarters	33
Unreasonable seizure	34
The citizen blogger	35
The journalist	36
Lessons learned	37
The power of apology	40
Seizure of items	41
Defining improper conduct	41
Chair's authority to expel	42
<i>Trespass to Property Act</i>	43
Was the meeting improperly closed to the public?	44
Resolving to close the meeting	44
Discussions about legal advice and personal matters	45
Discussion about the recording devices	46
Improvements to meeting procedures	47
Closed meeting timing	47
Audio or video recording	47
Keeping up to date	48
Locked doors	49
Opinion	50
Recommendations	51
Response	53

Executive summary

- 1 What began as a regular meeting of council for the Regional Municipality of Niagara on December 7, 2017 ended as a controversial evening attracting considerable media attention and censure. While the public waited in the lobby during a private council session, regional councillors and staff hastily reacted to the discovery of a digital recorder and laptop in council chambers. By the time the public was permitted back in for continuation of the open session, regional officials had confiscated the property of a citizen blogger and a journalist, ejected both from the meeting, and the journalist from the building.
- 2 Tensions were already high when council met at 6:30 p.m., set to consider a controversial report from its Integrity Commissioner, which found a councillor in breach of the regional code of conduct. Only hours before the meeting, the councillor had informed the region that he was taking a leave of absence.
- 3 At 7:55 p.m., council began discussing the Integrity Commissioner's report and whether to go into a closed session to receive legal advice about it. During this debate, a citizen blogger left his seat at the media desk to use the washroom, leaving his digital recorder to capture anything he missed.
- 4 At 8:02 p.m., council went into closed session to get legal advice from the region's solicitor, and the public was asked to leave the room. A member of the region's staff told two journalists present that they were welcome to leave their equipment behind. One took his laptop with him; the other left his laptop on the media desk.
- 5 After a few minutes, a member of council discovered that the citizen blogger's digital recorder was running during their confidential discussion. The meeting abruptly halted, and chaos ensued as regional staff and officials scrambled to respond to the discovery, while some council members called out suggestions. In the confusion that followed, no one thought to adjourn the meeting.
- 6 The Regional Chair told staff to call the police, remove the recorder from council chambers, and bar its owner from the rest of the meeting. The Chief Administrative Officer (CAO) directed staff to remove and confiscate the device, and bar its owner from the rest of the meeting.
- 7 Once the digital recorder was removed, the confidential discussions resumed – only to be interrupted again when someone remarked that the laptop left behind by one of the journalists might also be recording the meeting. There was no evidence of this, but it didn't stop the Chair and the CAO from directing that the laptop also be removed.

- 8 The citizen blogger left regional headquarters after a heated discussion with a security guard, who informed him that his digital recorder had been confiscated. When the police arrived, a staff member informed the journalist whose laptop was removed that he had to leave the building immediately, leaving him with the impression that he would be charged with trespassing if he refused.
- 9 By the next day, the region recognized that mistakes had been made. The journalist's laptop was returned at 12:30 a.m., after counsel for his newspaper objected to the seizure. Later that day, the region issued a public apology for the "inconvenience" it caused the journalist, and the Regional Chair acknowledged that the region lacked appropriate policies and procedures to respond to such an event. The digital recorder was eventually handed to local police, but no charges were laid in connection with the recording of the private session.
- 10 My Office received 11 complaints about the regional municipality's treatment of the citizen blogger and the journalist. One of the individuals who contacted us also complained that the closed session discussions violated the *Municipal Act's* open meeting rules.
- 11 Municipalities are entitled to take steps to maintain order during council meetings and on municipal property. Under the *Municipal Act, 2001*, the Regional Chair can expel individuals from a meeting for improper conduct. The *Trespass to Property Act* allows the region to expel and bar individuals from municipal property in appropriate circumstances. Still, as a level of government that affects the rights and interests of citizens, the region has an overriding responsibility to act in accordance with the *Canadian Charter of Rights and Freedoms* when exercising these powers.
- 12 My investigation found that the region rushed to judgment by seizing the digital recorder and excluding the citizen blogger from the meeting without first questioning whether there was an innocent explanation for the recording device. In the case of the journalist, there was no evidence justifying seizure of his laptop, his exclusion from the meeting or his ejection from the building. While there may have been some valid concerns about the recording of the confidential session by the citizen blogger, the region's actions towards the journalist constitute the type of conduct that courts have consistently found to be a violation of *Charter* rights.
- 13 The region has taken steps to improve its policies and procedures in response to the incident. Its procedural by-law was amended to recognize the right of the public and the media to attend public meetings under the *Charter* and to address unauthorized recording of meetings. However, I believe that the region should do

more to recognize the seriousness of its actions of December 7, 2017, and to improve its policies and procedures relating to seizure of personal property, as well as its response to disruptive conduct.

- 14 As for the legality of the closed meeting, I have determined that regional council was discussing subjects that could be considered in closed session, but it did commit procedural errors. Our investigation also discovered that the exterior doors to regional headquarters were locked more than an hour before the meeting ended, interfering with public access to the meeting in violation of the open meeting rules. I have made recommendations to improve meeting practices in future.
- 15 Although the events of December 7, 2017 were unanticipated, they are not unprecedented in municipal administration. The region could have avoided its improvident responses to discovery of the digital recorder and laptop by having appropriate policies and procedures in place, by implementing best practices stemming from similar situations, and by exercising sound judgment.
- 16 The region was provided with an opportunity to comment on a preliminary version of this report and my recommendations. Five members of council provided their comments individually, as did the region's external legal counsel. However, through its external counsel, the region declined to respond to any of my recommendations, and regional council never met to formally consider them. In the interests of the citizens it serves and represents, I strongly encourage the region to accept and implement my recommendations, to better ensure that fairness, accountability, and proper consideration of the law guide its actions in future.

Complaints

- 17 The Regional Municipality of Niagara is one of the 10 most populous upper-tier municipalities in Ontario: Its population was 447,888 in 2016. The 12 lower-tier municipalities it encompasses are the cities of Niagara Falls, Port Colborne, St. Catharines, Thorold, and Welland; the towns of Fort Erie, Grimsby, Lincoln, Niagara-on-the-Lake, and Pelham; and the townships of Wainfleet and West Lincoln. Regional council is comprised of 31 council members, including the mayor of each of the lower-tier municipalities within the region.
- 18 In December 2017, my Office received 6 complaints about the December 7, 2017 meeting of regional council, including from a local Member of Provincial Parliament. The complainants told us that the region had improperly seized a journalist's property and expelled him from a council meeting. They also

complained that a citizen blogger's property was seized improperly. One of the individuals further complained that discussions held by council in closed session during the meeting did not fit within any of the exceptions to the open meeting rules in the *Municipal Act*.

- 19 Given the seriousness of the concerns raised in these complaints, I assigned this matter to my Office's Special Ombudsman Response Team, which is responsible for conducting all of our larger-scale and systemic investigations.

Investigative process

- 20 Since 1975, the Ontario Ombudsman has had the authority to impartially review and investigate complaints about provincial government organizations. As of January 1, 2016, the Ombudsman's authority was expanded to include municipalities, universities, and school boards as well. The Ombudsman carries out impartial and independent reviews and investigations of complaints concerning the administrative conduct of public sector bodies, including municipal councils, local boards and municipally-controlled corporations.
- 21 My role with respect to municipalities is to review and investigate complaints about municipal government administration. Elected officials are generally responsible for setting broad public policy. I do not have the authority to direct municipal council decision-making or to require municipal councils to decide matters in a certain fashion. Instead, when problems are identified, I may make recommendations to a municipality to improve its processes, as well as to strengthen local governance and accountability.¹
- 22 The *Ombudsman Act* sets out the opinions I may reach and recommendations that I may make to address maladministration. For instance, section 21 of the *Ombudsman Act* provides that after investigating a matter, I may be of the opinion that the decision, recommendation, act, or omission that I investigated:
- a) appears to have been contrary to law;
 - b) was unreasonable, unjust, oppressive, or improperly discriminatory, or was in accordance with a rule of law or a provision of any Act or a practice that is or may be unreasonable, unjust, oppressive, or improperly discriminatory;
 - c) was based wholly or partly on a mistake of law or fact; or

¹ The Ombudsman does not have the authority to investigate complaints about municipal police forces. During this investigation, we reviewed the actions of the Regional Municipality of Niagara with respect to engaging the Niagara Regional Police Service. The actions and decisions of the police are beyond the scope of my investigation.

d) was wrong.

- 23** I also have broad authority to make recommendations based on my opinion, including:
- a) that the matter should be referred to the appropriate authority for further consideration;
 - b) that the omission should be rectified;
 - c) that the decision or recommendation should be cancelled or varied;
 - d) that any practice on which the decision, recommendation, act or omission was based should be altered;
 - e) that any law on which the decision, recommendation, act or omission was based should be reconsidered;
 - f) that reasons should have been given for the decision or recommendation; or
 - g) that any other steps be taken.
- 24** I am also the Closed Meeting Investigator for the Regional Municipality of Niagara. Under the *Municipal Act, 2001*, all meetings of council, local boards, and committees of council must be open to the public, unless they fall within prescribed exceptions. The *Act* gives citizens the right to request an investigation into whether a municipality has complied with the *Act* and its own procedure by-law in closing a meeting to the public.
- 25** Section 14.1(7) of the *Ombudsman Act* provides that if I am of the opinion, after completing an investigation, that the meeting appears to have been closed contrary to the *Municipal Act* or a procedure by-law, I shall report my opinion, and the reasons for it, to the municipality and may make such recommendations as I think fit.
- 26** In this case, I reviewed complaints about the December 7, 2017 meeting of regional council as part of my general authority over municipalities. I also reviewed whether the closed sessions of the meeting complied with the open meeting rules, in my capacity as Closed Meeting Investigator.
- 27** On December 14, 2017, I advised council for the Regional Municipality of Niagara of my intention to investigate the events of December 7, 2017.
- 28** After announcing my investigation, my Office received an additional 5 complaints about the December 7 meeting.
- 29** The investigation was conducted by four investigators from our Special Ombudsman Response Team, assisted by members of our Legal team, one Investigator, and two Early Resolutions Officers. We obtained and reviewed

relevant documentation, including meeting documents, emails and text messages. We reviewed the region's video of the open meeting, relevant building security videos, as well as a portion of the audio recording of a closed session captured on the digital recording device left in council chambers by the citizen blogger. Privileged information was redacted from the recording by the region before a copy of the recording was provided to my Office. The region does not make audio or video recordings of its closed meetings.

- 30 We interviewed 13 staff members and the 28 members of council who attended the December 7 meeting, as well as 11 other witnesses. We travelled to the region to conduct in-person interviews and to tour regional headquarters. We also reviewed meeting and security practices of other Ontario municipalities to identify best practices.
- 31 The region co-operated with our investigation by providing requested documents and making staff and elected officials available for interviews.
- 32 Consistent with the requirements of s.18(3) of the *Ombudsman Act* and my Office's practice in all formal investigations, the region was given an opportunity to review and respond to my findings and recommendations. Council members and senior regional staff were given the chance to review confidential copies of a preliminary version of this report between June 12 and June 29, 2018. We received responses from five individual council members and from the region's external counsel. These responses were considered in the preparation of this final report, and are summarized in the Response section.

Opening and closing council meetings

- 33 Before reviewing the events relating to the council meeting of December 7, 2017, it is helpful to consider some of the basic procedural requirements for council meetings. The *Municipal Act, 2001* provides that council must hold meetings open to the public, except where the subject discussed fits within one of 14 limited exceptions.² Before holding a closed session, also called an *in camera* meeting,³ council must pass a resolution stating the fact of the closed meeting and the general nature of the matter to be considered. The municipal clerk or their delegate must keep a record of the closed meeting. Voting in a closed meeting is not permitted, except for procedural reasons or to give direction to staff or officers.

² *Municipal Act, 2001*, SO 2001, c 25, s 239.

³ The phrase "*in camera*" is a legal term that means "in private."

- 34 The agenda for the December 7, 2017 regular public meeting of council set out 21 items, including a closed session after “other business” to consider certain committee reports.

Getting the facts straight

- 35 The region’s video of the public meeting provided helpful information about some events. However, in this case, many significant events and discussions took place during closed session. The only recording of the closed session available was retrieved from the citizen blogger’s digital recorder, which captured a limited portion of the discussion before it was turned off. Other events unfolded outside of council chambers. Accordingly, in piecing together what happened in closed session and its aftermath, we relied heavily on witness interviews. As many witnesses had conflicting recollections, we considered several factors in assessing the evidence and arriving at an understanding of the relevant facts. For instance, when a majority of witnesses confirmed a sequence of events that aligned with a timeline we could independently verify, such as through review of security video, we tended to accept that version.
- 36 In our account of the incident in this report, we refer to the actions and decisions of some members of senior staff. This is to ensure that the facts are clear, given the complexity of the narrative. We do not identify individuals by name, but only by title, as the focus of our investigation was not on the actions of any one person, but rather on the decisions, acts, and omissions of the region as a public sector body.

Events of the council meeting, December 7, 2017

- 37 Regional staff and council members told us they knew in advance that the regular council meeting scheduled for 6:30 p.m. on December 7, 2017 might be controversial. The agenda included consideration of a report by the region’s Integrity Commissioner, which found that a councillor had violated the code of conduct and recommended he be reprimanded by council. The person who had complained about the councillor had also requested to speak at the meeting. To add to the tension, regional staff notified council that afternoon that the councillor had taken a leave of absence.
- 38 Council meetings are held in council chambers at regional headquarters in Thorold. They are streamed live online. Witnesses who were present at the meeting told us that the public gallery was fairly full on the evening of December

7, with estimates ranging from 60 to 80 people. Some members of council described a heightened sense of activity in council chambers that night.

- 39 Council members sit around a horseshoe made up of two rows of desks, each at a seat labeled with their name. Of the 31 members of regional council, three councillors were absent on December 7, including the one who was the subject of the Integrity Commissioner's report. Across the top of the horseshoe sat the Regional Chair, flanked by regional staff. Senior staff at the meeting included the region's Chief Administrative Officer (CAO), Acting Clerk, General Manager, and in-house solicitor. Two Acting Deputy Clerks were also present to take minutes.
- 40 There were three people sitting behind the councillors' horseshoe, at a desk that the region reserves for members of the media. One was a citizen blogger, while the other two were journalists with local newspapers. The region's video of the open session of the meeting shows several items on the media desk at the start of the meeting, including a camera with a large lens sitting atop a black hat and what might be a scarf, a small recording device, glasses of water, laptops, pads of paper, and pens. The citizen blogger told us that he has difficulty writing because of a disability, so he digitally records meetings. The region permits members of the public to record meetings, although its procedural by-law states that those using a recording device during a meeting may not do so in a way that disrupts or obstructs the meeting.⁴
- 41 A security guard on contract with the region was also at regional headquarters that night. He told us that no one had ever given him explicit instructions about his role during council meetings or with respect to closed sessions, but he understood that he was there to ensure no one became unruly or disrupted the meeting.⁵

Minute by minute: How the meeting unfolded

- 42 The Regional Chair called the meeting to order at 6:31 p.m. After some opening preliminaries, council voted to allow the member of the public who had made the code of conduct complaint about the councillor to address council. She began speaking just before 7:30 p.m., after other agenda items had been considered.

⁴ The Regional Municipality of Niagara, by-law No 120-2010, *Procedural By-law*, s 2.7.

⁵ In response to the preliminary version of this report, the region's external counsel indicated that the Acting Clerk had provided direction to the security guard, including that he was to stand outside the door during a closed meeting and place a sign saying the meeting was closed. However, the guard told us that he was never given instructions relating to closed meetings by the region, and instead he pieced his role together based on his experience in other municipalities. The guard told us that he found the sign and decided to place it by the door himself, rather than on the instruction of any regional staff.

She urged council to impose sanctions beyond those recommended by the Integrity Commissioner, including barring the councillor from committees and a financial penalty. Several councillors asked questions and made comments, and one council member said a motion would be brought forward later in the meeting to propose sanctions.

- 43 At approximately 7:55 p.m., the Chair called for a mover and seconder for council to receive the Integrity Commissioner's report. Before calling for a vote, the Chair asked the region's in-house solicitor to comment on the matter. The solicitor responded that, if council was seeking legal advice, it should be discussed in closed session because it involved an identifiable individual.⁶

To close or not to close

- 44 The Chair consulted with the CAO and the Acting Clerk, asking whether council should require members of the public to leave the room so that it could meet with the solicitor in private. Council members told us that the region normally tries to hold closed sessions at the end of council meetings to avoid inconveniencing the public. The Chair asked if the item could be moved to the closed session that was scheduled for later that evening.
- 45 Two councillors suggested that council receive the report and allow related motions to be made in public, as council could close the meeting afterwards if needed to receive legal advice. The Chair responded that they needed to check with the solicitor and expressed concern about the nature of the discussion taking place.
- 46 The Chair then asked the solicitor again for her advice. She stated that she was prepared to provide advice about an identifiable individual and recommended council go into closed session before dealing with the motion relating to the Integrity Commissioner's report. Council continued to discuss whether a motion should be made regarding penalties arising from the Integrity Commissioner's report before going into closed session.
- 47 On the audio recording captured by the citizen blogger's device, a door can be heard opening and closing near the media desk while council was talking. The citizen blogger, who could be seen earlier on video sitting at the media desk, told us that he left council chambers to use the washroom during this discussion, and that council had not yet decided whether to close the meeting. He also told us that he left his digital audio recorder running on the desk to avoid missing part of

⁶ One of the discretionary exceptions that council can use to close its meetings to the public applies when the subject matter to be considered is "personal matters about an identifiable individual, including municipal or local board employees." (*Municipal Act, 2001*, SO 2001, c 25, s 239(2)(b))

the meeting. He said that when he left the room, his camera was sitting atop his hat and scarf, and his recorder was in plain sight on the desk.

Closing the meeting

- 48 After further discussion about how council should consider the Integrity Commissioner's report, the Chair acknowledged an "appetite" for council to go into closed session and invited a motion to close the meeting. The motion was moved and seconded. Neither the Chair nor the moving or seconding councillors can be heard stating what council was to discuss in closed session, or which exceptions to the open meeting requirements council relied on to close the meeting. The meeting minutes indicate that the meeting was closed to receive legal advice regarding the Integrity Commissioner's report.⁷ However, council members had differing recollections of which exception(s) were actually relied on to close the meeting.⁸
- 49 The motion to go into closed session was carried at 8:02 p.m. This was not a scheduled closed session.
- 50 The Chair apologized to the people in the public gallery, stating that council was going into a closed meeting to receive legal advice and would invite them to return after it ended.

Clearing the room

- 51 It took approximately two and a half minutes to clear the room for the closed meeting. Members of the public left the gallery. Video from the region's security cameras shows that some people left the building, while others stayed to wait in the main lobby outside council chambers.
- 52 Council members told us that they chatted to one another and to staff as the room was emptying. One remembers stepping out to make a phone call. A member of staff told us he went to the audio/video booth to confirm that the meeting video was no longer streaming online.
- 53 According to regional staff, no instructions were given to the public about leaving items in the room. The region's security guard told us he has never been instructed to check the room for belongings, or to ensure that all members of the public have left the room. Instead, when he hears the Chair announce a closed

⁷ Council may close a meeting to consider "advice that is subject to solicitor client privilege." (s.239(2)(f))

⁸ We were told variously that the exceptions relied upon were: Personal matters about an identifiable individual (s.239(2)(b)), labour relations or employee negotiations (s.239(2)(d)), and/or advice subject to solicitor-client privilege (s.239(2)(f)).

session, he moves outside of the chamber doors and places a sign near the door that advises the public not to enter during the closed session.

- 54 Members of council told us they presume that the Clerk checks that the room is cleared, but that this is not a formal practice. The Acting Clerk told us that he checked the gallery that night to confirm that everyone had left before the closed session. In interviews, members of council told us that journalists usually leave their equipment on the media desk during closed meetings, and staff confirmed that there is no check done of the desk prior to a closed session. One staff member told us he noticed the citizen blogger's camera hanging slightly off the end of the desk, so he pushed it back onto the desk while walking past.
- 55 A senior staff member told us that he advised the two newspaper journalists that they could leave their belongings on the media desk, and that it would not be a very long closed session. One journalist told us he replied that he was leaving for the night, so he took his things and left the room. The other left his laptop open on the desk, with its case and his notes. He told us he left his computer in the room because he had a good connection to the Internet and did not want to lose it, as he would need to upload his story later that evening. Members of council told us that it is normal for members of the public and journalists to leave belongings in chambers. There was nothing unusual about the journalist leaving his computer in chambers when council went into closed session.
- 56 The citizen blogger was still out of the room when council resolved to go *in camera*. His belongings, including the digital audio recorder, remained on the media desk. This recorder captured a portion of the closed session, which assisted us in understanding what occurred during those few minutes.

The closed session commences

- 57 The closed session began at 8:05 p.m. During the first two minutes of the session, the region's solicitor provided legal advice. At 8:07 p.m., the CAO can be heard on the audio recording asking all non-essential staff to leave the room, noting that the only staff who should remain were those working in legal services and human resources.

Meeting interrupted: Discovery of the recording device

- 58 Shortly after staff were asked to leave the room, someone can be heard on the audio recording pointing out that they needed a clerk. Witnesses who were present at the closed session told us that the two Deputy Clerks left the meeting, and the Acting Clerk took over as the minute-taker. On the recording, someone can be heard saying that the Acting Clerk was "now on duty."

- 59 Council members told us that during the shuffle while some staff were leaving the room, they noticed a member of the public re-enter to retrieve a cell phone from his coat.⁹ We spoke to this individual, who told us that the security guard was not standing at the door to chambers when he entered, but that as he exited, the guard told him he could not come back into the room.
- 60 Some councillors recalled that after seeing this person retrieve his phone, they discussed whether a device like a cell phone could be recording the closed session. One councillor told us that, as staff were leaving the room, he walked behind the row of seats near the media desk, and noticed that a considerable number of personal items had been left behind.
- 61 On the audio recording, at 8:08 p.m., one councillor can be heard saying, “I’ve found a recording device that they’ve left on.” He can be heard telling someone nearby that the device was “under his hat.” A councillor told us that he lifted a hat on the media desk and found the recording device underneath it. He could not explain precisely why he did so, but said he became suspicious about the possibility of someone recording the session.
- 62 Two councillors told us they saw the councillor lift the hat and find the device, and six other council members said they saw the councillor holding a hat. While three council members recalled seeing the hat covering the device, another recalled that the device was on the desk with nothing on top of it. Seven council members told us they did not see the hat or the recording device, but noticed activity around the media desk and heard comments about a recording device. The volume of some voices captured on the recording increases around the point when the device is discovered. This could be due to various factors, including the fact that some individuals had moved closer to the device at that point.
- 63 There is no conclusive evidence that the increase in volume was attributable to a hat or other object being lifted off the device. In any event, nothing turns on whether or not the recording device was under the hat prior to its discovery. My investigative focus was not on whether the recording device was concealed by a hat, but rather on the region’s response to its discovery.
- 64 One council member recalled walking over to look at the device immediately after it was discovered, and seeing a red light, indicating that the device was

⁹ Four individuals we interviewed told us that the member of the public entered council chambers later in the meeting, after the discovery of the recording device. However, five people we interviewed, including the member of the public involved, told us that he entered at this point in the evening. Further, on the audio recording, someone can be heard saying, “...his phone back” at this point in the meeting, which may be a reference to the member of the public.

recording. Another councillor who sits close to the media desk told us that he also approached the desk, lifted the device and put it back down. He remembers advising the CAO that the meeting should be stopped.

Chaos ensues

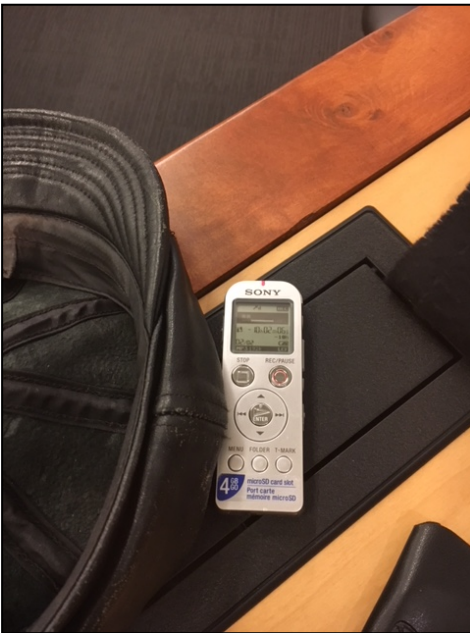
- 65 The Chair told us that when the device was found, he stopped the meeting and the regional solicitor stopped providing legal advice. Councillors began talking all at once, offering suggestions and comments. Some described the situation as “a circus,” “pandemonium,” or “chaos.”
- 66 On the audio recording, some statements made close to the recording device can be heard clearly, but many others cannot be made out in the jumble of voices.
- 67 A council member can be heard interrupting the discussion to tell the CAO: “A recording device was left on in here – under a hat.” Someone can be heard saying, “Get security,” followed by the CAO saying: “Please, let’s take control here. Sir, advise security... Please don’t touch the equipment. Let’s get control here...” The CAO called for the security guard to be brought into council chambers.

Dealing with the digital recorder

- 68 The security guard, who was out in the lobby at this time, remembers the Acting Clerk coming out to ask him to come into council chambers, as there was an issue. He was told a device was recording. The guard remembers seeing a number of belongings at the desk where the recorder was found, including a coat, hat, and large camera. He saw that the device was actively recording, indicated by a red light. Three members of council also recall seeing the red light on the recorder.
- 69 On the audio recording, the CAO can be heard saying: “Sir... I’m going to ask you to take all the equipment that the Clerk’s gonna show you, too. Ask who is the individual who belongs to that. Please do not let that individual back in this room for the rest of the evening.” The CAO can be heard saying that he wants to know the name of the person who owns the equipment.
- 70 The Acting Clerk told us that the CAO instructed him to check out the device. On the audio recording, councillors can be heard saying, “Take a picture.” The Acting Clerk told us he walked over to the media desk, confirmed that the device was recording, and took a picture of it with his phone. This photo, and others we obtained in this investigation, can be found on p. 18.



*Photos, from top left:
(1 and 2) Two views of Niagara regional council chambers, facing and from the chair. (3) The media desk. (4) December 7, 2017 – photo of the citizen blogger's recording device, taken by the Acting Clerk (para 70). (5) December 7, 2017, 8:44 p.m., Niagara Regional Police, the General Manager and the journalist – photo taken by a member of the public (para 105). All other photos taken by Ombudsman staff during our investigation.*



- 71 On the audio recording, the Acting Clerk and the security guard can be heard clarifying which items the guard was to remove. The guard asks: “You want to return all the property, including this?” The Acting Clerk then states to the room: “The first question and the reply may have been recorded.” The CAO replies: “Alright, then confiscate the...,” and the Acting Clerk can be heard saying: “Alright, confiscate it. Tell them we’ll give it back to them...”¹⁰ At this point, the Acting Clerk turned the recorder off. The audio recording on the device ended at 8:11 p.m.
- 72 The security guard told us that he was instructed to tell the digital recorder’s owner that it had been “seized by the Clerk,” to emphasize that he was not seizing it himself. He said he began to gather all of the other belongings left behind by the public and media in chambers, as directed by regional staff.
- 73 The Acting Clerk told us that after turning off the recorder, he took it to his office and locked it in a drawer. Two individuals told us they thought the Acting Clerk had the recorder with him in council chambers later in the meeting, but the Acting Clerk said it remained locked in a drawer for the night. The Acting Clerk said he returned to the meeting after locking up the recorder.
- 74 Regional staff told us they believed that the meeting was “paused” or “in limbo” during this time, as the Acting Clerk was not in his seat taking minutes. The region’s solicitor recalls the Chair saying that, as they were without a Clerk, the meeting was paused. Councillors told us they talked to each other, but the regional solicitor said there was no discussion amongst council as a whole. Council did not resolve to adjourn or come out of closed session, and the chambers doors remained closed.

Calling the police

- 75 One councillor told us that he suggested they should call the police. Two other council members recall other voices echoing the suggestion to call the police. No mention of the police can be heard on the audio recording, but many people are speaking at once in the room, making some statements inaudible. The Chair recalled asking that the device be removed, saying the owner could not attend the rest of the meeting, and agreeing with the suggestion to call the police. The CAO recalled the Chair directing staff to call the police and to ensure the owner of the equipment did not return to the meeting.

¹⁰ In response to the preliminary version of this report, the region’s external counsel submitted that the CAO did not direct staff to “confiscate” any device. However, the audio recording of the closed meeting that we reviewed captures the CAO directing staff to “confiscate” the recording device, after the Acting Clerk indicated that it may have recorded a portion of the closed session discussion.

- 76 The CAO told us that he stood up to go and call the police, but the Chair stopped him, as he was needed in the meeting, and suggested that the General Manager call instead. The General Manager remembers the Chair telling him to call the police, which he left the room to do. The General Manager told us that the CAO also directed him to have the owner of the device removed from the premises.
- 77 The General Manager called the Niagara Regional Police at 8:13 p.m. Police records provided to our Office indicate that the caller said that a member of the public was illegally recording information in council chambers, using a device found under a hat. The notes state that the individual's name was unknown. In an incident report prepared shortly after the meeting, the General Manager recalled identifying the citizen blogger by name, and stating that the region wanted police to remove the device, press charges for illegally recording a council meeting, and remove the individual from the premises.
- 78 The General Manager told us he went out into the lobby after calling the police to tell the security guard they were on the way. He then returned to the meeting.

Meeting discussions resume

- 79 Eight council members recalled that at some point after the recording device was turned off, the closed session discussions briefly resumed. Recollections of the length of the discussion ranged from 30 seconds to 15 minutes. At least four council members did not recall resuming the discussions before the focus turned to another electronic device in the room.

Meeting interrupted again: Discovery of the laptop

- 80 Although recollections varied as to whether meeting discussions resumed and if so, for how long, everyone we interviewed recalled that attention was called to a laptop on the media desk. In our interviews, council members told us someone pointed out that a laptop computer on the media desk was "on," though no one was sure who first mentioned it. This revelation sparked discussion amongst the council members about the possibility that the laptop could also be recording the closed meeting.
- 81 The security guard, who was still in chambers gathering belongings from the public gallery, told us that many people in the room were talking at once, with council members calling out suggestions and asking questions, like "What do we

do?”¹¹ He recalled hearing someone comment about the laptop on the media desk, but said he was not instructed to do anything with the laptop and did not touch it.

- 82 A councillor and a staff member each told us they looked at the laptop and confirmed it was on. However, none of the witnesses we interviewed saw any evidence to suggest the laptop was recording.
- 83 Several councillors and staff told us that although individual council members were commenting on the situation, council as a whole did not make any decisions or direct staff with respect to the recording device or the laptop. Some councillors explained they believed that staff members were making decisions about the situation. According to all present, no one asked the regional solicitor for advice.
- 84 The Chair told us that he directed that the laptop be removed and that anyone who was recording shouldn't be permitted back into the meeting. The CAO told us he asked the Acting Clerk to remove the laptop from the room.¹² The Acting Clerk, who had returned from putting the digital recorder in his office, confirmed that he removed the laptop. The Acting Clerk told us that, upon his return to council chambers, the CAO told him that they would have to remove the journalist as well as the blogger. The Acting Clerk recalled that when he asked why the journalist had to be removed, the CAO responded that both device owners had to leave because it wasn't known who had done what.

The closed session closes

- 85 Council members and the staff who remained in council chambers told us the closed meeting discussion continued after the laptop was removed. The region's solicitor confirmed that, when the meeting recommenced, she provided council with legal advice. Others who were present said a member of regional staff also answered personal questions relating to the councillor's leave. They told us council did not reach consensus or make any decisions during the closed session, but most believed consideration of the Integrity Commissioner's report would be deferred until the councillor in question returned from leave.

¹¹ In response to the preliminary version of this report, the region's external counsel commented that the security guard was not in council chambers when the laptop was discovered. They did not provide a source or any evidence for this statement. The guard himself told us that he was present when the laptop was discovered, and had a clear memory of councillor's statements related to that discovery.

¹² In response to the preliminary version of this report, the region's external counsel noted that the CAO believed he was carrying out the Chair's directions when he instructed staff with respect to the devices and ejections from the meeting.

- 86 The closed session minutes indicate that council moved back into open session at 8:58 p.m.

The open session resumes

- 87 With the public back in the room, the Chair apologized for breaking up the open session and explained that council would not be addressing the Integrity Commissioner's report. However, one councillor stated that an earlier motion regarding the report should still be addressed.
- 88 After some discussion relating to this issue, a resolution to close the meeting again passed at 9:02 p.m. As with the prior motion, the resolution did not indicate what council would discuss in the closed session or which exception it relied upon to close the meeting. The meeting minutes state that council closed the meeting to discuss advice subject to solicitor-client privilege with respect to the Integrity Commissioner's report. Staff told us that when council went into closed session this second time, they "did a sweep of the room" to ensure that all members of the public had left.

Back in closed session

- 89 Council members told us that once they were in closed session again, they discussed some of the legal advice provided during the first closed session, and how it related to the Integrity Commissioner's report.
- 90 The minutes indicate that the closed session ended at 9:06 p.m. and the public meeting resumed.

Open session resumes and ends

- 91 Back in open session, council voted to withdraw the motion brought forward concerning the Integrity Commissioner's report, then passed a motion to defer consideration of the report until the relevant councillor returned. The Chair stated that the decision was based on the legal advice received *in camera*.
- 92 There was no mention during the remainder of the open meeting about the events relating to the recording device, the laptop or their owners.
- 93 According to the minutes, the meeting adjourned at 9:45 p.m.¹³ In an incident report written shortly thereafter, the CAO stated that he directed the Acting Clerk

¹³ Although the meeting agenda listed a closed session near the end of the meeting, according to the region's video of the meeting and the minutes, council did not close the meeting again that evening.

to secure the journalist's notes, which were left on the media desk.

Meanwhile, outside council chambers...

- 94 While council was dealing with the discovery of the digital recorder and laptop and conducting the closed session in fits and starts, there was considerable related activity occurring outside of council chambers.

The citizen blogger is barred from the meeting

- 95 The citizen blogger told us that as he left the bathroom, he saw the security guard holding his coat, hat, scarf, camera, and empty digital recorder case. The guard told us he asked the citizen blogger whether the items were his, and, with this confirmed, told him the region had confiscated the digital recorder, which was in the possession of the Acting Clerk. The guard told us the citizen blogger then accused him of stealing his property, and started taking pictures of him.
- 96 The citizen blogger confirmed that the guard returned his belongings, other than the digital recorder. He also told us that the guard explained he was "barred" from going back into council chambers to observe the rest of the meeting. Security video shows the citizen blogger leaving the building at 8:22 p.m. and then returning briefly before departing again at 8:24 p.m.

The journalist submits his notes

- 97 When the Acting Clerk came out of the closed meeting with the laptop, the journalist it belonged to was waiting with other members of the public in the lobby. According to the journalist and the Acting Clerk, the Acting Clerk apologized, saying he had been told to take the computer, and the journalist could get it back in the morning. The journalist asked if he could send his notes and a partially completed story to his editor before his laptop was taken, and the Acting Clerk permitted him to do so in the Clerk's office.
- 98 The Acting Clerk went to one of the Deputy Clerks in the lobby and asked her to stay with the journalist while he sent an email to his editor. The Deputy Clerk recalled that the Acting Clerk explained that the laptop had been in the closed meeting, introduced her to the journalist, and said the region would be "hanging on to the computer" after the journalist sent his email. The Acting Clerk then returned to council chambers.
- 99 The journalist and Deputy Clerk went into an office area off the lobby where he could email his editor. The journalist made a two-minute phone call to his editor at 8:24 p.m. to update him on the situation, and sent his email at 8:27 p.m. The

Deputy Clerk then put his laptop in her office, which is in the secured area by the Clerk's office. Both she and the journalist returned to the lobby to wait for the open meeting to resume.

The journalist is barred from the meeting and the building

- 100 Two police officers arrived at regional headquarters at 8:37 p.m. They recalled the security guard escorting them in, as the external doors to the building were locked. The General Manager told us a member of staff came into council chambers to tell him that the police had arrived, and he left to meet them. He said he told the officers that the region found a device recording a closed meeting, and it wanted the citizen blogger to be removed from the premises for the evening. The security guard told him the citizen blogger had already left the building, and he recalled the police officers telling him that the region should hold on to the recorder and they would return in the morning to "secure the evidence." The officers remember being told that a recorder was found under a hat, that the region had seized it, and that the citizen blogger had left the building after being asked to do so. According to the police, staff told them they planned to return the recorder to the citizen blogger the next day.¹⁴
- 101 The General Manager told us that the CAO came out of chambers while he was talking to the police, saying that the journalist "has to go, too." The General Manager told us he was confused about why the journalist had to leave, and asked the CAO to confirm this direction, which he did. The General Manager told us he assumed something else had been found in chambers in his absence.
- 102 The CAO told us that he understood the Chair's direction was to bar both the citizen blogger and the journalist from the meeting, so he instructed the General Manager accordingly. He told us that he did not intend for them to be removed from the building, but he understood that his direction could have been interpreted that way.
- 103 The police officers told us that the General Manager said another individual had been found recording the meeting on his laptop. According to police, the General Manager pointed to the journalist and said, "we want him removed." The officers told us they suggested staff talk to the journalist directly and ask him to leave, which the General Manager did in a calm manner. The police said they stood 10 to 15 feet away during that conversation.

¹⁴ In response to the preliminary version of this report, the region's external counsel stated, without citing a specific source, that the police were directing and advising staff how to handle the recording device. However, we spoke directly to the police officers involved during our investigation and our report reflects their account of the incident.

- 104** The General Manager told us that he had to confirm the journalist's identity by asking another staff member. He then approached the journalist and introduced himself. He told us he didn't realize that the police officers were standing behind him while he talked to the journalist, and that when he realized they were there, he said: "We don't want to deal with these guys." He told us that he said this "in a joking manner."
- 105** The journalist's recollection of the comment differs. He recalls the General Manager saying: "If you don't go now, you'll have to deal with these two gentlemen." The police officers' recollection accords with the journalist's: They told us the General Manager said something along the lines of, "If you don't leave, you'll have to answer to these two guys back here."¹⁵ A photo taken during this conversation, at 8:44 p.m., shows the two officers standing behind the General Manager while he spoke to the journalist (see p. 18).
- 106** The journalist told us he asked if he could call his office, but the General Manager said no, he had to leave immediately. He recalled that the officers did not speak to him, and no one explained who had made the decision or what authority supported his removal. He told us that, given the police presence and the General Manager's comment, he was under the impression that if he did not leave the building, he would have been charged with trespassing.
- 107** The journalist can be seen on the region's security footage leaving the building at 8:46 p.m. The police officers are shown leaving a minute later. They did not take the digital audio recorder or the laptop with them.

Return of the laptop

- 108** After the meeting finally ended, approximately eight members of council and regional staff went to a local restaurant to socialize. The Chair told us that around 11 p.m., he got a telephone message from a lawyer acting for the journalist's employer, asking for the return of the laptop. The Chair, CAO and Human Resources Director, who were all at the restaurant, discussed the situation. Other regional staff who were not present at the restaurant, including the solicitor, also spoke by phone about the situation. The Chair told us he didn't realize the region had kept the laptop, and directed that it be returned. Two members of regional staff met the journalist at the regional headquarters and returned the laptop and the journalist's notes around 12:30 a.m.

¹⁵ In response to the preliminary version of this report, the region's external counsel submitted that we should be mindful of the fact that the police were standing 10 to 15 feet behind regional staff during this exchange when considering the police officers' recollections of the incident. We do not have any reason to doubt the veracity or accuracy of the statements made to us by Niagara Regional Police.

The digital recorder and the police

- 109 The Acting Clerk and the General Manager told us they went to the local police station the morning after the meeting, intending to pursue charges against the citizen blogger and give police the recording device. They said they were told the attending officer would not be on duty until later that evening.
- 110 At 1:38 p.m., the Acting Clerk sent an email to the police, stating again that the region wanted to provide the recorder to them. He sent a second email at 6:22 p.m. to say he was taking the recorder home, and asked the police to call him to arrange for its delivery. Around 8 p.m., the officer contacted the Acting Clerk to say that the investigative unit would follow up with the region on Monday, December 11.
- 111 The Acting Clerk said he took the recorder back to regional headquarters around 10 p.m. that evening. Finally, on December 12, a police officer went to regional headquarters and took possession of the recorder
- 112 To date, no charges have been laid by police with respect to this incident.

Apologies and policies

- 113 It did not take long for the region to signal its regret for the way the events of December 7 unfolded. The region issued a public statement the next day, in which it apologized for “the inconvenience” caused to the journalist. The Chair told us he called the journalist on Sunday, December 10, and apologized. He also acknowledged that the region lacked some policies and procedures that needed to be put in place.
- 114 Several regional staff and council members, including the CAO, told us they also personally apologized to the journalist.
- 115 In an email to all members of council on December 10, the CAO wrote that the region was working on a media policy that would allow only accredited journalists to access the media area. He wrote that the region’s response to the incident on December 7 was “not what it should have been,” but that “stopping the meeting, as was done, was a prudent course of action.” The CAO also wrote that “decisions around the removal of electronic devices were miscommunicated amongst staff,” and noted that he had been in council chambers and not observing the events in the lobby.

The law

- 116 Seizing personal property, barring individuals from a council meeting, and requiring that a member of the public leave municipal property are serious steps. The region has since acknowledged with hindsight that its response to the events of December 7, 2017 could have been handled differently. Still, it is important to consider its actions in light of the relevant law, including the *Municipal Act, 2001*,¹⁶ the *Trespass to Property Act*,¹⁷ and the *Canadian Charter of Rights and Freedoms*.¹⁸
- 117 Under the *Ombudsman Act*, one of the opinions that I may reach is that a decision, recommendation, act, or omission appears to have been contrary to law. Accordingly, in arriving at an opinion on a matter under investigation, I must consider relevant laws, including the *Charter*. While I consider the *Charter* and may make recommendations for corrective action, I cannot – and do not purport to – impose *Charter* remedies.

Municipal Act and Trespass to Property Act

- 118 As the head of council, the Regional Chair has the authority under the *Municipal Act, 2001*, to “expel any person for improper conduct at a meeting.”¹⁹ The CAO also has the authority under the *Municipal Act* to exercise general control and management of the affairs of the municipality for the purpose of ensuring its efficient and effective operation.²⁰ In some cases, that authority can be used to exclude individuals from municipal property. The *Trespass to Property Act* generally permits the occupier of land, or an authorized person, to direct that individuals leave the premises immediately. Failing to leave immediately when directed to do so is a provincial offence.²¹

Canadian Charter of Rights and Freedoms

- 119 Municipalities, like other levels of government, must respect the rights and freedoms protected by the *Charter*. *Charter* rights are only subject to such

¹⁶ *Municipal Act, 2001*, SO 2001, c 25.

¹⁷ *Trespass to Property Act*, RSO 1990 c T21.

¹⁸ *Canadian Charter of Rights and Freedoms*, Part 1 of the *Constitution Act, 1982*, being Schedule B to the *Canada Act 1982 (UK)*, c 11.

¹⁹ *Supra* note 16, s 241(2); *supra* note 4, s 2.7.

²⁰ *Supra* note 16, s 229(a).

²¹ *Supra* note 17, s 2(1)(b); See also *Bracken v. Fort Erie (Town)*, 2017 ONCA 668 at paras 70 – 71.

“reasonable limits prescribed by law as can be demonstrably justified in a free and democratic society.”²² When considering whether a limit is justified, the courts consider a number of factors, including the importance of its purpose and whether it is fair, not arbitrary, and minimally impairs the freedom protected by the *Charter*.²³ The region’s conduct in barring the citizen blogger and the journalist from attending the remainder of the open meeting, seizing their property, and expelling the journalist from the building engaged several *Charter* rights.

Freedom of expression and the right to liberty and security of the person

120 Normally, members of the public are entitled to attend open council meetings. In the municipal context, the courts have found that freedom of expression, protected by s.2(b) of the *Charter*, includes the right to attend and observe council meetings in person.²⁴

121 Section 7 of the *Charter* also states: “Everyone has the right to life, liberty and security of the person and the right not to be deprived thereof except in accordance with the principles of fundamental justice.” Barring an individual from a public place can be a contravention of this right, provided the individual is using the space in a manner consistent with its public purpose.²⁵

Freedom of the press

122 Section 2(b) of the *Charter* also specifically protects freedom of the press.²⁶ According to the Supreme Court of Canada, freedom of the press includes the right to gather information and transmit news.²⁷

Unreasonable seizure

123 In addition, section 8 of the *Charter* protects against the unreasonable seizure of property by government, in situations where an owner has a reasonable expectation of privacy.²⁸

²² *Supra* note 18, s 1.

²³ *R v Oakes*, [1986] 1 SCR 103, [1986] SCJ No. 7.

²⁴ *Bracken v Regional Municipality of Niagara Corporation*, 2015 ONSC 6934 at para 56; *Gammie v South Bruce Peninsula (Town)*, 2014 ONSC 6209.

²⁵ *Gammie v South Bruce Peninsula (Town)*, 2014 ONSC 6209 at para 106.

²⁶ *Supra* note 18, s 2(b).

²⁷ *Canadian Broadcasting Corp. v Lessard*, [1991] 3 SCR 421 at paras 429-430, [1991] SCJ No 87.

²⁸ *R v Cole*, 2012 SCC 53 at para 35.

Barring from the meeting

Expulsions under the Municipal Act

- 124 The Regional Chair told us that he believed that both the owner of the digital recorder and the laptop might have been recording the closed session improperly. Accordingly, he said he directed staff to remove both devices from the council chamber, and announced to the room that the owners of those devices should not be allowed back into the meeting. He told us that that when he gave this direction to staff, he was not using his authority to expel individuals from a meeting for disruptive conduct. If that is the case, it is unclear what authority, if any, was used to bar these individuals from attending the remainder of the council meeting.
- 125 If one accepts that the Regional Chair must have exercised his statutory authority under the *Municipal Act*, even though he didn't realize it, a case might be made to justify barring the citizen blogger from the rest of the meeting. The region's procedural by-law forbids use of a digital recording in a way that disrupts or obstructs a meeting. Digitally recording a confidential closed session of council could constitute improper conduct supporting exclusion, particularly if it was demonstrated that the recording was done deliberately. If the citizen blogger had concealed the recorder under his hat, as some witnesses suggested, that might suggest that his intent was to improperly capture the confidential discussion. However, the evidence on this point was inconclusive and the region took no steps to establish what occurred before the expulsion.
- 126 Witnesses also confirmed that it was not unusual for the media and other members of the public to leave personal items behind during closed meetings. Regional staff and officials did not consider that there might have been an innocent explanation for the incident. The citizen blogger told us he left his recorder running on the media desk when he went to use the washroom during the open session because he didn't want to miss any information. However, no one questioned him about the recorder when it was discovered; the Chair simply reacted peremptorily to have him barred from the rest of the meeting.
- 127 The case of the journalist is even more problematic. There was simply no evidence that his laptop was recording the closed session.²⁹ Even if the citizen blogger had intentionally concealed a recording device under his hat, this would not have implicated the journalist. In fact, a senior member of regional staff

²⁹ In response to the preliminary version of this report, the region's external counsel submitted that, because the laptop was on and its screen was lit, there was no evidence to suggest that it was not recording. However, evidence that a computer is powered on is not evidence that it is audio recording.

specifically gave the journalist permission to leave his laptop behind while members of the public were cleared from chambers. Barring the journalist was completely unwarranted.

- 128 This incident highlights the importance of ensuring that any exercise of the Chair's discretion to exclude someone from a meeting is based on a solid evidentiary foundation.

Freedom of expression, freedom of the press, and the right to liberty and security of the person

- 129 The citizen blogger and the journalist had a legal right to attend the open portions of the December 7 meeting in accordance with the *Municipal Act* and the *Charter*.³⁰ Ontario courts have set a high bar when it comes to infringing individual rights to attend public council meetings. The recent case of *Gammie v. South Bruce Peninsula* illustrates the approach taken by the courts and is directly on point.³¹
- 130 In *Gammie*, the Town of South Bruce Peninsula discovered a recording device had been left running in council chambers by a member of the public during a closed session. The town turned the recording device over to the police and warned the resident against leaving his recorder in the room during closed meetings. However, over a year later, the town discovered that the individual had again left behind a recording device in a closed meeting. In response to that and other incidents, council passed a series of resolutions barring him from town property, including for council meetings, and restricting his communication with town staff.
- 131 In *Gammie*, the court considered whether barring the man from attending council meetings violated his right to freedom of expression and to liberty and security of the person under s. 2(b) and 7 of the *Charter*. It observed that attending a council meeting is protected expression, as “[c]hambers are a centre of political life for the residents of the Town...”³² While noting that the *Charter* right does not extend to unprotected forms of expression like violence or threats of violence, the court suggested that the town could have acted with more care to restrict only the unprotected “disruptive expression” – for example, it could have simply prohibited the resident from possessing recording devices at council meetings.³³

³⁰ The public's right to observe local government meetings in process is set out in s. 239 of the *Municipal Act*, which provides that meetings shall be open to the public, subject to 14 narrow and specific exceptions; *Supra* note 18, s 2(b), 7.

³¹ *Supra* note 25.

³² *Ibid* at para 80.

³³ *Ibid* at para 92.

- 132 The court found the restrictions the town imposed were not a reasonable limit on the individual's right to free expression. The measures the town adopted were not designed to minimally impair the individual's right or to restrict his right only to the extent necessary to promote the town's objective of preventing disruptions to council meetings.
- 133 It also concluded that the ban deprived the resident of his right to liberty and security of the person under s. 7 of the *Charter*, as he was using a public space in a manner consistent with the public purpose for that space.³⁴
- 134 The region is not a stranger to litigation around *Charter* rights. In the *Regional Municipality of Niagara v. Bracken*, the Ontario Superior Court of Justice considered the constitutionality of a trespass notice the region issued to a member of the public.³⁵ Prior to a council meeting, while standing in the public gallery, the individual had videotaped and questioned a member of council about why she was suing him. The councillor felt this behaviour was intimidating and threatening. Citing that incident and an ongoing pattern of confrontational behaviour, regional staff issued a trespass notice barring the individual from attending regional headquarters, including for council meetings, for a year.
- 135 As in the *Gammie* case, the court found that attending a council meeting is expression protected by s. 2(b) of the *Charter*. The court rejected the region's argument that barring the individual was not a violation of his rights because he could watch council meetings online or on television. The court reasoned that the individual's freedom of expression included actually being able to attend and participate in open public council meetings, provided he is not violent, does not threaten violence and abides by the applicable rules.³⁶ The court also found that the trespass notice did not represent a reasonable limit on the *Charter* right. It observed that the individual's right was not minimally impaired, as the region could have achieved the objective of maintaining order at council meetings through less restrictive means.
- 136 In another case, the Ontario Court of Appeal considered a trespass notice issued by the Town of Fort Erie to a protester.³⁷ The notice prohibited the person from entering municipal property as well as protesting outside the town hall for one year. The court found that the individual's peaceful protest was expression protected by the *Charter*. The court also explained that the town's legal right to

³⁴ *Ibid* at para 106.

³⁵ *Bracken v Regional Municipality of Niagara Corporation*, 2015 ONSC 6934.

³⁶ *Ibid* at para 56.

³⁷ *Bracken v. Fort Erie (Town)*, 2017 ONCA 668.

exclude trespassers was subject to implied limits and had to be exercised for a valid public purpose such as preventing unlawful activity, securing the safety of persons, preventing the appropriation of public space for exclusive private use, and preventing obstructions of the operation of government and the provision of government services.³⁸

- 137 Town staff told the court that they felt threatened by the individual and excluded him to keep staff and the public safe, but the court found that this was a misapprehension of the facts, as there was no evidence that he was violent or threatened violence.
- 138 In addition, the court found the exclusion unwarranted because the town's actions were not a minimal impairment of the individual's rights. In that case, the first person to actually address the protester was a police officer, who instructed him that a trespass notice had been issued and that he was required to leave the premises.³⁹ The court noted that there were many options open to the town, such as talking to the protester and cautioning him not to use a megaphone near the municipal building, and asking him to lower the volume and to keep a respectful distance from people entering the town hall.

The citizen blogger, the journalist and the Charter

- 139 When viewed against the backdrop of these *Charter* cases, it is clear that the Regional Municipality of Niagara made serious missteps in barring both the citizen blogger and the journalist from the rest of the December 7 council meeting. The fact that the citizen blogger left his digital recorder on during a confidential closed meeting session might have warranted the region taking steps to address the situation. Even so, the region made no attempt to question him about the circumstances or to ascertain whether the recorder had been left in chambers through inadvertence. It also allowed various individuals to leave their personal items in chambers during the closed meeting, had no rules about turning recording devices off during such sessions, and issued no warnings to that effect.⁴⁰

³⁸ *Ibid* at para 75.

³⁹ *Ibid* at para 79.

⁴⁰ In response to the preliminary version of this report, the region's external counsel submitted that the Chair has the authority to remove individuals from a council meeting under the *Municipal Act*, and that there are no parameters which limit this authority. They stated that removing an individual does not translate to a *Charter* violation. However, as set out in this report, the additional parameters limiting the Chair's authority to exclude the public from a council meeting reflect relevant case law. The courts have consistently found that such exclusions are subject to *Charter* scrutiny.

- 140 The region's response to the journalist is also concerning from a *Charter* perspective. Barring the journalist from the rest of the meeting represented a hurried attempt to address a problem that did not exist. There was no evidentiary basis to believe that the journalist's laptop was recording the closed session. Indeed, other devices had also been left in chambers; one person entered during the closed session to retrieve his phone while staff left the room. The journalist was simply lumped in with the citizen blogger in the heat of the moment, and presumed guilty of illegally recording the meeting. It is clear that his rights to freedom of expression, freedom of the press, and to liberty and security of the person were arbitrarily and casually infringed as a result. There was no justification for the limitation on his rights in these circumstances.

Barring the journalist from Regional Headquarters

- 141 The Chair told us that he only intended staff to exclude the owners of the devices from the meeting, not the entire municipal building. He also told us that he intended to direct staff only to remove them if their device was found to be recording the meeting. The CAO confirmed that he understood the Chair's direction to be to bar both owners of the devices from the meeting. Unfortunately, that message appears to have been lost in translation. When the General Manager left chambers to call the police, he understood the CAO's direction was to have the citizen blogger removed from the premises.
- 142 After the police arrived, the CAO told the General Manager that the journalist "has to go, too," without explaining that he meant just from the meeting. The Acting Clerk told us he also heard the CAO's direction. Both the General Manager and the Acting Clerk told us they thought the CAO meant the journalist had to leave the building. It is unsurprising, given the CAO's choice of words, that regional staff believed that the exclusion extended to the building, not just the meeting.
- 143 Although the General Manager did not explicitly reference the *Trespass to Property Act*, he did tell the journalist he had to leave the building – in the presence of the police. The journalist told us he believed that if he did not leave, he would have been charged with trespassing. Police witnesses also confirmed that staff told them the journalist would have to leave. Based on the evidence, it is clear that the General Manager was effectively exercising authority, based on a misapprehension of the CAO's instruction, under the *Trespass to Property Act*.
- 144 Municipalities are entitled to exercise their right under the *Trespass to Property Act* to prohibit entry to municipal property, but they must do so judiciously and fairly. The courts have cautioned that there is a risk of arbitrary action when

municipalities restrict access without a governing by-law or policy.⁴¹ The region does not have a specific policy relating to the *Act*.

- 145** Given the facts, it is apparent that barring the journalist from the building was not justified under the *Trespass to Property Act* or otherwise. It is also clear that this conduct would not pass muster under the *Charter*. The region clearly infringed the journalist's rights of freedom of expression, freedom of the press and to liberty and security of the person when it required that he leave a public space without any justification.

Unreasonable seizure

- 146** Section 8 of the *Charter* protects every person's privacy by preventing unreasonable searches and seizures of personal property by the government. The courts have concluded that any non-consensual examination of property is a search and any non-consensual taking of property is a seizure.⁴² However, the *Charter* does not bar all intrusions on individual privacy. The Supreme Court of Canada has found that a person will receive the protection of *Charter* only where they have a reasonable expectation of privacy based on the totality of the circumstances.⁴³
- 147** Not unsurprisingly, most of the court cases involving this *Charter* protection concern the actions of police. They seek to strike a balance between the public's interest in being free from government intrusion and the state's interest in ensuring that the community is protected from crime.⁴⁴ The courts consider various factors in determining whether an individual has a reasonable expectation of privacy, including the location of the seizure and the nature of the seized property.
- 148** The courts have explained that there is a strong expectation of privacy in information contained in electronic devices like laptops and cellphones, which may include intimate details about personal lifestyle and choices.⁴⁵
- 149** Seizures that are conducted without a warrant or consent are presumed to be unlawful.⁴⁶ However, they can be supported if it is found that the seizure was

⁴¹ *Supra* note 37.

⁴² *R v Dymnt*, [1998] 2 SCR 417 at 28, [1988] SCJ No. 82, and *R v Cole*, 2012 SCC 53 at para 59.

⁴³ *R v AM*, 2008 SCC 19.

⁴⁴ *Hunter et al. v Southam Inc.*, [1984] 2 SCR 145 at para 159-60, [1984] 6 WWR 577.

⁴⁵ *Supra* note 28 at para 2.

⁴⁶ *Supra* note 44 at para 161.

otherwise authorized by law, the law itself is reasonable, and the manner in which the seizure was carried out is reasonable.⁴⁷

- 150 In the case of *R. v. Cole*,⁴⁸ the Supreme Court of Canada found that a teacher's section 8 rights were not violated by a school board when it searched and seized his work-issued laptop, which contained explicit photos of a student. Before the laptop was turned over to police, the school board copied the images and temporary Internet files from the laptop's browser history. The court considered whether the board improperly searched and seized the information stored on the laptop. It found that the seizure was authorized by law because school officials have a statutory duty to maintain a safe school environment pursuant to the *Education Act*.⁴⁹ The board also had a reasonable belief that the laptop contained explicit photographs of a student. The court concluded that the board's seizure was carried out in a reasonable manner and did not violate the *Charter*.

The citizen blogger

- 151 The citizen blogger told us he often records public council meetings using his digital recording device. He then uses those recordings to write articles about local events and politics for his website. He did not indicate that there was any private information on the digital recorder. However, it was his personal property.
- 152 Members of the public have no right to listen to the private discussions of councillors in a closed meeting, either directly or by recording those discussions.⁵⁰ A person who wilfully intercepts a private communication to which they are not a party may also be guilty of a criminal offence under the *Criminal Code of Canada*.⁵¹ Under the circumstances, the concern by those in the closed meeting when it was discovered that the confidential discussion was being recorded is understandable. It was also not unreasonable for those present to believe that the recording might be illegal and warrant consulting the police.
- 153 Unfortunately, without a policy and procedure to deal with such incidents, or any attempt to inquire into what had occurred or to seek legal advice about what to do, the region's response was disorganized, rushed and misinformed. The police were called, and staff told us they asked police for advice about a device illegally

⁴⁷ *Supra* note 28 at para 37.

⁴⁸ *Ibid.*

⁴⁹ *Education Act*, RSO 1990, c E2, s 265.

⁵⁰ Section 239 of the *Municipal Act* permits council to hold a meeting closed to the public, subject to specified exceptions; s. 6(1)(b) of the *Municipal Freedom of Information and Protection of Privacy Act* provides that a municipality can maintain the confidentiality of records that would reveal the substance of deliberations in a meeting closed in accordance with a statute.

⁵¹ *Criminal Code of Canada*, RSC, 1985, c C-46, s183, 184.

recording a closed meeting. However, according to the responding officers, they were not asked to take possession of the digital recorder or to investigate whether illegal activity had taken place.

- 154 It would have been preferable for the region to have taken a more proportionate and practical approach to the situation. For instance, it could have asked the citizen blogger about the circumstances surrounding his leaving the recorder on, before taking other action. If the region believed a crime had been committed, it should have left the device in place for the police to investigate the scene and examine the device.

The journalist

- 155 The journalist told us that he used the laptop issued by his employer to assist him with his reporting duties. During the council meeting on December 7, he took notes on his laptop throughout the meeting and was simultaneously preparing his story with a 10 p.m. deadline for the next day's newspaper edition.
- 156 In this case, the laptop contained notes and the work product of a member of the media, which has additional protections under section 2(b) of the *Charter*. The journalist's expectation of privacy was high and his privacy interest in the laptop clearly engaged the *Charter*.
- 157 Some members of council speculated that the journalist's laptop might have been recording the closed session. In fact, there was absolutely no evidence to suggest that the laptop left in the chambers by the journalist, consistent with past practice, was recording sound. Under the circumstances, the seizure of his laptop was completely unwarranted and a clear infringement of his right under s. 8 of the *Charter* to be free from unreasonable seizure. The limits placed on the journalist's rights were not justified and therefore contrary to law.
- 158 A more reasonable response would have been to ask the journalist to confirm that the laptop was not recording the meeting, or to politely request that it be removed for the remainder of the closed session.

Lessons learned

- 159** After the incidents of December 7, 2017, the region recognized that it required more guidance for such situations. In January 2018, regional staff created a checklist for staff to consult when a meeting goes into closed session. The checklist calls for staff to visually confirm that all members of the public, media, and non-essential staff have left council chambers, and that all personal belongings have been removed from the gallery and media areas. The checklist states that staff are also to ask council members to turn off cellphones and place them on their desks. In addition, it provides that they should confirm that regional staff responsible for video recording and streaming the open portions of the meeting have left the audio/visual room, and that a red light, indicating that the video streaming has stopped, is lit at the back of the room.
- 160** In January 2018, the region also hired an external consultant to conduct research, engage with journalists, and report on how the region should interact with the media and the public before, during, and after closed session meetings.⁵²
- 161** The consultant's report, *In Camera & the Media*, dated February 8, 2018, noted that the rise of social media and advances in technology have led to a proliferation of citizen journalists, as almost everyone carries a device in their pockets that can be used to take notes, photographs and audio/video recordings. It stated that, at that time, the region had no formal protocol in place for closed meetings, and that recent events, including those on December 7, highlighted the need for one.
- 162** The report made a number of recommendations to the region, including that it develop a closed meeting protocol recognizing the *Charter*, appoint a media liaison, hire a security guard or sergeant-at-arms for meetings, and consider creating an antechamber for closed meetings. It also recommended that if council continues to hold closed meetings in chambers, the region should ensure members of the public take all portable belongings with them, and set a process for permitting large or bulky items to stay in the room. In addition, the report recommended the region begin making audio or video recordings of its closed meetings and adopt a protocol addressing "transgressions," such as the discovery of an unauthorized recording device.

⁵² The consultant's report was considered by the Committee of the Whole on March 1, 2018. Online: <<https://www.niagararegion.ca/council/Council%20Documents/2018/cotw-agenda-march-01-2018.pdf>>.

- 163 A staff report addressing the consultant's recommendations and related information was provided to council on February 8, 2018. It acknowledged that the region had no protocols in place to manage an emergency or disruption during closed meetings.⁵³ The staff report also acknowledged that council chambers are public property, which the public is entitled to use in accordance with the right to freedom of expression.
- 164 The staff report noted that, although the *Municipal Act* entitles the head of council to expel any person for improper conduct, the region had no policy framework or protocol related to such expulsions. It stated that regional staff are not trained to handle events in the public areas of council chambers, and such events can be complex and contentious. The staff report recommended the region amend its procedural by-law and enact policies and procedures to address these concerns, including with respect to calling the police for assistance, the use and placement of security cameras, and locking public access doors during council meetings. It further recommended that the region adopt a media relations policy.
- 165 After council considered the staff report, in March 2018, the region's procedural by-law was updated. The by-law now expressly recognizes citizen and media rights under the *Charter* with respect to public meetings. It establishes a process for having security personnel attend meetings to oversee the media and public gallery, and sets out procedures for responding to disruptions in meetings. The by-law now provides that, after a vote to close a meeting, the Chair must remind all members of the public and media leaving the room that they should take their personal belongings and equipment. The Clerk may permit heavy or bulky equipment to remain if it is powered off, unplugged, and pointed away from the council seating areas.
- 166 If an unauthorized recording device is discovered in a closed session, the procedural by-law provides that the Regional Clerk or their designate is to attempt to locate the owner of the device and ask them to demonstrate that the device did not record the closed meeting. If the individual is found to have inadvertently recorded the closed session, they will be asked to erase the recording to the satisfaction of the Clerk. If the individual does not comply, local police may be called.
- 167 In addition to the amendments to the procedural by-law, the region approved a *Managing Public Spaces in a Safe and Welcoming Environment Policy* on March

⁵³ A summary of the consultant's report, along with a staff report commenting on its findings and recommendations, went to council on February 8, 2018. The Regional Municipality of Niagara, agenda CL 02-2018, *Council Order of Business* (February 8, 2018) at 719-722, online: <<https://www.niagararegion.ca/council/Council%20Documents/2018/council-agenda-feb-08-2018.pdf>>.

22, 2018. The region told us this policy would be formally introduced to staff in June 2018.

- 168** The policy echoes the process set out in the procedural by-law for responding to disruptive behaviour at a meeting. It also sets out steps for staff to follow in response to improper conduct in spaces managed by the region outside of a meeting. The policy requires staff to document incidents, including identifying all individuals involved, witnesses, and staff present, and to provide a report to the corporate leadership team.
- 169** In addition to these policies, in May 2018, regional staff provided council with options for creating a separate room for closed meetings, and for additional security personnel during meetings. These recommendations were approved by council on July 5, 2018, before this report was finalized.⁵⁴
- 170** Also on July 5, 2018, council approved two new policies relating to the December 7 incident. The *Media Relations Policy* references the protection of freedom of expression and of the press in the *Charter*. It provides for the designation of a regional media liaison and various media spokespersons, and sets out a process to address complaints from and about the media. It also describes the responsibilities of staff and officials with respect to the media. The *Management of Personal Items, Equipment and Disruptive Behaviour Prior to a Closed Session of Council or Committee Policy* repeats the requirements with respect to closed meetings already established in the region's amended procedural by-law, including the process to be followed if personal belongings are left in council chambers.
- 171** The region has also installed signs in council chambers, at the entrance to chambers, and at the main reception desk, stating:
- Niagara Region is committed to providing exceptional services in a safe and respectful environment. Our staff and guests deserve to be treated with the same mutual respect. Aggressive or intimidating behaviour, harassment, or coarse language will not be tolerated. Thank you for your co-operation.
- 172** The region has taken a considerable number of concrete actions to address perceived gaps in its policies and procedures in the wake of its response to the discovery of the recording device and the laptop during the closed session on

⁵⁴ See "Update on Report CAO 05-2018: Improving the Business of Council," staff report to regional council, included in the agenda package for the July 5, 2018 meeting of regional council at 567-603, online: <<https://www.niagararegion.ca/council/Council%20Documents/2018/council-agenda-july-05-2018.pdf>>.

December 7, 2017. While I commend its efforts, there are some additional improvements that I believe should be made to provide greater clarity, accountability, transparency and fairness.

The power of apology

- 173** The Chair and some regional staff and council members told us they extended personal apologies to the journalist. The region also apologized in a public statement about the “inconvenience” caused to him. However, the power of a sincere, direct and comprehensive formal apology cannot be overstated. In Ontario, the *Apology Act, 2009*, specifically recognizes the importance of apologies and insulates them from use in litigation and other proceedings.
- 174** In the case of the journalist, the region acted carelessly and precipitously in seizing his laptop, barring him from attending the rest of the meeting, and unceremoniously ejecting him from regional headquarters. In my view, its previous apology does not adequately reflect the seriousness of its conduct. The region improperly applied the *Municipal Act*, the *Trespass to Property Act*, and infringed the journalist’s *Charter* rights to freedom of expression, freedom of the press, liberty and security of the person, and his right to be free from unreasonable seizure. The region should issue a full and frank public apology to the journalist. I make this recommendation in the interest of accountability and transparency owed to the citizens and journalists of Niagara Region. Contrary to what external counsel has suggested, it is not an attempt to impose a remedy under the *Charter*.

Recommendation 1

The Regional Municipality of Niagara should provide a full and frank public apology to the journalist for acting unreasonably and without legal justification, and for infringing his *Charter* rights, when it seized his personal property and expelled him from a council meeting and municipal property on December 7, 2017.

- 175** The region has not made any attempt to apologize to the citizen blogger. I recognize that digitally recording a closed session without consent is problematic and in some instances may be illegal. However, the region allowed personal items to remain in council chambers during closed meetings. The citizen blogger was never offered an opportunity to explain why the recorder was left in the room. Under the region’s new process for dealing with disruptions to meetings, anyone found recording a closed session would first be offered an opportunity to explain before any further steps were taken. This process also recognizes that such situations may be inadvertent. Accordingly, I recommend the region also

issue a public apology to the citizen blogger for assuming the worst, and acting impulsively in response to the incident.

Recommendation 2

The Regional Municipality of Niagara should publicly apologize to the citizen blogger for rushing to judgment and failing to follow a fair and reasonable process when it expelled him from a council meeting and seized his personal property on December 7, 2017.

Seizure of items

- 176** The region's new procedural by-law and *Managing Public Spaces in a Safe and Welcoming Environment Policy* mentions various *Charter* rights. However, there is no specific reference to the right to be free from unreasonable search and seizure. These documents contemplate the possibility of regional staff calling the police when individuals refuse to co-operate with requests relating to disruptive behaviour. If the region's intent is that staff will never search or seize personal property, and that this should be left to the police where appropriate, its by-law and relevant policies should explicitly say so. However, if it contemplates that there may be circumstances warranting search or seizure, it should make provision for this in its by-law and policies.

Recommendation 3

The Regional Municipality of Niagara should clarify its intent with respect to the authority of staff to seize personal property in its procedure by-law and policies, with reference to the rights protected by the *Canadian Charter of Rights and Freedoms*.

Defining improper conduct

- 177** The region's amended procedural by-law and its *Managing Public Spaces in a Safe and Welcoming Environment Policy* both address expulsion for improper conduct at meetings and in other public spaces. The policy also states that improper conduct may include verbal or non-verbal discrimination, as defined in the *Ontario Human Rights Code*. However, neither the revised by-law or the policy defines the term "improper conduct," nor do the proposed new policies. In order to ensure consistent application of the region's new process, and to provide general information to the public about conduct that will not be accepted during a council meeting, the region should amend its policy to include a specific definition of "improper conduct."

- 178 I recognize that the municipality requires some flexibility in evaluating incidents. However, at a minimum, it should generally define “improper conduct” and refer to categories or examples of impugned behaviour that the policy is intended to address. For example, the City of Waterloo’s *Respectful Behaviour Policy* not only provides a definition of inappropriate behaviour, but also lists specific examples.⁵⁵

Recommendation 4

The Regional Municipality of Niagara should ensure that any by-law or policy that references “improper conduct” include a definition of that term, including reference to specific categories or examples.

Chair’s authority to expel

- 179 Expelling an individual from a meeting is a serious step and subject to *Charter* scrutiny. Such decisions should not be made lightly, but objectively and based on evidence. At present, there is no specific reference in the procedural by-law or the *Managing Public Spaces in a Safe and Welcoming Environment Policy* to the need to confirm evidence exists to support a finding of improper conduct before expelling someone from a meeting. In addition, there is no expectation that specific reasons be given to support this action. The region should amend these documents and ensure any relevant policies adopted in future state that expulsion should not take place unless the Chair is satisfied that evidence exists to support expulsion. They should also be revised to require that reasons be formally recorded in the minutes for the exercise of the Chair’s authority. These improvements would avoid arbitrary decision-making, and render the expulsion process more accountable, transparent, and fair.

Recommendation 5

The Regional Municipality of Niagara should amend its procedural by-law and relevant policies to state that expulsion from a meeting should not take place unless the Chair is satisfied that evidence exists to support expulsion.

⁵⁵ City of Waterloo, policy A-009, *Respectful Behaviour Policy* (January 13, 2014) at 6.1.1, 6.1.2., online: <https://www.waterloo.ca/en/contentresources/resources/government/Corporate_Policies/A-009_Respectful_Behaviour_Policy_accessible.pdf>.

Recommendation 6

The Regional Municipality of Niagara should amend its procedural by-law to specify that, where the Chair exercises his authority under the *Municipal Act, 2001* to expel an individual from a meeting, the reasons for the expulsion must be recorded in the meeting minutes.

Trespass to Property Act

- 180 As a result of the confusion surrounding the direction of the Chair and the CAO, the General Manager inappropriately ejected the journalist from municipal property. The region now has a policy relating to managing public spaces, which does contemplate asking someone to leave municipal property and engaging the police if they refuse. However, it still does not have any policy that references or establishes a specific framework for the exercise of authority under Ontario's *Trespass to Property Act*.
- 181 As was recently observed by the Ontario Court of Appeal, when exercising authority under the *Trespass to Property Act*:
[...] the risk of arbitrary action is higher in the absence of a well-crafted by-law, and there are greater opportunities for uncertainty as to what sorts of actions will be permitted."⁵⁶
- 182 A trespass policy can create greater certainty and clearer expectations for staff and the public. For example, the City of Windsor has a trespass policy that sets out the conduct that might necessitate a notice of trespass and the steps that can be taken to address it.⁵⁷
- 183 As I noted in my May 2017 report *Counter Encounter*, on our investigation related to a trespass situation in the Township of Red Rock, a trespass policy should provide examples of the kind of conduct it covers, the process for applying the policy, and the available remedies, which might include excluding the individual from municipal property or issuing a trespass notice under the *Act* for a defined period.⁵⁸ Such policies should also provide an opportunity for those affected to appeal. Some municipalities have included trespass procedures in policies that cover various aspects of inappropriate conduct by members of the public,

⁵⁶ *Supra* note 37.

⁵⁷ City of Windsor, policy, *Notice of Trespass Policy* (May 27, 2013), online: <<https://www.citywindsor.ca/cityhall/Policies/Policies/Trespass%20Policy.pdf>>.

⁵⁸ Ombudsman of Ontario, *Counter Encounter: Investigation into a complaint about the Township of Red Rock* (May 31, 2017) online: <<https://www.ombudsman.on.ca/resources/reports-and-case-summaries/reports-on-investigations/2017/counter-encounter>>.

including interaction over the phone and by email. The City of Waterloo's *Respectful Behaviour Policy*⁵⁹ addresses trespass situations and also provides for appeals of any actions taken under the policy.

- 184 The region should specifically address how it will deal with its authority under the *Trespass to Property Act*, either as part of an unreasonable/improper conduct policy or as a standalone policy.

Recommendation 7

The Regional Municipality of Niagara should set out in writing its expectations and processes regarding the exercise of its authority under the *Trespass to Property Act*, either as a standalone policy or part of a broader policy respecting unreasonable or improper conduct.

Was the meeting improperly closed to the public?

- 185 In addition to complaints about the treatment of the citizen blogger and the journalist, we also received and investigated a complaint that council's discussions in closed session on December 7 breached the open meeting provisions of the *Municipal Act*.

Resolving to close the meeting

- 186 In order to exclude the public from a meeting, a council must pass a resolution closing the meeting. Under the open meeting rules, the resolution must state the fact of the closed meeting and the general nature of the topic to be discussed.⁶⁰ In *Farber v. Kingston*, the Ontario Court of Appeal emphasized that the resolution should provide a general description of the issue to be discussed in a way that maximizes the information available to the public, while not undermining the reason for excluding the public.⁶¹
- 187 According to the meeting minutes, the region closed the December 7 public meeting twice under s. 239(2)(f) of the *Municipal Act*, which permits council to close a meeting if the subject matter being considered is "advice that is subject to solicitor-client privilege, including communications necessary for that purpose."⁶²

⁵⁹ *Supra* note 55.

⁶⁰ *Supra* note 16, s 239(4).

⁶¹ *Farber v. Kingston*, 2007 ONCA 173.

⁶² *Supra* note 16, s 239(2)(f).

- 188 However, even though the meeting minutes indicate that council relied on this exception, the video recording does not reflect this. A review of the video shows that no exception was cited when the motion was made and passed, and no general description of the subject matter to be discussed was given. In fact, council members we spoke to had varied and conflicting views about which exception council had relied on to close the meeting.
- 189 In response to the preliminary version of this report, the region's external counsel submitted that the subject to be discussed in the closed session was "clearly evident from the discussion immediately preceding the motion." This response indicates a failure on the part of the region to appreciate the importance of the legal requirement in the *Municipal Act* for council to state the general nature of the subject to be discussed in the resolution itself.
- 190 The resolution to move *in camera* should not be treated as a mere procedural technicality by council when it has a desire to exclude the public from its discussions. It is a significant accountability measure that ensures council only engages in discussion of permitted subjects in closed session. Failure to comply with the closed meeting procedural requirements can result in a loss of public confidence in municipal government. Members of the public who attend council meetings are entitled to hear a general description of the matters to be discussed *in camera*, including, as a best practice, the exception relied upon, before they are excluded from a meeting.

Recommendation 8

The Regional Municipality of Niagara should ensure that any resolution to close a meeting state the exceptions relied upon and a general description of the subject matter to be discussed in closed session.

Discussions about legal advice and personal matters

- 191 We were told in interviews that the region's solicitor provided legal advice throughout the initial closed meeting discussion. A member of regional staff also answered questions about the personal circumstances of the councillor who was the subject of the Integrity Commissioner's report. After staff and officials dealt with the recording device and the laptop, the closed meeting discussions resumed on these topics.
- 192 The exception in s. 239(2)(f) of the *Act* permits council to discuss and receive legal advice in a closed meeting to protect the confidentiality of legal advice

between the municipality and its solicitor.⁶³ Municipal councils are allowed to exclude the public from such discussions in order to facilitate communication between municipal officials and lawyers without fear of disclosure. The discussions on December 7 fit within this exception and were permitted to be held in closed session.

- 193** Although the region did not cite the exception for “personal matters about an identifiable individual” (s. 239(2)(b)), the discussion about an individual’s personal circumstances was also permitted under that exception. This exception applies to discussions involving information that pertains to an individual in their personal capacity – or in their professional capacity, if it reveals something personal about the individual.⁶⁴
- 194** Generally, an Integrity Commissioner’s report on its own would not fit within the personal matters exception because it relates to a councillor in his or her capacity as elected official. In this case, however, information relating to the councillor’s personal circumstances was discussed, and fit within the personal matters exception.
- 195** Almost immediately after the meeting was reopened to the public, it was briefly closed again under the solicitor-client advice exception, because council needed some additional clarification about the legal advice it had just received. This closed session lasted only four minutes and it also fit within the exceptions in s. 239(2)(b) and (f).

Discussion about the recording devices

- 196** When the digital recorder and the laptop were discovered in the closed session, the meeting derailed. Council’s discussion about the Integrity Commissioner’s report halted, and the regional solicitor stopped providing advice. The dynamic of the meeting shifted. Instead of a co-ordinated council discussion, individual council members and staff began to talk amongst themselves and make general comments. However, council as a whole did not take any steps to formally adjourn the closed session.
- 197** Technically, the closed session continued, and council should have taken formal steps to adjourn the meeting. Amendments to the region’s procedural by-law in March 2018 should assist if such situations arise in future. The by-law now

⁶³ *Amherstburg (Town of)*, 2015 ONOMBUD 33 (CanLII).

⁶⁴ See *Russell (Township of) (Re)*, 2015 ONOMBUD 29 (CanLII); See also *Aylmer (Town) (Re)*, 2007 CanLII 30462 (ON IPC).

provides that, in the case of an emergency, a meeting is deemed suspended to allow staff to respond. In the case of a non-emergency event, including the discovery of a recording device, the by-law provides that the Chair is to suspend the meeting to allow staff to address the situation.

Improvements to meeting procedures

- 198** Although the subject matter of the closed session of the December 7 council meeting fell within the exceptions permitted in the *Municipal Act*, our investigation revealed several general shortcomings in the region's meeting procedures. Accordingly, I am making recommendations to improve its practices.

Closed meeting timing

- 199** The December 7, 2017 meeting agenda called for a closed session to be held after "other business." This is consistent with the region's procedural by-law, which sets out the order in which various agenda items must be considered.⁶⁵ However, it is not uncommon for issues requiring closed session consideration to arise during the course of open council meetings. In this case, the region found it necessary to seek legal advice about an agenda item in closed session before proceeding with the rest of the agenda. This was not an unreasonable approach, but a strict reading of the procedural by-law would appear to fetter council's ability to enter into closed sessions as circumstances arise. For greater clarity, the region should amend its procedural by-law to provide council with clear authority to exercise discretion to consider matters in closed session when required, outside of the set agenda order.

Recommendation 9

The Regional Municipality of Niagara should amend its procedural by-law to clarify council's authority to exercise discretion to hold a closed session outside of a set agenda order.

Audio or video recording

- 200** The region makes video recordings of its open council and committee meetings, which are available on its website. This is a positive practice that promotes transparency. However, without a similar record of its closed sessions, trying to reconstruct what happened in a case like this one is challenging. We had to rely largely on the citizen blogger's partial audio recording and various witness accounts to piece together what happened.

⁶⁵ *Supra* note 4, s. 5.3.

- 201 Some members of council told us they believe it would be helpful if the region made audio or video recordings of its closed meetings, to assist in any investigations and to encourage council to keep discussions on track. The February 2018 consultant's report also recommended audio or video recording closed meetings, recognizing it as a practice long encouraged by my Office.
- 202 In our more than 10 years of investigating closed meetings, our Office has always promoted audio or video recording closed meetings as a best practice, because it fosters public trust and saves time and resources if an investigation is required. At present, we are aware of 20 municipalities in Ontario that follow this practice.

Recommendation 10

The Regional Municipality of Niagara should make audio or video recordings of all closed meetings of council, its local boards, and committees of either.

Keeping up to date

- 203 The region updated its procedural by-law to reflect new exceptions to the closed meeting rules that came into effect January 1, 2018. However, the by-law omits the mandatory exception in s. 239(3)(b) of the *Act* for discussions about an ongoing investigation by the Ontario Ombudsman, an appointed ombudsman, or an appointed closed meeting investigator. The by-law was also not updated to reflect the amended definition of meeting in s. 239(1) of the *Act*. The region should revise its by-law to reflect the current state of the open meeting law.

Recommendation 11

The Regional Municipality of Niagara should update its procedural by-law to reflect the open meeting provisions in the *Municipal Act, 2001*.

Locked doors

- 204** During our investigation, as we reviewed the December 7 video from the region's security cameras, we were surprised to see that at 8:36 p.m., a facilities employee locked the main outside doors to regional headquarters.⁶⁶ This is where the public enters for evening public council meetings. A minute later, the police arrived and had to be let into the building. Between 8:48 and 9:10 p.m., the security video shows five additional individuals having to rely on others to let them in. They each waited up to 90 seconds before gaining access. During this time, both open and closed council meeting discussions were taking place. The December 7 council meeting ended at 9:45 p.m.
- 205** The *Municipal Act* and the *Charter* protect the right to personally observe public council meetings.⁶⁷ In this case, locking the doors during an ongoing regional council meeting improperly interfered with public access, and effectively converted an open session into a closed one.
- 206** In order to determine how this breach occurred, we interviewed the facilities employee who locked the doors. He said that the facilities employee on duty normally locks the entrance doors before their shift ends. He explained that he tries to wait as late as possible to lock them, especially if there is a public meeting in progress. He told us that, in accordance with the region's standard practice, he locked the doors on December 7 and let the security guard know he had done so. The security guard could not recall this discussion, but did note that he had raised concerns about locked doors during council meetings previously with senior management. The region told us it has no records relating to concerns about the locked doors.
- 207** My Office has investigated three similar situations. In each case, we found that locked entrance doors rendered an otherwise open council meeting illegal. The fact that doors are locked inadvertently or without council knowledge is irrelevant.⁶⁸

⁶⁶ In response to the preliminary version of this report, the region's external counsel submitted that the exterior doors to regional headquarters are locked automatically on a timer. However, the evidence we obtained was that one of the three doors at the entrance used by the public to access council meetings is locked automatically, while the other two are locked manually by staff. In the region's security footage of the lobby from December 7, 2017, regional staff can be seen manually locking the entrance doors while the meeting was taking place. Staff also confirmed to us in interviews that they manually lock the doors.

⁶⁷ *London (City) v. RSJ Holdings Inc.*, 2007 SCC 29 at para 32; *supra* note 11; *supra* note 25.

⁶⁸ *London (City of) (Re)*, 2016 ONOMBUD 4 (CanLII); *Fort Erie (Town of) (Re)*, 2016 ONOMBUD 3 (CanLII); and *Russell (Township of) (Re)*, 2017 ONOMBUD 21 (CanLII).

- 208 In December 2017, the region had no policy or procedure relating to public access doors during meetings. It did not train its staff on the importance of ensuring public access to open meetings, or keep records of when the entrance doors were locked or unlocked.
- 209 In May 2018, a staff report to council acknowledged: “Previously the doors were locked at 9 p.m., which in turn, prevented public access to the building.” The report indicated that the region plans to develop a policy respecting the security of public access doors. As an interim measure, staff have been directed to ensure the public doors remain open throughout council meetings.
- 210 To prevent further contravention of the law, the region should continue to take steps to remedy the problematic practice of locking public entrances during open meetings. It should develop a clear procedure on when public entrances should be locked, and train its staff accordingly. This procedure should account for after-hours use of buildings by the public, and ensure that records are kept relating to when doors are locked.

Recommendation 12

The Regional Municipality of Niagara should develop a procedure respecting the public access to municipal property during meetings, including after-hours meetings, and provide for records to be kept of when the doors to regional headquarters are locked and unlocked.

Recommendation 13

The Regional Municipality of Niagara should train its staff on the procedures for locking doors and ensuring public access during meetings.

Opinion

- 211 My investigation confirmed that the Regional Municipality of Niagara acted unreasonably, wrongly, and without legal justification when it expelled a journalist from municipal property and seized his personal property during a council meeting on December 7, 2017. I also found that the Regional Municipality of Niagara acted unreasonably and without due care when it ejected a citizen blogger from the council meeting on December 7, 2017, and seized his digital recording device. In addition, the region had no policies or procedures in place to address improper conduct during a council meeting, trespass, seizure of personal property, or protecting confidential information during closed meetings.

- 212 It is my opinion that the region's actions were contrary to law, unreasonable, unjust and wrong, in accordance with s. 21(1)(a), (b) and (d) of the *Ombudsman Act*.
- 213 As for the closed portions of the meeting, the Regional Municipality of Niagara did not violate the *Municipal Act, 2001* when it discussed advice subject to solicitor-client privilege and personal matters about an identifiable individual.
- 214 However, the Regional Municipality violated the *Municipal Act, 2001* when it failed to pass a resolution in public stating the general nature of the subjects to be discussed in the closed session.
- 215 Further, my investigation found that the Regional Municipality of Niagara's actions were unreasonable, contrary to law and wrong, as set out in s. 21(1)(a), (b) and (d) of the *Ombudsman Act*, when it permitted the public access doors to regional headquarters to be locked for more than an hour during its public meeting on December 7, 2017. The locked access doors also rendered that portion of the meeting illegal under the *Municipal Act, 2001*.
- 216 It is important for the region to be transparent about its efforts to implement my recommendations. Accordingly, it should report publicly and to my Office every six months on its progress, until I am satisfied that steps have been taken to address my recommendations.

Recommendation 14

The Regional Municipality of Niagara should report publicly, and to my Office, in six months' time on its progress in implementing my recommendations, and at six-month intervals thereafter until such time as I am satisfied that adequate steps have been taken to address them.

Recommendations

- 217 To address the concerns that I have identified in my investigation, I make the following recommendations:
1. **The Regional Municipality of Niagara should provide a full and frank public apology to the journalist for acting unreasonably and without legal justification, and for infringing his *Charter* rights, when it seized his personal property and expelled him from a council meeting and municipal property on December 7, 2017.**

2. The Regional Municipality of Niagara should publicly apologize to the citizen blogger for rushing to judgment and failing to follow a fair and reasonable process when it expelled him from a council meeting and seized his personal property on December 7, 2017.
3. The Regional Municipality of Niagara should clarify its intent with respect to the authority of staff to seize personal property in its procedure by-law and policies, with reference to the rights protected by the *Canadian Charter of Rights and Freedoms*.
4. The Regional Municipality of Niagara should ensure that any by-law or policy that references “improper conduct” include a definition of that term, including reference to specific categories or examples.
5. The Regional Municipality of Niagara should amend its procedural by-law and relevant policies to state that expulsion from a meeting should not take place unless the Chair is satisfied that evidence exists to support expulsion.
6. The Regional Municipality of Niagara should amend its procedural by-law to specify that, where the Chair exercises his authority under the *Municipal Act, 2001* to expel an individual from a meeting, the reasons for the expulsion must be recorded in the meeting minutes.
7. The Regional Municipality of Niagara should set out in writing its expectations and processes regarding the exercise of its authority under the *Trespass to Property Act*, either as a standalone policy or part of a broader policy respecting unreasonable or improper conduct.
8. The Regional Municipality of Niagara should ensure that any resolution to close a meeting state the exceptions relied upon and a general description of the subject matter to be discussed in closed session.
9. The Regional Municipality of Niagara should amend its procedural by-law to clarify council’s authority to exercise discretion to hold a closed session outside of a set agenda order.
10. The Regional Municipality of Niagara should make audio or video recordings of all closed meetings of council, its local boards, and committees of either.

- 11. The Regional Municipality of Niagara should update its procedural by-law to reflect the open meeting provisions in the *Municipal Act, 2001*.**
- 12. The Regional Municipality of Niagara should develop a procedure respecting the public access to municipal property during meetings, including after-hours meetings, and provide for records to be kept of when the doors to regional headquarters are locked and unlocked.**
- 13. The Regional Municipality of Niagara should train its staff on the procedures for locking doors and ensuring public access during meetings.**
- 14. The Regional Municipality of Niagara should report publicly, and to my Office, in six months' time on its progress in implementing my recommendations, and at six-month intervals thereafter until such time as I am satisfied that adequate steps have been taken to address them.**

Response

- 218** The *Ombudsman Act* (s. 18(3)) requires that I give public sector bodies affected by my investigations an “opportunity to make representations” regarding my reports and recommendations. As is my Office’s practice in all formal investigations, I provided the region with an opportunity to comment on a preliminary version of this report and recommendations before they were finalized.
- 219** The region was given 17 calendar days to review the report and respond (from June 12 to the end of June 29, 2018). Regional council is entitled, under the *Municipal Act*, to meet in order to consider my report and recommendations. I was disappointed to learn that it never did so. In the end, I received comments from five individual members of council and from the region’s external counsel.
- 220** Although most public sector bodies do not deal with my Office through legal counsel, they are entirely within their rights to retain legal counsel to provide them with advice and guidance throughout the investigative process, and to make representations through counsel on my reports and recommendations before they are finalized. However, it is unfortunate and counterproductive when legal counsel bring an adversarial approach to their involvement in an Ombudsman investigation, as happened in this case.
- 221** The Regional Chair pledged full co-operation with this investigation, but the region’s external counsel, ostensibly on behalf of their client, attempted through

its response to influence our investigative process, challenge our well-established statutory authority, and dictate the content of my report.

- 222** Many of the external counsel's assertions betrayed what I can only describe as a disturbing lack of understanding of my Office and its authority. I believe it is important to address these points and set the record straight for the benefit of all Ontario stakeholders, to guard against misinformation.
- 223** The Office of the Ontario Ombudsman was established more than 40 years ago as an impartial fact-finding body with the authority to resolve matters through investigation and the publication of non-binding reports and recommendations. The Ombudsman is intended to be a flexible and non-adversarial alternative to litigation in the courts, which can be time-consuming, costly, and complex. The scope of my authority is set out in the *Ombudsman Act*, and examples of my Office's work – dozens of reports on our investigations, including details of the process followed for each one – are readily available on our website.
- 224** Nevertheless, the external counsel's response began by claiming that they only became aware of our preliminary report review and comment process from a media article published on June 27.⁶⁹ This was surprising, given that my staff discussed our process with external counsel and regional staff before the preliminary version of this report was provided to them. We advised external counsel that the *Ombudsman Act* sets out provisions relating to preliminary reports and the Ombudsman also determines the Office's procedure under the Act. We noted that regional council could direct that its external counsel provide representations on the report to our Office. We explained that the preliminary reporting process was an opportunity for the region to identify any inaccuracies, provide additional clarification, raise concerns, or comment on the report's findings, conclusions and recommendations, which were all preliminary and confidential at that stage.
- 225** External counsel also claimed that the region was not afforded sufficient opportunity to review the preliminary report. Yet before they received it, they told my staff that a deadline extension would be requested if a special meeting was required to consider and comment on the report. No such request was made.
- 226** In questioning some of the most basic aspects of my Office's role, external counsel argued that the Ombudsman has no authority to make findings

⁶⁹ The article noted that the Ombudsman always provides preliminary versions of investigation reports to public sector bodies for a response, and may include and comment on their responses in his final reports: Grant LaFleche, "Region faces deadline to respond to Ombudsman report", *The St. Catharines Standard*, (27 June 2018), online: <<https://www.stcatharinesstandard.ca/news-story/8700137-region-faces-deadline-to-respond-to-ombudsman-report/>>.

respecting the law, but can only render an opinion. For example, they asserted that I had no authority to conclude that the region contravened the *Municipal Act* when it locked external access doors during a council meeting. They also challenged my authority to conclude that the region infringed the journalist's *Charter* rights when it seized his laptop and excluded him from municipal headquarters.

- 227** In fact, the *Ombudsman Act* contemplates that I will reach conclusions and opinions and make recommendations, including relating to the legality of administrative conduct. It would be impossible for me to carry out my statutory duty if I were precluded from making findings of law. When I do so, I do not act as a court or tribunal, but as a legislative officer tasked with assessing the relevant facts independently and impartially and arriving at my own view of the legality, correctness, and reasonableness of the conduct of public sector bodies. For instance, in my view, based on the language of the *Municipal Act* and relevant court decisions, locking the doors to a municipal meeting effectively renders an otherwise public meeting illegally closed. Similarly, it is my opinion that the region's actions towards the journalist constitute the type of conduct that courts have consistently found to be a violation of *Charter* rights.
- 228** External counsel also submitted that I cannot impose legally enforceable orders or remedies under the *Charter*. They are correct on this point and I have never sought to do so. Instead, I make non-binding recommendations under the *Ombudsman Act*.
- 229** But they also submitted that I have no authority to make findings of fact, or to prefer certain evidence over other evidence collected in the course of my investigation. The fact is, I am often faced with contradictory and inconsistent evidence in an investigation, particularly one of this size and complexity, which involved more than 50 interviews and the review of extensive documentary, video, and audio evidence. It is common for witness recollections of events to differ and memories to fade over time, and we saw that in this case. It is my role to weigh that evidence and determine what information to accept, and when there is insufficient evidence to reach a conclusion.
- 230** As noted in several footnotes in this report, external counsel questioned several of my factual conclusions. I considered these comments, as well as those from the five individual council members, when finalizing my report, leading to one correction and some clarifications. But on the whole, the external counsel's representations were not particularly persuasive, given the evidence that I had collected independently.

- 231 External counsel also questioned my interview process, noting that the interviews my Office conducted were not under oath. Although I have the authority to examine witnesses under oath, it is rarely necessary to do so, and I determined that it was unwarranted in this case. Under the *Ombudsman Act*, it is an offence (punishable on conviction by a fine of up to \$500 or imprisonment up to three months, or both), to wilfully make any false statement to or mislead or attempt to mislead my Office, whether or not the information is provided under oath.
- 232 Another troubling argument by external counsel was that there was no “due process” during my investigation and that the region was not provided with any chance to rebut my conclusions until the preliminary report was provided for review. This ignores the fact that the preliminary reporting process is the chance for public sector bodies to address any concerns about my findings. It is a longstanding ombudsman practice, and its intent is to provide for procedural fairness. It is regrettable that the region did not take full advantage of this opportunity.
- 233 The *Ombudsman Act* provides me with the authority to disclose in any report those matters that, in my opinion, ought to be disclosed in order to establish the grounds for my “conclusions and recommendations” (s.12). I am obligated to provide a basis to support my opinions, conclusions and recommendations, and, in doing so, must consider the comments I receive during the preliminary reporting process. Representations on behalf of a public sector body may or may not result in changes to the final version of the report.
- 234 My objective is to make feasible and constructive recommendations, and the commentary of public sector bodies in response to preliminary reports is extremely helpful in this regard. All of my Office’s investigative reports include a reference to the response from the relevant organization; depending on the case, these responses are summarized in the final report or attached in full. Ultimately, I have the authority to decide what information is included in my reports and how it is presented.
- 235 Finally, the external counsel’s response indicated that the region would not provide its position on my recommendations. They maintained that the region was not asked to respond to the recommendations and that doing so would make no sense, as the report was preliminary. This is frankly baffling – it is a standard expectation that a public sector body provided with recommendations from an independent oversight body would address them. Not only was this explained to them in writing, but a review of any of my Office’s investigative reports would have made this expectation clear to the region and its external counsel. Most disturbing of all, as a result of this omission, I cannot report on whether or not the region intends to implement the improvements I am recommending.

- 236** Fortunately, regional council is legally obligated to respond to at least part of my report: Section 239.2(12) of the *Municipal Act* requires that council pass a resolution stating how it intends to address my report, with respect to the closed meetings held on December 7, 2017 (both the intentional closed session and the one resulting from the locked doors).
- 237** I strongly encourage regional council to consider, as soon as possible, all of my other recommendations as well, which are addressed at ensuring that fairness, accountability and proper consideration of the law guide its actions in future. It should also announce publicly, by way of resolution passed at a public meeting, how it intends to respond to each recommendation.



Paul Dubé
Ombudsman of Ontario



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Subject: Regional Council Ante Room

Report to: Regional Council

Report date: Thursday, January 17, 2019

Recommendations

1. That Regional Council **APPROVE** the use of the Council Chamber for Standing Committee and Council meetings that are closed to the public;
2. That staff **BE DIRECTED** to provide a report outlining options to implement the functionality required to facilitate meetings that are closed to the public in Committee Room 4 for the Regional Council meeting being held on March 28, 2019.

Key Facts

- The purpose of this report is to seek Council's approval to hold meetings that are not open to the public, in the Council Chamber.
- At its meeting held on July 5, 2018, Regional Council approved the use of Committee Room 4 for meetings that are closed to the public.
- Given both the size of Regional Council and Committee Room 4, it has been found that the room does not meet the requirements to facilitate a proper meeting.

Financial Considerations

There are no financial considerations related to using the Council Chamber for closed session meetings of Council or Committee.

Analysis

In an effort to ensure the confidentiality of closed session meetings of Committee and Council, Regional staff recommended a number of process changes during the previous term of Regional Council. One of these recommendations was to utilize Committee Room 4 as an ante room for closed session meetings of Council and Committees.

Although Committee Room 4 has already been utilized for closed session meetings, Regional staff have noted the following issues: not all Councillors are able to sit at the table, (the table can only accommodate 24 people), line of sight was problematic and it was difficult to hear members speaking. In addition, should the meeting be nearing curfew, it is difficult to have Council move back into the Council Chamber in a timely manner.

To ensure complete functionality for efficient meetings in Committee Room 4 there are a number of items that could be considered including installation of microphones and speakers which will also allow for use of assistive listening devices as well as a larger table or alternate seating arrangement to be able to accommodate all Councillors.

Alternatives Reviewed

Council may decide to continue to use Committee Room 4 as an ante room despite the technical and physical limitations.

Relationship to Council Strategic Priorities

The improvements to Committee Room 4 are aligned with Council Strategic Priorities via the theme “Advancing Organizational Excellence” and “Customer Service”.

Other Pertinent Reports

CAO 13-2018 REVISED - Update on CAO 05-2018 – Improving the Business of Council

Prepared and Recommended by:

Ann-Marie Norio
Regional Clerk

Submitted by:

Ron Tripp, P. Eng
Acting Chief Administrative Officer

Appendices

None.

MEMORANDUM

CL-C 02-2019

Subject: Request for Appointment to the Transportation Steering Committee

Date: January 17, 2019

To: Regional Council

From: Ann-Marie Norio, Regional Clerk

The Office of the Regional Clerk has received a request from Councillor Junkin for membership on the Transportation Steering Committee.

The Committee can have up to ten (10) members of Regional Council. Currently there are seven (7) members: Councillors Butters, Chiocchio, Fertich, Greenwood, Ip, Redekop, and Villella.

Should Council be in favour of the request, the following motion would be required:

That Councillor Junkin **BE APPOINTED** to the Transportation Steering Committee.

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk

Subject: Extension of Integrity Commissioner Contract

Report to: Regional Council

Report date: Thursday, January 17, 2019

Recommendations

1. That an extension to March 31, 2023 of the contract with ADR Chambers Inc. for Integrity Commissioner services (2017-RFP-15) **BE APPROVED**;
2. That the Regional Chair and Regional Clerk **BE AUTHORIZED** to execute an amending agreement with ADR Chambers Inc. for Integrity Commissioner services from April 1, 2019 to March 31, 2023, in a form satisfactory to the Director, Legal and Court Services; and,
3. That the necessary by-law **BE PREPARED** and **PRESENTED** to Council for consideration.

Key Facts

- The purpose of this report is to seek Council's approval for a contract extension with ADR Chambers Inc., for Integrity Commissioner services.
- On July 6, 2017 Council approved ADR Chambers Inc. as the Integrity Commissioner for The Regional Municipality of Niagara for an initial term concluding March 31, 2019.
- The Request for Proposal allows for an extension for the period April 1, 2019 to March 31, 2023, provided services have been performed to the satisfaction of the Niagara Region in the initial term.
- ADR Chambers Inc. has acknowledged via their Proposal submission and through the interview process that their services could be utilized by lower tier municipalities and local boards and agencies at the rates provided in their Financial Proposal submission
- To date there have not been any concerns with the Integrity Commissioner services provided by ADR Chambers Inc.

Financial Considerations

Financial considerations are unknown as they are dependent on the number of complaints that require investigation and/or reports. The rates below are those charged by ADR Chambers Inc. and would remain the same:

Principal Services - \$350.00 per hour
Associate Services - \$275.00 per hour

In addition, given the expanded powers of the Integrity Commissioner under section 223.1 of the *Municipal Act, 2001*, to be implemented on March 1, 2019, to provide advice respecting members' obligations under the code of conduct and under the *Municipal Conflict of Interest Act*, it is conceivable that the amount of expenditures may increase going forward.

Expenditures incurred for investigations and/or reports by the Integrity Commissioner are expensed through the Clerk's Office yearly operating budget.

Analysis

The *Municipal Act, 2001* provides, in part, authority for a municipality to appoint an Integrity Commissioner who reports to council and who is responsible for performing in an independent manner the functions assigned by the municipality with respect to the application of the code of conduct for members of council and the code of conduct for members of local boards or of either of them.

Bill 68, Modernizing Ontario's Municipal Legislation Act, 2016, provides amendments to the *Municipal Act, 2001*, effective March 1, 2019 including:

- Requirement that municipalities establish codes of conduct for members of municipal council and local boards;
- Provisions that the public and municipal councillors have access to integrity commissioners either by appointment or through a commissioner of another municipality;
- Broadened powers to Integrity Commissioners to investigate complaints, provide advice and initiate investigations related to conflicts of interest and the municipality's code of conduct

Currently our Integrity Commissioner through ADR Chambers Inc., is Edward T. McDermott.

Mr. McDermott is an investigator, mediator and arbitrator with ADRC. He has over 35 years of negotiation, mediation, arbitration and legal experience. Mr. McDermott retired as a senior partner with Osler, Hoskin and Harcourt LLP, where he built an active labour and employment law practice from 1974 to 2009.

As part of his Ombudsman and Integrity Commissioner work, Mr. McDermott has conducted numerous mediations, investigations and workplace restoration projects in both the private and public sectors.

Mr. McDermott was the Deputy Integrity Commissioner for the Office of Integrity Commissioner for the City of Brampton and is on their rosters for the provision of Integrity Commissioner services and municipal Ombudsman services.

Mr. McDermott received his B.A. from the University of Toronto in 1964, and his LL.B. from Osgoode Hall in 1967. He was called to the Bar in 1969, and was then appointed to and served as law clerk to the Chief Justice of the High Court for the Supreme Court of Ontario. Mr. McDermott has previously been named as one of Canada's top 500 lawyers in Lexpert/American Lawyer Media Guide to the Leading 500 Lawyers in Canada.

Alternatives Reviewed

Council could decide to not approve an extension of the current contract with ADR Chambers Inc. for Integrity Commissioner services and decide to issue a new Request for Proposal for Integrity Commissioner services.

Relationship to Council Strategic Priorities

The appointment of an Integrity Commissioner is authorized by legislation.

Other Pertinent Reports

GM 02-2017	Award of Request for Proposal for Integrity Commissioner Position for the Niagara Region
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Prepared and Recommended by:

Ann-Marie Norio
Regional Clerk

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with J. Mulligan, Manager, Strategic Resourcing.

Appendices

Appendix 1	CL-C 57-2018 Niagara Region Integrity Commissioner Annual Report
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Integrity Commissioner Office
for Niagara Region

September 11, 2018

SENT BY COURIER AND EMAIL TO:

Ann-Marie Norio
Regional Clerk
Office of the Regional Clerk
Niagara Region
1815 Sir Isaac Brock Way, P.O. Box 1042
Thorold, ON L2V 4T7
Ann-Marie.Norio@niagararegion.ca

**Re: Niagara Region Integrity Commissioner
Annual Report**

Dear Ms. Norio:

Thank you for the opportunity to act as the Integrity Commissioner (or “IC”) for the Region of Niagara over the past year. In accordance with the terms of the Agreement between the Region and ADR Chambers pursuant to s-s. 223.6 (1) of the *Municipal Act, 2001*, we are providing our annual report for the first operating period of the Agreement covering the period August 17, 2017 to August 16, 2018.

As you know, the IC’s role is to help Members of Council (“Members”) ensure that they are performing their functions in accordance with the Region’s Code of Conduct (“the Code”). The IC is available to educate and provide advice to Members on matters governing their ethical behaviour and compliance with the Code. The IC is also responsible for receiving, assessing, and investigating appropriate complaints made by Council, Members, and members of the public respecting alleged breaches of the Code by Members.

There is no question that the first year of operation undertaken by the Office of the Integrity Commissioner and this Integrity Commissioner was indeed a busy one.

At the outset, we were charged with the responsibility of processing three complaints which had been outstanding for some months as the selection process to secure a new IC unfolded. We immediately turned to dealing with these complaints and were able to process and bring them to final conclusion in a reasonable time frame. We were also asked by the Region to undertake a review of a draft Code which had been prepared by the previous Interim Integrity Commissioner, Mr. Mascarin, that had been the subject of considerable input and debate both by Members and the public. We completed that review and presented it to Council in November 2017 following which, at the invitation of Council, we attended before it on December 14, 2017 in order to respond to any questions that Council may have relative to the proposed new Code and/or review thereof. In the end result, Council determined not to adopt the proposed new Code and opted to remain with the existing Code which had been in place for some time.

We also prepared and provided the Regional Clerk with a proposed Investigation Protocol which sets forth a process for dealing with complaints of contraventions of the Code.

Complaints received during the first year

The Office of the IC received 14 formal requests for investigation of contraventions of the Code. Twelve of these complaints had been completed and determined by the Integrity Commissioner as at of July 25, 2018, although since then, two additional complaints have now been received by the Office of the Integrity Commissioner and are now in the course of being processed.

With respect to the 12 requests for investigation that were received and disposed of during the first year of operation:

- One Complainant did not submit a signed Consent and Confidentiality Agreement in accordance with the terms of the protocol and accordingly the matter was not proceeded with.

- Five of the requests for investigation were disposed of on a summary basis with rulings issued to the Complainants denying the complaints on various grounds without or after a partial investigation.
- Six requests (excluding the two most recent ones) were fully investigated and reported on to Council with the determination being made as to whether the Councillor in question had or had not violated the terms of the Code and if a contravention was found, the penalty which the IC recommended that Council adopt. Of the six which were fully investigated, two resulted in a recommendation of a penalty.

It is of some interest to note that of the 14 complaints filed:

- Four of the complaints were initiated by a Councillor (although one was not proceeded with);
- Three complaints were initiated by the same citizen;
- Three complaints were initiated against one Member;
- Two complaints were initiated against each of two Members.

In addition a significant number of complaints touched upon the use of social media or email by a Member.

Cost

Aside from the work associated with reviewing the proposed new draft Code and attending before Council in that respect, the total costs incurred by the Region during the year (up to and including the end of July 2018) for the investigation and adjudication process amounted to \$65,218.17 including tax.

Two of the complaints initiated by a Councillor resulted in a cost of \$23,551.56. A third was still in progress as at August 17, 2018 and had not been completed or billed at the end of the period covered by this Report. The three complaints initiated by one citizen involved a total cost of \$22,578.19.

Issues to be considered going forward

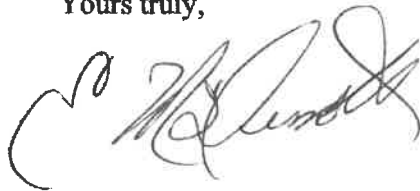
As a result of our experience during the past year, it is respectfully suggested that Council consider the following issues:

- The provisions of Bill 68 will come into force on March 1, 2019 and will contain some significant amendments to the *Municipal Act, 2001* and the *Municipal Conflict of Interest Act* which affect the role and powers of the Integrity Commissioner and the obligation of Members under the Region's Code. Once the new Council is in place, an *in camera* education seminar should be scheduled in order to familiarize all Councillors with the effect of these new amendments as well as emphasizing the importance of not disclosing confidential information in accordance with the requirements of the Code.
- We are seeing a significant increase in complaints being filed by a Member against other Members both within and out of the Region. The Region's investigation protocol should include a provision conferring on the IC the discretion to mandatorily order a mediation session when circumstances so warrant.
- Council should formally adopt a new and updated investigation protocol as the current complaint process was adopted by Council in contemplation of the Regional Chair, rather than the Integrity Commissioner, dealing with complaints under the Code. We would be pleased to submit a revised protocol for consideration by Council.

Summary

It has been a pleasure to assist the Region and its Members in contending with the numerous issues which have arisen in connection with the administration of its Code of Conduct. We look forward to continuing to provide the services of Integrity Commissioner to the Region of Niagara in the forthcoming year.

Yours truly,

A handwritten signature in black ink, appearing to read 'E. McDermott', with a large, stylized initial 'E' on the left.

Edward T. McDermott
Integrity Commissioner
Office of the Integrity Commissioner for Niagara Region

MEMORANDUM

CL-C 03-2019

Subject: Appointment to Southwestern Integrated Fibre Technology (SWIFT) Board

Date: January 17, 2019

To: Regional Council

From: Ann-Marie Norio, Regional Clerk

The Southwestern Integrated Fibre Technology (SWIFT) Board has requested Regional Council appoint a member to its Board of Directors.

The primary role of the SWIFT Board of Directors is to govern and foster the development of SWIFT to ensure long-term organizational stability by providing strategic direction and oversight for the corporation. The board plays a key role in helping build #broadbandforeveryone in Southwest Ontario, Caledon and Niagara.

Applicants must demonstrate a commitment to dedicate the time required to attend Board meetings, participate on committees when required and attend annual events such as the Annual Strategic Planning session and AGM.

Should Council wish to put forward a member to sit on the SWIFT Board the following motion would be required:

That Councillor <name> **BE APPOINTED** as Niagara Region's representative on the SWIFT Board of Directors.

Respectfully submitted and signed by

Ann-Marie Norio
Regional Clerk



Grape Growers of ONTARIO

January 8, 2019

Ms. Ann-Marie Norio
Regional Clerk, Niagara Region
1815 Sir Isaac Brock Way
Thorold, ON L2R 7C2

Dear Ms. Norio:

The Grape Growers of Ontario (GGO) is the official organization operating under the Farm Products Marketing Act that represents all of Ontario's 500 processing grape growers of 17,000 acres of vineyards, including 180 wineries. The Ontario Grape and Wine Industry delivers a significant \$4.4 billion economic impact to the province including \$2.97 billion business revenue, \$870 million in wages, 18,000 jobs, \$522 million in tax revenue, and attracts 2.4 million tourists generating \$847 million of tourism-related economic impact. Niagara is home to 75% of Ontario's grape growers.

You may be aware that the Government of Ontario has announced its plan to modernize alcohol sales by expanding the sale of beer and wine to corner stores, grocery stores and big-box stores, based on market demand. The GGO believes that this decision represents a significant opportunity for our municipalities and Ontario wine regions to grow a more robust grape and wine industry. However, we need to ensure that the retail model supports the local 100% Ontario-grown industry so that we can continue to provide economic benefit to our local communities.

We ask Region of Niagara to pass a resolution and to send a letter to the Provincial Government and area MPPs in response to the public consultation on the [Modernization of Alcohol Sales](#) in support of 100% Ontario-grown grapes and wine. The consultation concludes February 1, 2019.

Yours truly,

Matthias Oppenlaender
Chair, Grape Growers of Ontario

c Jim Bradley, Chair, Regional Municipality of Niagara
Sam Oosterhoff, MPP, Niagara West
Jennifer Stevens, MPP, St. Catharines
Wayne Gates, MPP, Niagara Falls
Jeff Burch, MPP, Niagara Centre
Debbie Zimmerman, CEO, Grape Growers of Ontario
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Subject: BILL 66: RESTORING ONTARIO'S COMPETITIVENESS ACT:
Legislative Amendments related to Home Child Care Programs

Report to: Regional Council

Report date: Thursday, January 17, 2019

Recommendations

That the Regional Chair **BE DIRECTED** to write a letter to the Ministry of Education containing the recommended changes to Bill 66 as they relate to Home Child Care and to include this report for their consideration.

Key Facts

- On December 6, the provincial government announced proposed legislative amendments, contained within Bill 66, to the *Child Care and Early Years Act, 2014* (CCEYA) and the *Education Act, 1990*. The consultation period for this new bill closes January 20, 2019.
- Details of these amendments, as they relate to Home Child Care are contained in the attached memo, CWCD 421-2018, most importantly highlighting proposed increased allowable limits for the number of infants in licensed and unlicensed home child care as well as lowering the age at which home childcare providers must count their own children towards the maximum allowable number of children "in care". The government has indicated that these changes are intended to increase choice and availability of child care for families.
- Children's Services is one of two local licensed home childcare operators; the other is Wee Watch Licensed Home Child Care Niagara.
- In consultation with Niagara's local licensed provider and with municipal service manager counterparts across Ontario, concerns have been raised as to the potential risks associated with the proposed changes in Bill 66, particularly as they relate to the unlicensed home childcare sector.
- Further to Council's request for recommendations, staff are recommending that the increased limits proposed in Bill 66 should not be applied to unlicensed home child care and that the ministry should review the Ombudsman report, *Careless About Child Care*, October 2014, and recommendations outlined in the report be implemented to reduce risks for children in informal care homes.

Financial Considerations

There are no financial considerations associated with the recommendations of this report.

Analysis

Niagara Region is the larger of two licensed home childcare agencies that oversee contracted home childcare providers across Niagara. Between both agencies there are approximately 100 contracted home childcare providers in Niagara. As Niagara's Municipal Service Manager for the licensed childcare sector, we share the goals with the province that seek to expand childcare capacity, reduce administrative burden and ensure children's safety within the Early Years system. Service managers welcome system improvements that support local flexibility and ensure municipalities have continued input into legislative and investment improvements to this sector.

After reviewing Bill 66, *Restoring Ontario's Competitiveness Act 2018*, and the proposed amendments to the CCEYA, the following has been identified by Niagara Region Children's Services, in consultation with Wee Watch, as changes that warrant significant attention, particularly as applied to the unlicensed home childcare sector:

- Lowering the age at which home childcare providers must count their own children towards the maximum allowable number of children in care, from 6 to 4 years old
- Increasing the number of young children that home childcare providers can have in their care, from two under 2 years old to three under 2 years old

In consultation with Wee Watch, it is agreed that should the proposed legislation pass, placement decisions with contracted licensed home childcare providers will be managed locally on a home by home approach by the licensed agency. The decision would take into consideration the number and age of children in the home, including the caregiver's own children, the capacity and ability of the home childcare provider, the size of the home, additional safety factors, and the impact on the quality of services in the home.

Of greatest concern are the implications of the proposed changes for the informal care sector. Unlike licensed operators, informal home childcare providers are not required to be registered or affiliated with an agency or service, there are no standards for safety and quality of service, and there are no requirements for routine inspections or oversight. Unlicensed home child care has been a sector of significant concern over the last decade with a number of tragic deaths prompting the Ombudsman to produce a report in 2014, titled *Careless About Child Care*, which culminated in 113 recommendations to improve the safety of children in care. In present day, the only legislation that applies to this sector relates to the maximum number of children, by age, that are allowed to be in care, the age of the provider (18 years of age or older) and the requirement to advise parents that they are an unlicensed provider. These requirements, and current ministry processes fall well short of the Ombudsman's recommendations.

As the proposed changes apply to the licensed and unlicensed sectors equally, the sector is concerned that there is a lack of recognition of the significant differences in these two sectors and the well-recognized risks of the unregulated system. The childcare sector believes that *Caveat Emptor* or "let the buyer beware", an implication of this proposed

legislative change, is not an acceptable approach when we are considering the safety of very young children. It should be noted that a similar response has been provided to the government from the Home Child Care Association of Ontario (attached).

Based on concerns identified, it is recommended that the Ministry be requested to:

- Review the Ombudsman report *Careless about Child Care*, October 2014 and recommendations outlined in the report be implemented to reduce risks for children in informal care homes.
- Strike the proposed changes, to the number of children, by age, allowed to be in care in an informal care setting, instead remaining with the current allowable maximums.
- And, further to the Ministry's commitment to develop a new Early Years and child care plan in 2019, it should work with local service managers to consider any future legislative changes within the context of this new plan, that would seek to increase access to child care, improve service, reduce administration and ensure a fiscally responsible system

Alternatives Reviewed

N/A

Relationship to Council Strategic Priorities

N/A

Prepared and Recommended by:
Adrienne Jugley, BA, MSW, RSW, CHE
Commissioner, Community Services

Submitted by:
Ron Tripp, P. Eng
Acting, Chief Administrative Officer

This report was prepared in consultation with Helen Lake, Manager Children's Services, and Darlene Edgar, Director, Children's Services

Appendices

- Appendix 1 CWCD 421 – 2018 BILL 66: RESTORING ONTARIO'S COMPETITIVENESS ACT:
Legislative Amendments related to Child Care Programs and Long Term Care
- Appendix 2 Home Child Care Association of Ontario response

MEMORANDUM**CWCD 421 - 2018**

Subject: BILL 66: RESTORING ONTARIO'S COMPETITIVENESS ACT: Legislative Amendments related to Child Care Programs and Long Term Care

Date: December 14, 2018

To: Regional Chair and Members of Council

From: Adrienne Jugley, Commissioner Community Services

Further to a recent Councillor information request, the following outlines the proposed legislative amendments within Bill 66: Restoring Ontario's Competitiveness Act, to both childcare and long term care.

Childcare

On December 6, the provincial government announced proposed legislative amendments to the *Child Care and Early Years Act, 2014* (CCEYA) and the *Education Act, 1990*. Within the proposed legislative amendments, there are changes directed at both licensed and unlicensed home child care operations.

As background, it should be noted that Niagara Region is the municipal service manager, managing the local licensed child care system on behalf of the provincial government, operating under rules established by the Ministry of Education and the *Child Care and Early Years Act, 2014*.

Among its services, Niagara Region is also the larger of two licensed home child care agencies that oversee contracted home child care providers across Niagara. Between both agencies there are approximately 100 contracted licensed home child care providers in Niagara. As part of the responsibility of a licensed home child care agency, contracted providers are visited, unannounced, on a monthly basis, where qualified staff ensure appropriate developmental programs are provided to each child in care, and health and safety checks of the home ensure the environment meets legislative requirements.

The number of unlicensed home child care providers operating in Niagara is unknown to both the provincial government and Niagara Region. Unlicensed home child care providers are not required to be registered or affiliated with an agency or service. There are no standards for safety and quality of service (beyond legislated capacity maximums), or requirements for routine inspection or oversight.

It should be noted that despite their significantly legislated role in planning, supporting evidence informed practice and funding, municipal service managers were not consulted prior to the announcement of the proposed changes to the CCEYA. The following outlines the proposed legislative amendments within Bill 66 that have been identified by Niagara Region Children's

Services, in consultation with Wee Watch Home Licensed Child Care, as items that warrant further review and consultation with the childcare sector:

1. Lowering the age at which home child care providers must count their own children towards the maximum allowable number of children in care, from 6 to 4 years old (maximum allowable children in care in licensed operations is 6; maximum allowable in unlicensed operations is 5)
2. Increasing the number of young children that home child care providers can have in their care, from two under 2 years old to three under 2 years old

These changes are proposed by the provincial government to support increased access to infant childcare spaces, increase “parent choice” and align service age criteria to what is currently considered “school aged children”. With these proposed changes, operators will be able to have more children in care (as 4 and 5 year olds will no longer be counted against the operating maximum). Additionally, operators will be able to have three infants, rather than the current 2 under these changed operating limits. As both Niagara local licensed home childcare operators have expressed concern about possible safety and service implications due to these changes, and the provincial sectors (e.g. Provincial Children’s Services Network) have not yet had an opportunity to provide feedback to the proposed changes, staff will be working with sector partners to develop a response to be provided to the province during the consultation period for this legislation (closing January 20, 2019). This response, as well as recommendations for Niagara Region Home Childcare operations, will be provided to Council for endorsement in January.

Long Term Care

Bill 66 also contains recommended regulatory changes related to long term care. These are largely administrative in nature and proposed as changes that will reduce unnecessary ‘red tape’. The provincial Long Term Care sector association (Advantage) was consulted prior to the release of these proposed amendments to the *Long Term Care Homes Act, 2007*. The primary changes are as follows:

- *Change the mandatory requirement for ministry led public meetings related to bed license changes;*

Status Quo: Ministry must conduct a public consultation, including opportunity for oral presentations in a public meeting, before certain licensing decisions can be made by the (provincial) Director. These decisions include issuing a license, undertaking to issue a license, transferring a license or beds under a license, amending a license to increasing the number of beds or extend the term, or deciding (3 years before expiry) not to issue replacement license.

Proposed changes: Modernize the way the ministry seeks feedback on licensing transactions by allowing additional/alternative formats (rather than requiring a public meeting as a part of every public consultation).

- *Allow homes that have been forced to evacuate their residents to apply for emergency bed licenses that will last up to a year, at the Ministry's discretion (rather than having to renew monthly)*

Status Quo: The Director may authorize temporary additional beds at a Long Term Care Home (LTCH) for a single period of no more than 30 consecutive days. This can be done when a person requires immediate admission to a LTCH as a result of a crisis arising from the person's condition/circumstances.

Proposed changes: Repeal this provision and the criteria currently related to short-term authorizations would instead be included under the temporary emergency license provisions.

- *Reduce reporting requirements for admission refusals*

Status Quo: If a licensee withholds approval for admission, the licensee must provide written notice to the applicant, the Director and the LHIN Placement Coordinator. The written notice must explain grounds as to why the licensee is withholding approval, a detailed explanation of supporting facts as they relate to the home and applicant's condition and requirements for care, and an explanation of how the facts justify the decision to refuse admission.

Proposed Changes: Reduce the number of persons to whom LTC home licensees must provide written notification when the licensee withholds approval for the admission of an applicant into a LTC home.

These proposed changes appear to align with recommendations from the long term care sector that currently struggles with a significant reporting and application burden, including processes that result in duplicate reporting or administrative procedures. Staff will continue to monitor both the ministry details related to these changes and dialogue with sector groups to ensure that the proposed changes support both improved operations and effective sector accountability.

Respectfully submitted and signed by

Adrienne Jugley, Commissioner

- PRESS RELEASE -

The Home Child Care Association of Ontario calls for revision to the proposed legislation to increase the numbers of young children (ages 0-2) a child care provider can have in their care

Ottawa (Ontario), December 17th, 2018 - In response to the memorandum from the Honourable Lisa Thompson, Minister of Education relating to child care in Ontario, the Home Child Care Association of Ontario (HCCAO) calls for revision to the proposed increase to the number of young children that home child care providers can have in their care, from two under 2 years to three under 2 years, as it has the potential to compromise the safety of young children.

Regulations are in place to support safety and quality; with no oversight this change means that one adult can choose to care for three non-walking, infants by themselves. Parents may start in care expecting their infant will receive the necessary individualized attention and care needed to provide a quality early learning experience but without licensing oversight the caregiver can add additional young infants. As such, the only options left to parents are to accept the additional risk and lesser attention or to end care with possible employment and educational consequences.

The HCCAO recognizes that access to early learning and child care is a significant need for families across Ontario. When carried out **within the licensed sector only**, because of the existing responsible oversight, focus and commitment to quality, regulatory requirements and high standards, the legislative change allowing care in homes for 3 children under two years is achievable without compromising children's safety.

While there was no specific consultation with the licensed home child care sector regarding this proposed change, HCCAO has subsequently met with staff from the Ministers office and will continue to work diligently during the legislative review process to assist the government in developing a greater understanding of the diversity of home child care offered throughout this province and the necessity of licensing oversight to support safety and quality.

The HCCAO does support the government's call to improve quality and deliver high standards of care and to make child care more affordable for Ontario families, as well as their interest in reducing red tape and to assist self-employed providers, who are affiliated with licensed agencies, increase their earnings.

The HCCAO membership is committed to the well-being of children and has a strong interest in contributing to the dialogue about how child care programs for children are organized, delivered and regulated throughout the province. For more information regarding the HCCAO please visit their website at www.hccao.com/about.html.

- 30 -

Source:

Kim Hiscott, President
Home Child Care Association of Ontario
khiscott@afchildrensservices.ca

Minute Item No. 6.1

PW PW 3-2019

Proposed Base Services for Next Collection Contract

That Report PW 3-2019, dated January 8, 2019, respecting Proposed Base Services for Next Collection Contract, **BE RECEIVED** for information and the following recommendations **BE APPROVED**:

1. That, based on the results of the stakeholder engagement process, the Request for Proposals for Niagara Region's next garbage, recycling and organics collection RFP **BE APPROVED** to be issued with the following, subject to final comments from Local Area Municipalities:
 - a. Pricing for the following garbage collection frequency options:
 - i. Every-other-week (EOW) garbage collection for all residential properties and for those Industrial, Commercial & Institutional (IC&I) and Mixed-Use (MU) properties located outside Designated Business Areas (DBAs), as a base service (weekly recycling and organics to continue, and current garbage container (bag/can) limits would double for affected sectors, on an EOW basis), and,
 - ii. Status quo – weekly base garbage collection service.
 - b. Establishment of a four (4) item limit per residential unit, per collection, for large item collection at Low-Density Residential (LDR) properties, as a base service;
 - c. Discontinuation of appliances and scrap metal curbside collection at LDR properties, as a base service;
 - d. Change the weekly garbage container (bag/can) limits for Industrial, Commercial & Institutional (IC&I) and Mixed-Use (MU) properties located inside Designated Business Areas (DBAs) from seven (7) containers to four (4) containers per property, as a base service;
 - e. Change the weekly garbage container limit for MU properties located outside DBAs from six (6) containers to four (4) containers per property, as a base service;
 - f. Mandatory use of clear garbage bags for garbage collection;

2. That Report PW 3-2019 and Council's resolutions, along with the Metrolina stakeholder consultation report, when finalized, **BE CIRCULATED** to the Local Area Municipalities, for their review, and comments to be provided by February 1, 2019 or no later than February 20, 2019; and
3. That staff **BE DIRECTED** to provide a follow-up report on the position of the Local Area Municipalities on the base and enhanced services to be included in the next garbage, recycling and organics collection contract Request for Proposals.

Minute Item No. 6.2

PW 4-2019

Financial Plan for O Reg. 453/07

That Report PW 4-2019, dated January 8, 2019, respecting Water and Wastewater Financial Plan for O.Reg. 453/07, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the following statements included in the Water and Wastewater Financial Plan **BE APPROVED** by a resolution of Regional Council in accordance with O.Reg 453/07:
 - Pro forma Statement of Financial Position – Water
 - Pro forma Statement of Financial Operations – Water
 - Pro forma Statement of Cash Flow/Cash Receipts – Water
2. That the Water and Wastewater Financial Plan **BE APPROVED** to be used by staff as the guidance for the preparation of water and wastewater budgets for the 2019 to 2028 period of the plan;
3. That a copy of the Water and Wastewater Financial Plan **BE SUBMITTED** to the Ministry of Municipal Affairs and Housing; and,
4. That a copy of the Water and Wastewater Financial Plan **BE MADE** available on the Regional website.

Minute Item No. 7.2

PWC-C 2-2019

Inter-Municipal Transit (IMT) Update, Primer

That Correspondence Item PWC-C 2-2019, being a memorandum from M. Robinson, Director, GO Implementation Office, dated January 8, 2019, respecting Inter-Municipal Transit (IMT) Update, **BE RECEIVED** for information.

Minute Item No. 7
Consent Items for Information

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

PWC-C 1-2019
Emterra Collection Contract Update

PWC-C 3-2019
2018 U-Pass Agreements

Minute Item No. 10.1
Confidential Report PW 6-2019

A Trade secret or scientific, technical, commercial, financial or labour relations information supplied in confidence to the municipality - Contract Negotiations with Emterra.

That Confidential Report PW 6-2019, dated January 8, 2019, respecting A Trade secret or scientific, technical, commercial, financial or labour relations information supplied in confidence to the municipality which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of an organization - Contract Negotiations with Emterra, **BE RECEIVED** and the recommendations therein **BE APPROVED**.

**THE REGIONAL MUNICIPALITY OF NIAGARA
PUBLIC WORKS COMMITTEE
MINUTES**

**PWC 1-2019
Tuesday, January 8, 2019
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Chiocchio, Disero, Edgar (Committee Vice-Chair), Fertich, Foster, Gale, Insinna, Junkin, Nicholson, Rigby (Committee Chair), Sendzik, Steele, Ugulini, Witteveen, Zalepa

Absent/Regrets: Bradley (Regional Chair), Diodati, Heit

Staff: H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, J. Gilston, Legislative Coordinator, C. Habermehl, Acting Commissioner, Public Works, T. Harrison, Commissioner/Treasurer, Enterprise Resource Management Services, R. Mostacci, Commissioner, Planning and Development Services, A.-M. Norio, Regional Clerk, M. Robinson, Director, GO Implementation Office, C. Ryall, Director, Transportation Services, J. Tonellato, Director, Water & Wastewater Services, R. Tripp, Acting Chief Administrative Officer, B. Whitelaw, Waste Management Policy & Planning Program Manager, S. Wood, Legal Counsel

1. CALL TO ORDER

Ann-Marie Norio, Regional Clerk, called the meeting to order at 9:36 a.m.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. SELECTION OF CHAIR AND VICE-CHAIR

3.1 Call for Nominations for Committee Chair

Ann-Marie Norio, Regional Clerk, called for nominations for the position of Chair of the Public Works Committee for a two-year term (2019-2020).

Moved by Councillor Fertich
Seconded by Councillor Gale

That Councillor Rigby **BE NOMINATED** as Chair of the Public Works Committee for a two-year term (2019-2020).

Moved by Councillor Witteveen
Seconded by Councillor Sendzik

That Councillor Edgar **BE NOMINATED** as Chair of the Public Works Committee for a two-year term (2018-2020).

3.2 Motion to Close the Nominations for Committee Chair

The Regional Clerk called a second and third time for nominations for the position of Public Works Committee Chair. There being no further nominations it was:

Moved by Councillor Sendzik
Seconded by Councillor Insinna

That nominations for the position of Chair of the Public Works Committee for a two-year term (2019-2020), **BE CLOSED**.

Carried

3.3 Voting for Position of Committee Chair

Voting by a show of hands resulted in the following:

Edgar = 6

Rigby = 8

Based on the result of the vote, the Regional Clerk announced that Councillor Rigby had received the majority of votes and would be the Public Works Committee Chair for a two-year term (2019-2020).

3.4 Call for Nominations for Committee Vice-Chair

Ann-Marie Norio, Regional Clerk, called for nominations for the position of Vice-Chair of the Public Works Committee for a two-year term (2019-2020).

Moved by Councillor Sendzik
Seconded by Councillor Foster

That Councillor Edgar **BE NOMINATED** as Vice-Chair of the Public Works Committee for a two-year term (2019-2020).

3.5 Motion to Close the Nominations for Committee Vice-Chair

The Regional Clerk called a second and third time for nominations for the position of Public Works Committee Vice-Chair. There being no further nominations it was:

Moved by Councillor Zalepa
Seconded by Councillor Disero

That nominations for the position of Vice Chair of the Public Works Committee for a two-year term (2019-2020), **BE CLOSED**.

Carried

3.6 Voting for Position of Committee Vice-Chair

There being only one nominee for the position of Committee Vice-Chair, Ann-Marie Norio, Regional Clerk, announced that Councillor Edgar would be the Public Works Committee Vice-Chair for a two-year term (2019-2020).

At this point in the meeting, Councillor Rigby assumed the Chair.

4. **PRESENTATIONS**

Ron Tripp, Acting Chief Administrative Officer, indicated that multiple presentations would be given during the Public Works Committee meeting that may exceed the ten minutes presentation time limit, therefor it was:

Moved by Councillor Nicholson
Seconded by Councillor Insinna

That the staff presentation **BE PERMITTED** to exceed the 10 minute presentation time limit.

Carried

4.1 Regional Transit Budget

Stephen Kosh, Executive Director, and Ryan Huckla, President, Niagara College Student Administrative Council, Niagara College, appeared before the Committee to provide information respecting Regional Transit Budget. Topics of the presentation included:

- The state of transit for the Niagara College service area
- What an amalgamated transit system would look like in Niagara Region
- Examples of other comparator service areas providing transit for colleges
- Suggestions for improving specific transit corridors
- The increase of financial contributions to Regional transit from Niagara College

Councillor Information Request(s):

That staff consider subsidizing other transit services, such as Uber, to help cover outlying service areas not covered by current transit routes.
Councillor Gale.

5. **DELEGATIONS**

There were no delegations.

6. **ITEMS FOR CONSIDERATION**

6.1 PW 3-2019

Proposed Base Services for Next Collection Contract

Catherine Habermehl, Acting Commissioner, Public Works, and David Kaines, Metroline Research Group, provided information respecting Proposed Base Services for Next Collection Contract. Topics of the presentation included:

- Proposed Collection Service Options (background, rationale)
- Results and key insights of the targeted and broad stakeholder consultations
- The research methodology for conducting the stakeholder consultations
- Base Garbage Collection Service Options
- Stakeholder Consultation
- Recommendations

A copy of the presentation is attached to these minutes.

Moved by Councillor Sendzik
Seconded by Councillor Steele

That Report PW 3-2019, dated January 8, 2019, respecting Proposed Base Services for Next Collection Contract, **BE RECEIVED** for information and the following recommendations **BE APPROVED**:

1. That, based on the results of the stakeholder engagement process, the Request for Proposals for Niagara Region's next garbage, recycling and organics collection RFP **BE APPROVED** to be issued with the following, subject to final comments from Local Area Municipalities:
 - a. Pricing for the following garbage collection frequency options:
 - i. Every-other-week (EOW) garbage collection for all residential properties and for those Industrial, Commercial & Institutional (IC&I) and Mixed-Use (MU) properties located outside Designated Business Areas (DBAs), as a base service (weekly recycling and organics to continue, and current garbage container (bag/can) limits would double for affected sectors, on an EOW basis), and,
 - ii. Status quo – weekly base garbage collection service.
 - b. Establishment of a four (4) item limit per residential unit, per collection, for large item collection at Low-Density Residential (LDR) properties, as a base service;
 - c. Pricing for the continuation of appliances and scrap metal curbside collection at LDR properties, as a base service.
 - d. Change the weekly garbage container (bag/can) limits for Industrial, Commercial & Institutional (IC&I) and Mixed-Use (MU) properties located inside Designated Business Areas (DBAs) from seven (7) containers to four (4) containers per property, as a base service;
 - e. Change the weekly garbage container limit for MU properties located outside DBAs from six (6) containers to four (4) containers per property, as a base service;

2. That Report PW 3-2019 and Council's resolutions, along with the Metroline stakeholder consultation report, when finalized, **BE CIRCULATED** to the Local Area Municipalities, for their review, and comments to be provided by February 1, 2019 or no later than February 20, 2019; and,
3. That staff **BE DIRECTED** to provide a follow-up report on the position of the Local Area Municipalities on the base and enhanced services to be included in the next garbage, recycling and organics collection contract Request for Proposals.

The following friendly *amendment* was accepted by the Committee Chair, and the mover and seconder of the motion to add clause 1(f) as follows:

f. Mandatory use of clear garbage bags for garbage collection.

Moved by Councillor Foster

Seconded by Councillor Nicholson

That clause 1(c) **BE AMENDED** to read as follows:

c. Discontinuation and continuation of appliances and scrap metal curbside collection at LDR properties, as a base service.

Carried

The Committee Chair called the vote on the motion, as amended, as follows:

That Report PW 3-2019, dated January 8, 2019, respecting Proposed Base Services for Next Collection Contract, **BE RECEIVED** for information and the following recommendations **BE APPROVED**:

1. That, based on the results of the stakeholder engagement process, the Request for Proposals for Niagara Region's next garbage, recycling and organics collection RFP **BE APPROVED** to be issued with the following, subject to final comments from Local Area Municipalities:

- a. Pricing for the following garbage collection frequency options:
 - i. Every-other-week (EOW) garbage collection for all residential properties and for those Industrial, Commercial & Institutional (IC&I) and Mixed-Use (MU) properties located outside Designated Business Areas (DBAs), as a base service (weekly recycling and organics to continue, and current garbage container (bag/can) limits would double for affected sectors, on an EOW basis), and,
 - ii. Status quo – weekly base garbage collection service.
 - b. Establishment of a four (4) item limit per residential unit, per collection, for large item collection at Low-Density Residential (LDR) properties, as a base service;
 - c. Discontinuation and continuation of appliances and scrap metal curbside collection at LDR properties, as a base service;
 - d. Change the weekly garbage container (bag/can) limits for Industrial, Commercial & Institutional (IC&I) and Mixed-Use (MU) properties located inside Designated Business Areas (DBAs) from seven (7) containers to four (4) containers per property, as a base service;
 - e. Change the weekly garbage container limit for MU properties located outside DBAs from six (6) containers to four (4) containers per property, as a base service;
 - f. Mandatory use of clear garbage bags for garbage collection;
2. That Report PW 3-2019 and Council's resolutions, along with the Metroline stakeholder consultation report, when finalized, **BE CIRCULATED** to the Local Area Municipalities, for their review, and comments to be provided by February 1, 2019 or no later than February 20, 2019; and,
 3. That staff **BE DIRECTED** to provide a follow-up report on the position of the Local Area Municipalities on the base and enhanced services to be included in the next garbage, recycling and organics collection contract Request for Proposals.

Carried

Councillor Information Request(s):

That staff consider closed-top containers as an option for recycling collection. Councillor Ugulini.

Provide information respecting what constitutes the 36% of non-recyclable and non-compostable materials in the garbage bags collected between 2015 and 2016, as described in Report PW 3-2019. Councillor Disero.

6.2 PW 4-2019

Financial Plan for O.Reg. 453/07

Moved by Councillor Witteveen
Seconded by Councillor Ugulini

That Report PW 4-2019, dated January 8, 2019, respecting Water and Wastewater Financial Plan for O.Reg. 453/07, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the following statements included in the Water and Wastewater Financial Plan **BE APPROVED** by a resolution of Regional Council in accordance with O.Reg 453/07:
 - Pro forma Statement of Financial Position – Water
 - Pro forma Statement of Financial Operations – Water
 - Pro forma Statement of Cash Flow/Cash Receipts – Water
2. That the Water and Wastewater Financial Plan **BE APPROVED** to be used by staff as the guidance for the preparation of water and wastewater budgets for the 2019 to 2028 period of the plan;
3. That a copy of the Water and Wastewater Financial Plan **BE SUBMITTED** to the Ministry of Municipal Affairs and Housing; and,
4. That a copy of the Water and Wastewater Financial Plan **BE MADE** available on the Regional website.

Carried

Councillor Information Request(s):

Include data from the Regions of Waterloo and Durham for comparison of the financial rate increases for water and wastewater operating expenses. Councillor Sendzik.

That staff consider using simple language for the statements in the Water and Wastewater Financial Plan, rather than the use of "pro forma". Councillor Sendzik.

7. CONSENT ITEMS FOR INFORMATION

There being no objection, Report PWC-C 2-2019 was considered at this time.

7.2 PWC-C 2-2019

Inter-Municipal Transit (IMT) Update, Primer

Matt Robinson, Director, GO Implementation Office, Kumar Ranjan, Transit Lead, GO Implementation Project, and Heather Talbot, Financial and Special Projects Consultant, provided information respecting Inter-Municipal Transit (IMT) Update. Topics of the presentation included:

- Overview: Where We've Been
- Successes: What We've Achieved
- Workplan: What's Next
- Moving Transit Forward: Where We're Going
- NST: Growing Ridership

A copy of the presentation is attached to these minutes.

Moved by Councillor Steele

Seconded by Councillor Edgar

That Correspondence Item PWC-C 2-2019, being a memorandum from M. Robinson, Director, GO Implementation Office, dated January 8, 2019, respecting Inter-Municipal Transit (IMT) Update, **BE RECEIVED** for information.

Carried

7. CONSENT ITEMS FOR INFORMATION

Moved by Councillor Zalepa

Seconded by Councillor Foster

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

PWC-C 1-2019

Emterra Collection Contract Update

PWC-C 3-2019

2018 U-Pass Agreements

Carried

8. OTHER BUSINESS

8.1 Speed Limit on East Main Street, City of Welland

Councillor Chiocchio inquired regarding the speed limit between the East Main Street tunnel and the roundabout in the City of Welland and whether an indication of the speed limit reduction could be posted in the area. Ron Tripp, Acting Chief Administrative Officer, advised that staff would follow-up with the Ministry of Transportation regarding this concern.

8.2 Waste Collection Update

Councillor Foster requested an update regarding waste collection in Niagara. Catherine Habermehl, Acting Commissioner, Public Works, advised new collection routes in the Towns of Lincoln and West Lincoln, noted challenges faced by the new contractor, and advised that staff would continue to monitor the services provided in the area.

8.3 Niagara-on-the-Lake Wastewater Treatment Plant

Councillor Zalepa requested information regarding the wastewater treatment plant in the Town of Niagara-on-the-Lake. Catherine Habermehl, Acting Commissioner, Public Works, advised that an update would be provided at the Public Works Committee meeting being held on February 19, 2019.

8.4 Street Lighting on Niagara Stone Road

Councillor Zalepa requested staff review the street lighting on Niagara Stone Road near the Royal Elite International Academy.

9. CLOSED SESSION

Committee did not resolve into Closed Session.

10. BUSINESS ARISING FROM CLOSED SESSION ITEMS

10.1 Confidential Report PW 6-2019

A Trade secret or scientific, technical, commercial, financial or labour relations information supplied in confidence to the municipality - Contract Negotiations with Emterra.

Moved by Councillor Gale
Seconded by Councillor Insinna

That Confidential Report PW 6-2019, dated January 8, 2019, respecting A Trade secret or scientific, technical, commercial, financial or labour relations information supplied in confidence to the municipality which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of an organization - Contract Negotiations with Emterra, **BE RECEIVED** and the recommendations therein **BE APPROVED**.

Carried

11. NEXT MEETING

The next meeting will be held on Tuesday, February 19, 2019, at 9:30 a.m. in the Council Chambers, Regional Headquarters.

12. ADJOURNMENT

There being no further business, the meeting adjourned at 12:33 p.m.

Councillor Rigby
Committee Chair

Jonathan Gilston
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

From: Niagara Region Website
Sent: Thursday, 20 December 2018 15:18:10 (UTC-05:00) Eastern Time (US & Canada)
To: Clerks
Subject: Online Form - Request to Speak at a Standing Committee

Request to Speak at a Standing Committee

To reply, copy the email address from below and put into 'To'. (if resident entered their email address)

Name

Stephen Kosh

Address

135 Taylor Road

City

Niagara on the Lake

Postal

L0S 1J0

Phone

905-641-2252

Email

jmurphy@niagaracollege.ca

Organization

Niagara College

standing committee

Public Works Committee

Presentation Topic

Regional Transit

Presentation includes slides

Yes

Previously presented topic

No

Presentation Details

We would like to request that the Public Works committee support the substantial investment in Regional transit and approve the Regional Transit budget as presented. An effective, integrated regional transit system is essential for the mobility of Niagara College's 11,000+ students; for travelling to our campuses, to part-time employment and to businesses across Niagara, contributing significantly to the economy of our region. For more than 10 years, the Niagara College Student Administrative Council (NCSAC) has operated a U-Pass program for the students of Niagara College, which provides universal access to public transportation in Niagara. Through this program, NCSAC invests significantly in Niagara Regional Transit. Prior to the Regional Transit Pilot Program, there were no Regional buses connecting Niagara Falls, Welland, St Catharines, NOTL and other municipalities in the Niagara Region. The NCSAC contracted buses at its own expense to connect municipalities, since the inception of our U-Pass program. As a result of the Dillon Report released in January 2017 and the triple majority accomplished in the summer of 2017, the NCSAC consolidated its chartered transit service in our latest contract negotiations. This resulted in NCSAC shifting its chartered bus services and financial contribution to Regional Transit to increase frequency on regional routes while supporting the creation of a truly amalgamated transit system with one governance system throughout the Niagara Region. The NCSAC would like to discuss and expand on our substantial investment in Niagara Regional Transit over the past 10 years, and demonstrate the importance of a Regional transit system for Niagara College students.

Video Consent

Yes



Niagara College Transit

Ryan Huckla – NCSAC President

Steve Kosh – NCSAC Executive Director



Presentation Index

- **Brief history of U-Pass transit service**
- **Amalgamated transit**
- **Transit financials**
- **September service issues**

Why Are We Here?

- **To convey the importance of a Regional Transit system in the Niagara Region on behalf of over 11,000 Niagara College students.**
- **Ask the Public Works committee to support the 2019-2020 budget considerations.**

The state of transit until 2017-2018.

Service Area Niagara College U-Pass until 2017-2018

Welland Transit

St Catharines Transit

Niagara Falls Transit

NOTL Transit

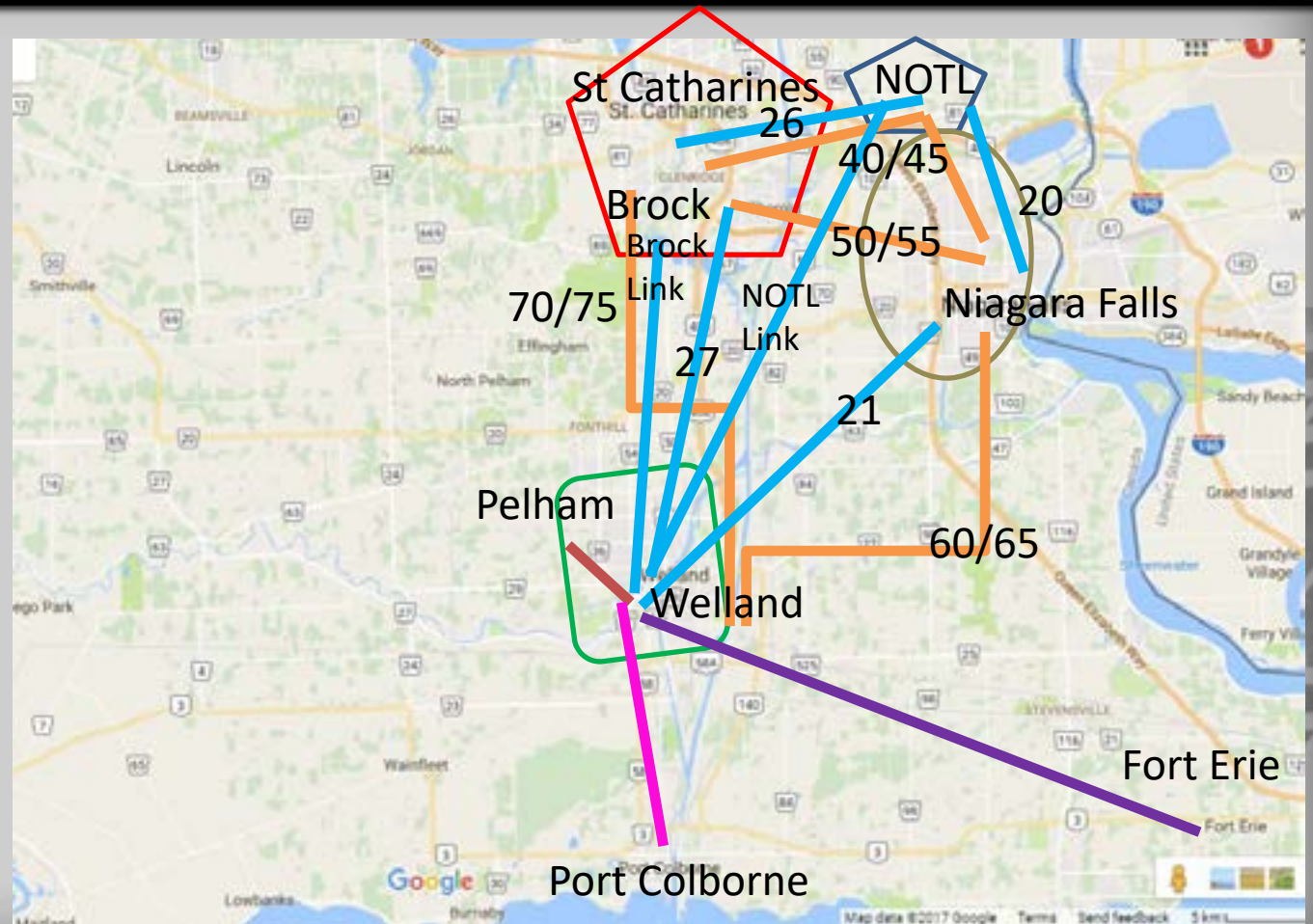
Niagara Regional Transit

Port Colborne

Custom

Pelham

Fort Erie



The state of transit in 2018-2019.

Service Area Niagara College U-Pass until 2017-2018

Welland Transit

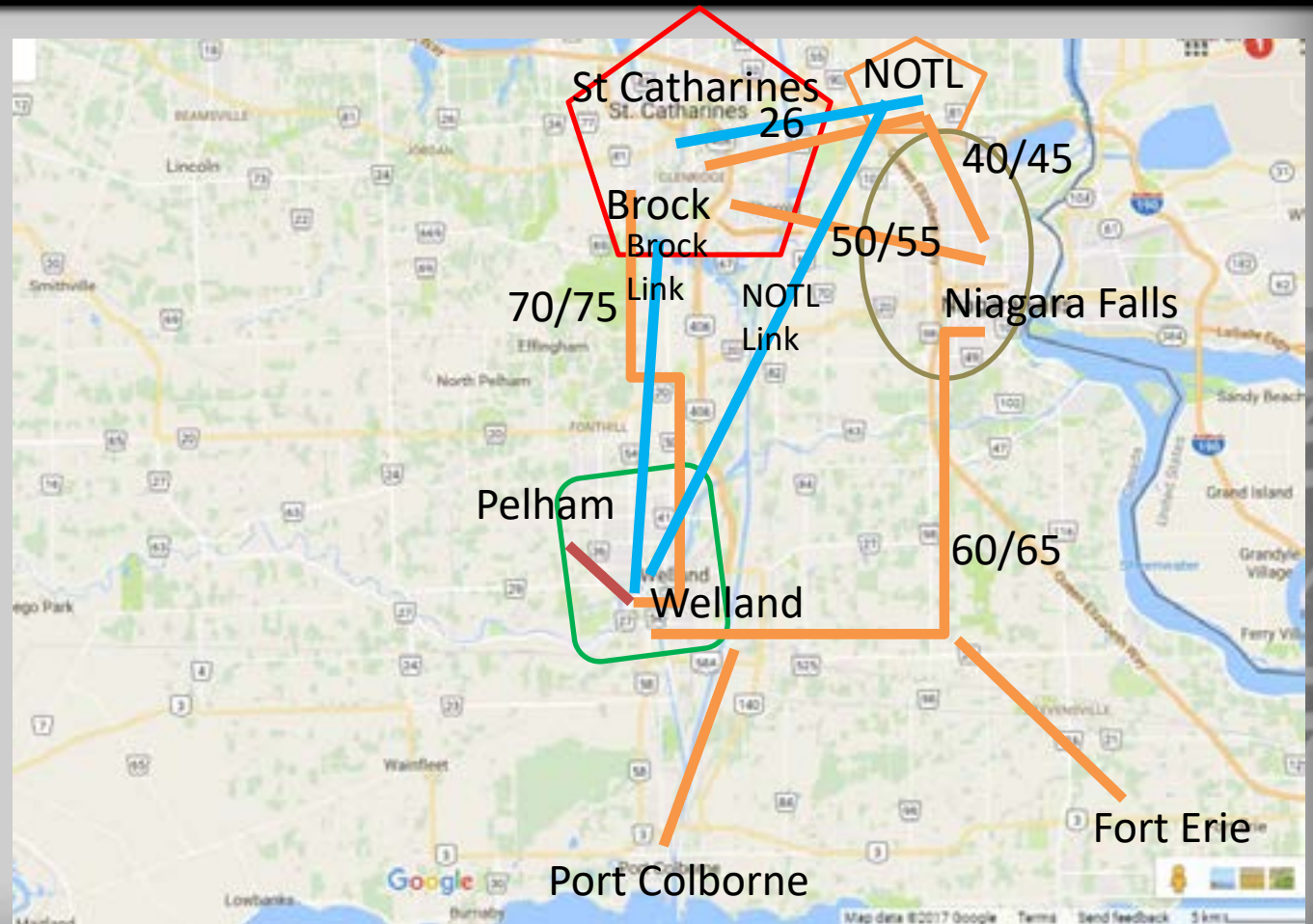
St Catharines Transit

Niagara Falls Transit

Niagara Regional Transit

Pelham

Custom



NCSAC's transit direction!

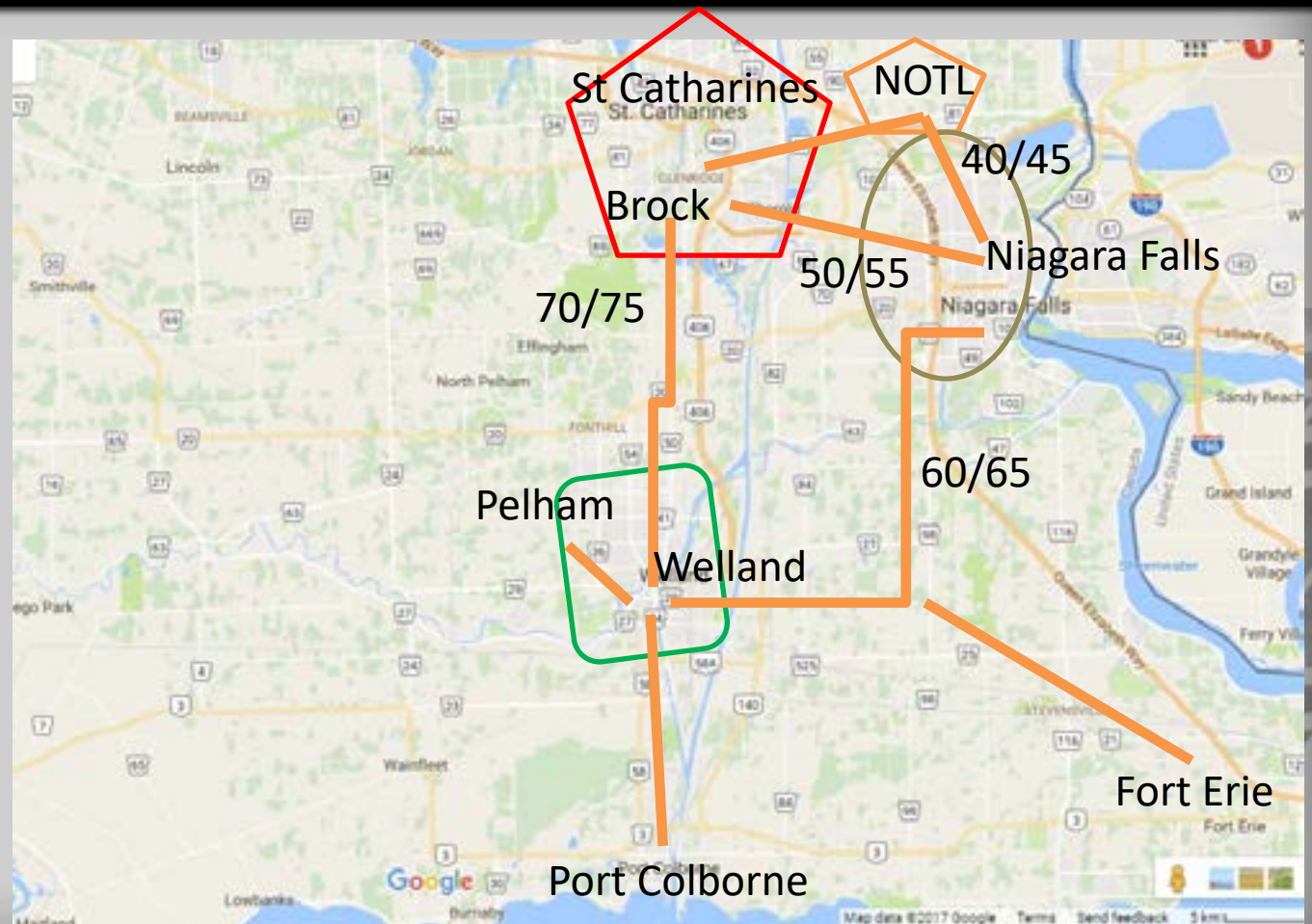
Amalgamated Transit System

Welland Transit

St Catharines Transit

Niagara Falls Transit

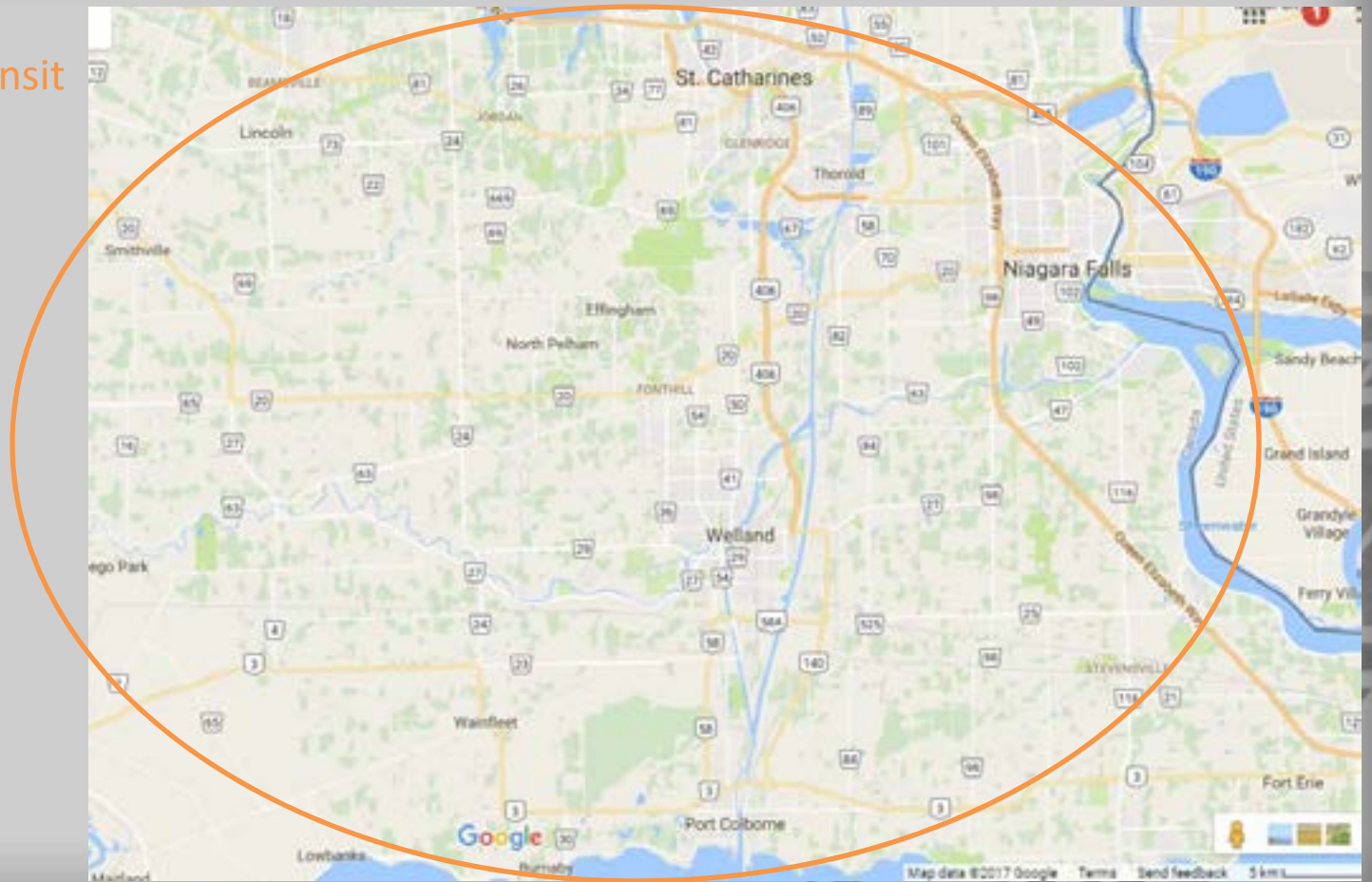
Niagara Regional Transit



Ultimately a truly Regional system!

Amalgamated Transit System

Niagara Regional Transit



Service Area

Other Southern Ontario Colleges



Amalgamated Regional Transit

How do we get there?

- ✓ **Publish Dillon Report (Jan 2017)**
- ✓ **Achieve triple majority (July 2017)**
- ✓ **Start to increase efficiencies in system**
Continue investing in Regional transit

Niagara Falls to Welland Removal of #21

Remove Redundancy

- RR #60/65 previously operated from Niagara Falls hub to Welland hub.
- RR #60/65 now stops at Niagara College Welland Campus.
- #21 contracted route removed.



Corridor Example Niagara Falls to Welland

Increase Frequency

- RR #60/65 previously operated 14 daily trips
- NCSAC #21 route operated 22 daily trips

Region now offers 42 daily trips

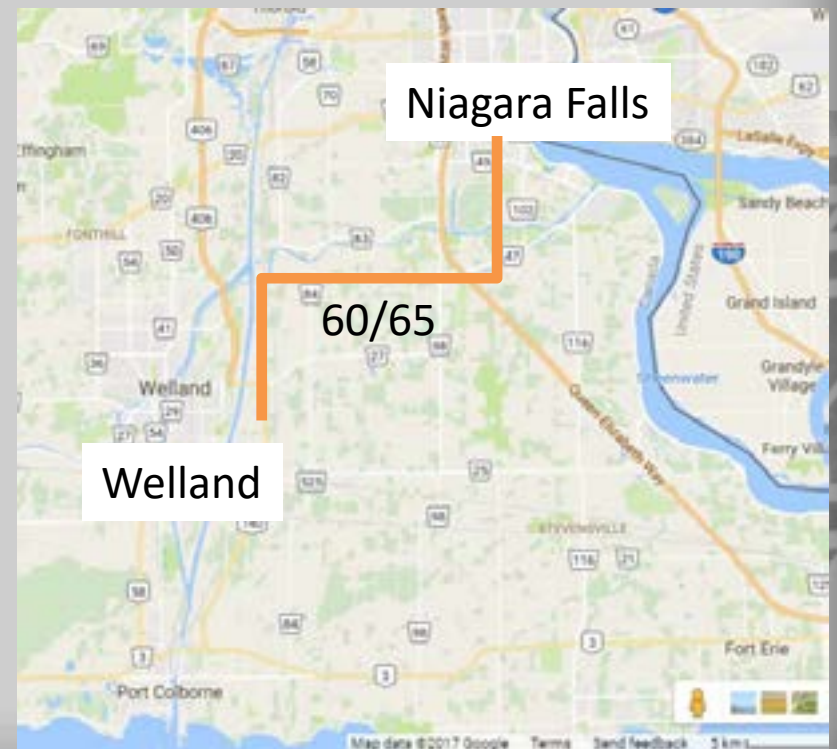


Corridor Example

Niagara Falls to Welland

Achieve Customer Wins

- Customers get 20-30 minute service (rather than current 60 minute service, resulting in increased frequency and greater choice.
- One bus running between the cities, therefore reducing redundancy and route number confusion.



NC Student Financial Contributions

2017-19 Upass Financials from **Audited Financial Statements**

Year Ending	U-Pass Contribution
2017	\$2,132,757
2018	\$2,306,707
2019 estimated	\$4,000,000

Transit Referendum

Successful student referendum in February 2018

- 67% in favour of an increase from \$93.16 to \$140 per semester
- 50% increase in cost

NC Student to Niagara Region

2018-19 Upass Financials from **Audited Financial Statements**

Year Ending	Regional Contribution
2018	\$441,158
2019 <small>estimated</small>	over \$2,000,000

Because of route amalgamations, Niagara College students are able to further contribute to Niagara Region contributions.

Issues in September 2018

September 2018 service issues

- Increased enrollment at Niagara College
- Students required more service
- No buses left in Niagara Region
- NCSAC had to contract private shuttles rather than invest in those dollars in Regional Transit

Future of Transit in Niagara

- **If The Region continues to invest in transit service routes and bus stock, Niagara College students will do the same!**

Thank You

- **Thank you for your time and investment in transit.**

Proposed Collection Service Options for Niagara Region's Next Collection Contract

Public Works Committee Meeting

January 8, 2019

Proposed Collection Service Options

- Background
- Rationale for Options
- Base Garbage Collection Service Options
- Targeted Stakeholder Consultation
- Broad-Based Stakeholder Consultation
- Recommendations



Background

- Niagara Region's next garbage, recycling and organics collection contract is set to begin by March 8, 2021.
- Provides an opportunity to complete a service delivery review to improve program effectiveness (i.e. increase diversion) and efficiencies (i.e. mechanisms to reduce or avoid costs).
- On April 12, 2018, Regional Council approved proposed base collection services to be included in the stakeholder consultation and engagement process.
- Purpose of the report is to seek Council's approval of the proposed base collection services being recommended for inclusion in Niagara Region's next collection RFP, based on the results of input received during the stakeholder consultation and engagement phase, subject to input from LAMs.

Rationale for Options

- Standardize garbage container (bag/can) limits across all Industrial, Commercial, and Institutional (IC&I) and Mixed-Use (MU) properties, which use the Region's base curbside garbage collection service;
- Increase participation in Region's diversion programs;
- Results of curbside audits and other collection monitoring/measurements, which illustrate service usage/need;
- Improve program communication and services provided to residents and businesses; and
- Best practices and/or major trends in Niagara's 13 municipal comparators (e.g. every-other-week garbage collection).

Base Garbage Collection Service Options

- 1) Every-other-week (EOW) garbage collection for **all sectors** outside DBAs, as a base service:
 - Weekly collection of recycling and organics to continue
 - Garbage container limit for all properties would double and/or
- 2) Mandatory use of clear bags for garbage, with the option of allowing an opaque privacy bag to be placed inside the clear bag:
 - The clear bag program will be for **all sectors** (both inside and outside DBAs), as a base service.

Key Drivers – EOW Garbage and Clear Bags

- extend existing landfill site capacity;
- contract cost avoidance (EOW garbage collection);
- increase participation and capture rates in diversion programs:
 - *Nearly 50% of low density residential garbage is organic waste and only 48% use the residential Green Bin program*
 - *IC&I and MU audits show diversion programs underutilized*



Base Garbage Collection Service Options

- 3) Establishment of a 4 item limit per residential unit, per collection, for large item collection at LDR properties, as a **base** service.
- 4) Discontinuation of appliances and scrap metal collection at LDR properties.

Key drivers: Contract cost avoidance for services with limited usage.

- *99% of properties using the large item service set out 4 items or less and 92% of the total bookings were for 4 or less items*
- *Appliances and scrap metal:*
 - *Tonnages have decreased by 94% since 2007*
 - *Items can be recycled, at no cost, at the Region's Drop-off Depots, or by scrap metal haulers/dealers*
 - *Only 6% of properties are using the service*

Base Garbage Collection Service Options

- 5) Change the weekly garbage container limits for IC&I and MU properties located inside DBAs from 7 containers to 4 containers per property, as a base service.
- 6) Change the weekly garbage container limit for MU properties located outside DBAs from 6 containers to 4 containers per property, as a base service.

Key Drivers: Standardize base garbage collection limits across similar sectors to improve service delivery and program communication, increase participation and capture rates in diversion programs, potentially avoid contract costs for a service level, which is not needed.

- *Average number of garbage containers placed out per week:*
 - *IC&I and MU properties inside the DBA is 2.1 and 2.0*
 - *MU properties outside the DBA is 2.4*

Targeted Stakeholder Consultation

Stakeholders	Consultation Activities and Comment
Regional Departments and ABCs	<ul style="list-style-type: none"> • Planning and Development Services Department noted the proposed options align with and support policy 4.2.9.1 d) i) of the Growth Plan, which relates to waste management; also reviewed the proposed container limit changes pertaining to MU properties inside and outside DBAs and anticipate that smaller MU developments would not be affected by the proposed change in container limits. • Economic Development indicated their work generally revolves around larger industrial companies, which would not use the Region's curbside garbage collection service, and would not be impacted by the proposed collection options. • Niagara Regional Housing did not support of EOW garbage collection, or mandatory use of clear bags for garbage
Waste Management Advisory Committee	<ul style="list-style-type: none"> • Supported all proposed options

Targeted Stakeholder Consultation

Stakeholders	Consultation Activities and Comment
<ul style="list-style-type: none"> • Business Improvement Associations • Chambers of Commerce • Niagara Industrial Association • Venture Niagara 	<ul style="list-style-type: none"> • 15 meetings held in Aug. / Sept. • 2 follow-up emails requesting feedback and letters sent for distribution to members with proposed options, link to survey, open house/community booth info etc. • Six organizations provided comment, of which only Pelham Business Association supported the proposed DBA options
<ul style="list-style-type: none"> • Destination Marketing Organizations (DMOs) 	<ul style="list-style-type: none"> • Met with Tourism Niagara on behalf of 5 DMOs in Sept. • Letter - Sept. 18 for each tourism agency describing proposed options, audit data, info about survey and public events etc. • Follow-up email with link to project website, survey and request for feedback • No comment received

Broad Based Stakeholder Consultation

Medium	Outreach Description
Letters	<ul style="list-style-type: none"> 1,369 businesses <u>inside</u> Designated Business Areas (DBAs); 1,980 businesses <u>outside</u> DBAs; 125 multi-residential properties Oct 22 Contained proposed options, link to survey, open house/community booth info and invitation to contact Region
Web	<ul style="list-style-type: none"> Project webpage on Niagara Region website and webpage banner Oct 23 to Nov 30
	<ul style="list-style-type: none"> LAM provided with P&E for websites that had link to project webpage Oct 22
Social Media	<ul style="list-style-type: none"> Facebook paid advertisement with link to project webpage; Twitter post on Niagara Region Twitter with link to project webpage; Facebook posts with details Oct 25 - Nov 28

Broad Based Stakeholder Consultation

Medium	Outreach Description
Newspaper: Print Ads Invitation to participate in stakeholder consultation with link to project webpage	<ul style="list-style-type: none"> Niagara This Week Oct 25, Nov 1,8,15,22
	<ul style="list-style-type: none"> St. Catharines Standard Oct 27, Nov 10
	<ul style="list-style-type: none"> Welland Tribune, Niagara Falls Review Nov 3
	<ul style="list-style-type: none"> News Now Nov 15, Nov 22
Newspaper: Online Ads (same content as print ads)	<ul style="list-style-type: none"> 24 hour ad - St. Catharines Standard, Welland Tribune, N.F. Review websites Oct 30, Nov 6,13, 20
	<ul style="list-style-type: none"> 24 hour ad - Niagara This Week website Nov 24
	<ul style="list-style-type: none"> 1 week ad - News Now website Nov 22-29
	<ul style="list-style-type: none"> 2 week ad - Niagara Independent website Nov 19-30
	<ul style="list-style-type: none"> Big Box Takeover- St. Catharines Standard, Welland Tribune, N.F. Review Oct 30, Nov 5,11,20

Broad Based Stakeholder Consultation

Medium	Outreach Description
Media Coverage Overview of proposed options and rationale. Reference to project webpage, survey and events	<ul style="list-style-type: none"> • Media release Oct 24 • Radio interview on 610 CKTB Newstalk Nov 5 • Television coverage on Cogeco YourTV; accessible online and aired daily on YourTV Nov 5-30 • Articles - St. Catharines Standard/Niagara Falls Review, Voice of Pelham, Erie Media Oct 28, Nov 5, 7, 23
Post Cards Invitation to participate in consultation. List of key options and link to survey/webpage	<ul style="list-style-type: none"> • 100-200 post cards available at each Local Area Municipal office and Regional HQ and landfill sites; distributed at every community booth and open house Oct 23 –Nov 30

Broad Based Stakeholder Consultation

Method	Responses
On-line Survey - Closed midnight, November 30, 2018	<ul style="list-style-type: none"> • LDR: 6,639 completed • MR: 38 completed • IC&I and MU: 166 completed
Random Telephone Survey – Completed December 7, 2018	<ul style="list-style-type: none"> • LDR only: 1,253 completed
Community Booths - Oct 30 –Nov 26 Table and poster boards with proposed options. Attendees completed on-line surveys and staff responded to questions and comments.	<ul style="list-style-type: none"> • One booth in each LAM • In malls, arenas, community centres and libraries • Approx. 450 visitors in total at booths
Open Houses - Various dates from Nov 1-Nov 28 Presentation with question and answer period. Attendees completed on-line surveys and staff responded to questions and comments.	<ul style="list-style-type: none"> • One open house in each LAM • Total of 67 attendees

Broad Based Stakeholder Consultation

Method	Responses
Facebook Comments Comments posted through Niagara Region's Facebook advertisement were responded to by staff and tracked	<ul style="list-style-type: none">• 1,467 comments were posted between Oct. 25 and Nov. 30
Waste Info-Line Calls, Emails and Web Submissions	<ul style="list-style-type: none">• 36 comments were recorded between Oct. 29 and Nov. 28• 2 additional comments were received in June
Additional Email, Phone Call and In-Person Comments Emails, calls and comments provided in-person from residents and business owners that did not provide an address but requested a response were recorded.	<ul style="list-style-type: none">• 20 comments received between Oct. 26 and Dec. 2• 7 additional calls received in June

Recommendations

Based on results of the stakeholder engagement and consultation process, the following key recommendations are being made, for LAM comment:

- a) Include Pricing for EOW Garbage Collection
 - best practices and experience with EOW garbage collection in Niagara's municipal comparator group and the potential for significant cost avoidance and increased diversion

Recommendations

b) Four-Item Limit on Large Items, per Collection

- reflects actual usage statistics and responses from a majority of survey respondents

c) Discontinuation of Appliances and Scrap Metal Collection

- reflects actual usage statistics and responses from a majority of survey respondents

d) Change Weekly IC&I and MU Base Garbage Container Limits Inside DBAs

- based on actual usage statistics and responses from a majority of base service user on-line survey respondents, although 5 organizations representing DBAs did not support and 1 supported this change

Recommendations

- e) Change Weekly MU Base Garbage Container Limits Outside DBAs
- based on actual usage statistics and to achieve a standardized base collection service across all similar sectors (in combination with option d) above), reduce service and contract complexity, improve program communication across the region and increase diversion efforts
 - IC&I sector outside the DBAs has had 4 container limit per property, as a base service since March 2011, but only one-third of MU on-line survey respondents felt they could manage if this change was made

Conclusion/Next Steps

- Regional staff are attending LAM Committee/Council meetings to provide a presentation on the proposed collection service options and/or address any questions.
 - **Please contact Andrea Metler as soon as possible to schedule a date (andrea.metler@niagararegion.ca) .**
 - Letter issued to Clerks of each LAM (May 2018) and to each PWO (June 2018) requesting:
 - i. Municipal comments on proposed options; and
 - ii. Confirmation of enhanced services (if applicable) to be included in next contract.
- Original deadline Feb. 1, 2019 extended to Feb. 20, 2019**
- Regional staff are engaging LAM PWO on the proposed base and enhanced services
 - Report back to PW Committee



Let's Talk Waste Niagara

Stakeholder Consultation Results

Introduction

- * Metroline has completed data collection using four different surveys with residents and businesses receiving curbside waste collection from Niagara Region:
 - * A random telephone survey of 1,253 residents of low density properties
 - * An online survey of 6,639 residents in low density properties
 - * An online survey of 38 residents in multi-residential properties
 - * An online survey of 166 businesses in the IC&I and mixed use sectors

Research Methodology

- * The fieldwork for this research took place between October 23, 2018 and December 7, 2018
 - * Online surveys were open from October 23 to November 30, 2018
 - * Telephone surveys took place between November 8 and December 7, 2018. This survey used listed landline numbers and random cellular numbers to reach the broadest cross-section possible.
 - * Residents were also provided an opportunity to complete the survey on pen and paper, if they wished, and return it to Niagara Region. A small number of surveys were received and incorporated.

Conclusions/Key Insights

Consultation Included All Municipalities

Municipality	Population Proportion	Telephone survey	Online residential	Multi-Residential	Business
Fort Erie	7.9%	84	452	1	24
Grimsby	5.4%	75	347	4	12
Lincoln	4.6%	75	298	4	5
Niagara Falls	18.8%	183	1,312	4	33
Niagara-on-the-Lake	4.2%	67	274	--	4
Pelham	3.5%	73	329	2	5
Port Colborne	5.2%	75	318	1	14
St. Catharines	30.3%	279	2,053	18	47
Thorold	4.2%	74	293	1	5
Wainfleet	1.6%	75	81	--	3
Welland	11.7%	119	727	3	11
West Lincoln	2.7%	74	155	--	3
Total	100%	1,253	6,639	38	166

Targeted and Broad Outreach to Businesses

(social media/newspapers, media coverage and a letter with an invitation to participate in the survey was mailed to businesses in known to be using Regional curbside garbage collection)

* Where located?

- | | |
|---------------|-----|
| * Inside DBA | 48% |
| * Outside DBA | 52% |

* Type of business?

- | | |
|---|-----|
| * Industrial, Commercial, Institutional | 53% |
| * Mixed use property | 47% |

* Inside DBA - receive any enhanced collection?

- | | |
|---|-----|
| * Can put out more than seven bags/containers | 13% |
| * Have collection more than once a week | 26% |



Waste Collection

Does your household/business put out the following items for curbside collection?

- * Almost all homes and most businesses participate in recycling.
- * About 7 in 10 low-density residential households claim to participate in organics collection, but only about 30% of businesses are participating.

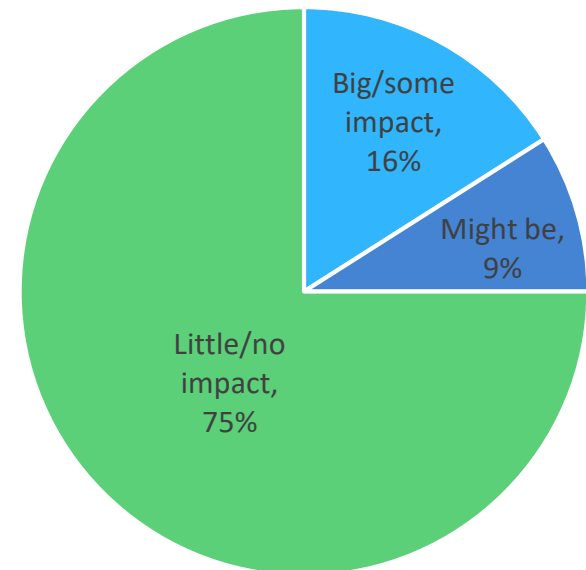
	LDR Telephone	LDR Online	MR Online	ICI/MU Online	
				Inside DBA	Outside DBA
Sample size	1,253	6,639 (Weighted)	38	80	86
Recycling – Blue and/or Grey Box/Cart	99%	99%	95%	86%	97%
Organics – Green Bin/Cart	71%	72%	63%	30%	29%
Appliances/Scrap Metal	26%	27%	--	--	--
Bulky/Large items	35%	46%	--	--	--
Leaf/Yard waste	63%	81%	--	--	--
Brush in spring/fall	50%	63%	--	--	--

Conclusions/Key Insights

Appliances/Scrap Metal Collection Option – Low Density Residential

- * In the telephone survey, 4 in 5 households in Niagara Region (80%) do not participate in the appliances/scrap metal collection program. Among those who have participated, most only participate about once a year. In the online survey, it was similar, with 75% not participating.
- * Eliminating the curbside appliances/scrap metal collection program would have some impact on about 1 in 5 households in Niagara region. 16% of households in the telephone survey, and 22% in the online survey feel there would be at least some impact.
- * *Conclusion – Given the relatively low participation and impact, it seems this program could be eliminated, providing residents continue to have alternatives of scrap haulers or taking an item to a Regional drop-off depot.*

Impact of stopping appliances/scrap metal collection (Residential)
(Base – Full Sample)

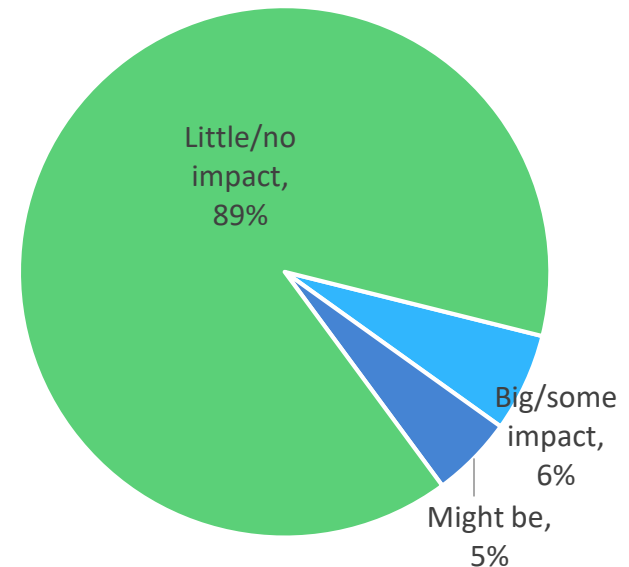


Conclusions/Key Insights

Large Item Collection Option – Low Density Residential

- * In the telephone survey, 29% of households participate in large item collection at least once a year, on average. In the online survey, 44% of households are participating.
- * Only 6% of residents in the telephone survey, and 14% in the online survey, feel a change to limit the number of items to four per collection would have an impact on their household.
- * The vast majority stated there would be little to no impact to them (94% of households in telephone survey, 87% of households in the online survey).
- * *Conclusion - Making a change to the large item collection so that a maximum of four items per collection can be put out will not unduly impact Niagara region residents.*

Impact of stopping bulky/large item collection (Residential)
(Base – Full Sample)



Conclusions/Key Insights

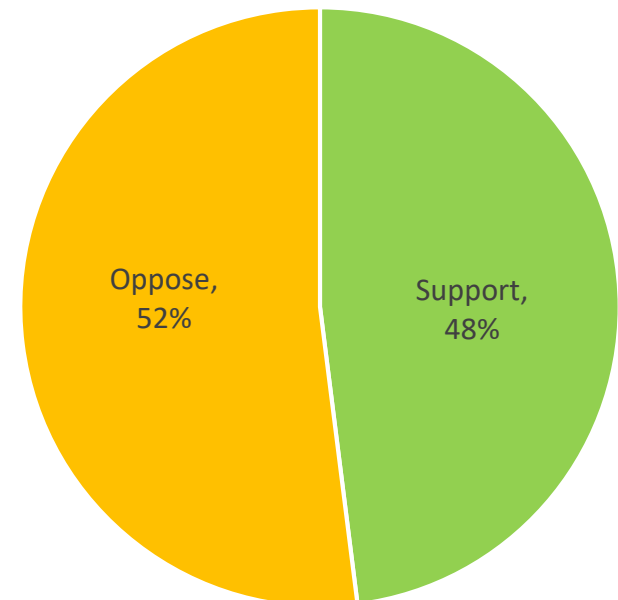
Clear Garbage Bag Option (Residential)

- * Household support for the mandatory use of clear bags in the telephone survey was surprisingly a fairly even split. 48% would support (definitely or probably), and 52% do not support.
- * It's a different picture when looking at the sentiment expressed in the online survey. 27% would support, and 73% oppose.

"I use grocery bags for household garbage and put directly into garbage can. Seems like a waste and I don't want to purchase bags..."

"I do not need anyone to see what I put in garbage. Sewer pipes are not clear plastic because nobody needs to see that either..."

Clear Garbage Bags (Residential)
(Base – Full Sample)



Conclusions/Key Insights

Clear Garbage Bag Option (Businesses)

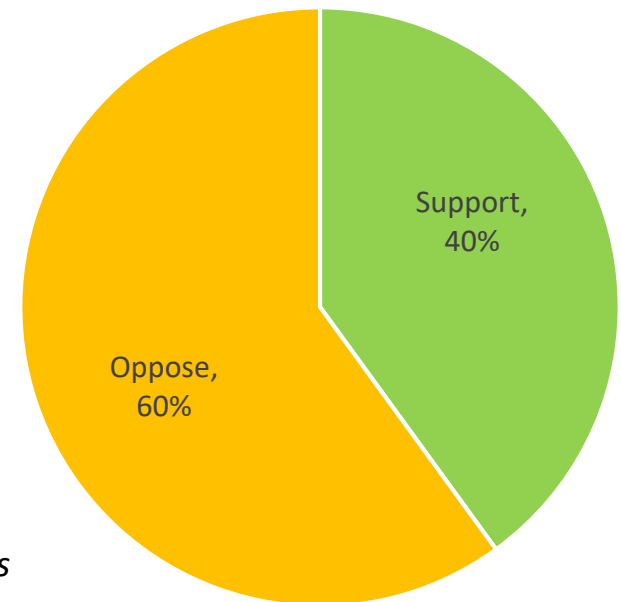
- * In total, we heard from 166 businesses in Niagara region.
- * 40% would support the idea of clear bags, 60% would oppose.

"Black and green bags make it too easy for people to be lazy and not separate a lot of items that likely never need to end up in a landfill. It's encouraging mindfulness when putting your garbage out at the curb..."

"I cannot train my tenants to do this properly. The landlord tenant act does not give me any tools to make them comply..."

"We don't need more government control like the GARBAGE POLICE. Leave some decisions to the citizens and not make this into a Communist Society..."

Clear Garbage Bags (Business)
(Base – Full Sample)



Conclusions/Key Insights

Why Support/Oppose Clear Garbage Bags?

* **Residential**

- * Supporters feel this would help keep unwanted items from the landfill (51%) and encourage people to recycle and use Green Bins (48%)
- * Those opposed don't like the invasion of privacy (40%), and tied to that, they don't want neighbours seeing their garbage (24%). They don't feel Niagara Region needs 'garbage police' (8%).

* **Business**

- * Supporters here also feel it would keep unwanted items from the landfill (30%). They see that it would be safer for the collectors (10%), but only 8% feel it would encourage businesses to recycle/use Green Bins/Carts
- * Those opposed are concerned about their privacy (36%) and don't see a need for 'garbage police' (11%)

❖ *Conclusion: While there is some support for the mandatory use of clear bags, those opposed are quite vocal about their concerns and it could become an issue. We do not recommend making clear garbage bags mandatory.*



Conclusions/Key Insights

Every-Other-Week Garbage Collection Option (Residential)

	Niagara Region		Hamilton (1)		Waterloo Region (2)	
	Telephone (n=1,253)	Online (n=6,639)	Telephone (n=800)	Online (n=1,468)	Telephone (n=511)	Online (n=7,087)
A big impact	27%	37%	34%	44%	25%	18%
Some impact	21%	21%	20%	19%	29%	24%
Might or might not be an impact	7%	9%	6%	8%	7%	10%
Not much of an impact	19%	17%	18%	13%	22%	24%
No impact	26%	16%	22%	16%	17%	24%
Impact Ratio (Big/Some vs. Not much/no impact)	+3%	+25%	+14%	+34%	+15%	-6%

- * 48% of residents in the telephone survey say there would be at least some impact to them in a change to Every-Other-Week (EOW) garbage collection. Typically these are households of at least three people.
- * *Conclusion: Residents are fairly evenly split on how EOW garbage collection would impact their household. In Waterloo Region, the impact ratio was higher for the telephone survey and they elected to begin EOW garbage collection, and with a similar score in Hamilton, council elected not to proceed.*

^[1] City of Hamilton Waste Management Services Public Engagement Survey, Metroline Research Group Inc., 2016

^[2] Region of Waterloo Waste Survey, Metroline Research Group Inc., 2014

Conclusions/Key Insights

Every-Other-Week Garbage Collection Option (Business)

	Total (n=86)	ICI (n=35)	MU (n=51)
A big impact	52%	43%	66%
Some impact	22%	26%	17%
Might or might not be an impact	8%	10%	6%
Not much of an impact	8%	10%	6%
No impact	9%	12%	6%
Impact Ratio (Big/Some vs. Not much/no impact)	+57%	+47%	+71%

- * We heard from 86 businesses located outside DBA zones. There would be significantly more perceived impact to their operation in a switch to EOW garbage collection.
- * *Conclusion: Businesses outside DBA zones have a perceived need to continue having weekly pickup, but they are not fully utilizing the diversion programs.*

Reviewing the Options

Business

IC&I and MU Inside DBA Container Limits

- Slight majority could manage a reduction to four garbage bags/containers (58%)
- Less than half feel there would be a significant impact on their business/property

IC&I and MU Inside DBA Enhanced Collection Frequency

- We had a small sample, but they were on the same page.
- Reducing frequency of collection by one day per week would be a challenge for these businesses

MU Outside DBA Container Limits

- Only one-third could manage reducing from six (6) to four (4)
- 60% feel there would be an impact on their business

IC&I and MU Outside DBA every- other-week garbage collection

- Less than 40% could manage every-other-week collection
- About three-quarters (74%) say their business/property will be impacted by this change

Mandatory clear garbage bag option

- Only 40% supported this option and those opposed are definitely negative and vocal

Reviewing the Options

Residential

Scrap metal/appliances option

- Not widely used, will not cause a big impact on households, and alternative options exist

Bulky/large items option

- Not widely used, and is being reduced not removed, will not cause a big impact on household

Mandatory clear garbage bag option

- There is some support, but those opposed are quite concerned about privacy and a 'big brother' or 'garbage police' mentality

Every-other-week garbage collection

- Support from residential is mixed, and impacts mostly larger families. Waterloo Region proceeded with less support, Hamilton did not. Businesses do not support this.

Subject: Proposed Base Services for Next Collection Contract

Report to: Public Works Committee

Report date: Tuesday, January 8, 2019

Recommendations

1. That, based on the results of the stakeholder engagement process, the Request for Proposals for Niagara Region's next garbage, recycling and organics collection RFP **BE APPROVED** to be issued with the following, subject to final comments from Local Area Municipalities:
 - a) Pricing for the following garbage collection frequency options:
 - i) Every-other-week (EOW) garbage collection for all residential properties and for those Industrial, Commercial & Institutional (IC&I) and Mixed-Use (MU) properties located outside Designated Business Areas (DBAs), as a base service (weekly recycling and organics to continue, and current garbage container (bag/can) limits would double for affected sectors, on an EOW basis), and
 - ii) Status quo – weekly base garbage collection service.
 - b) Establishment of a four (4) item limit per residential unit, per collection, for large item collection at Low-Density Residential (LDR) properties, as a base service.
 - c) Discontinuation of appliances and scrap metal curbside collection at LDR properties, as a base service.
 - d) Change the weekly garbage container (bag/can) limits for Industrial, Commercial & Institutional (IC&I) and Mixed-Use (MU) properties located inside Designated Business Areas (DBAs) from seven (7) containers to four (4) containers per property, as a base service.
 - e) Change the weekly garbage container limit for MU properties located outside DBAs from six (6) containers to four (4) containers per property, as a base service.
2. That Report PW 3-2019 and Council's resolutions, along with the Metroline stakeholder consultation report, when finalized, **BE CIRCULATED** to the Local Area Municipalities, for their review, and comments to be provided by February 1, 2019 or no later than February 20, 2019; and,

3. That staff **BE DIRECTED** to provide a follow-up report on the position of the Local Area Municipalities on the base and enhanced services to be included in the next garbage, recycling and organics collection contract Request for Proposals.

Key Facts

- Niagara Region's next garbage, recycling and organics collection contract is set to begin by March 8, 2021.
- The preparation for the next collection contract provides an opportunity to complete a service delivery review to improve program effectiveness (i.e. increase diversion of waste from disposal) and efficiencies (i.e. mechanisms to reduce costs and changes to service to reflect usage).
- On April 12, 2018, Regional Council approved WMPSC-C 9-2018, which identified the proposed base collection services options to be included in the stakeholder consultation and engagement process.
- The purpose of this report is to seek Council's approval of the proposed base collection services being recommended for inclusion in Niagara Region's next collection RFP, based on the results of input received during the stakeholder consultation and engagement phase, subject to further input from Local Area Municipalities (LAMs).
- Niagara Region is consulting with LAMs on the proposed base collection service changes and to confirm which enhanced collection services they would like included in the next collection RFP.

Financial Considerations

It is estimated that without any changes to the existing collection service levels to be provided in Niagara Region's next contract, the annual contract cost could be greater than \$25 million in 2021. This is based on an average of the bids received for the current collection contract, plus annual escalation of 1.9%. Factors such as, but not limited to, the increase in minimum wage and driver shortages will more than likely impact pricing.

The primary financial implications of implementing the proposed recommendations include:

- Final consideration of inclusion of EOW garbage collection in the next collection contract would occur after pricing is received for this option. As a point of reference:
 - In response to Niagara Region's last collection contract RFP, excluding one submission anomaly, on average bidders priced a cost reduction of approximately \$1.2 million annually for EOW garbage collection.
 - Region of Waterloo's implementation of EOW garbage collection in their 2017 contract resulted in an annual contract savings of approximately \$1.5 million.

- Elimination of Niagara Region's annual contract cost to provide appliance and scrap metal curbside collection, which currently is approximately \$130,000.
- Incremental cost avoidance for the proposed weekly large item and garbage container limit changes, which would likely be offset by incremental increases in the organics and recycling collection costs, based on anticipated increased participation in diversion programs.
- Extended site life for open Regional landfills, and more revenue generating capacity from the reduction of divertible materials being landfilled by residents and other service users who are participating in the curbside recycling and organics collection programs.
- Cost avoidance/cost reduction in the landfill contract with Walker Environmental due to an increase in the diversion of waste from disposal.
- Increased tonnages of food and organic waste collected at the curb from improved participation and capture rates would result in increased processing contract costs, unless the tonnages are offset by food waste avoidance and other reduction initiatives.
- Reduced methane emissions due to the reduction of organics being landfilled will result in less leachate generated, thereby reducing costs associated with care and control of these landfill sites.

Analysis

A) BACKGROUND

Current Collection Contracts:

Niagara Region's current collection contracts with Halton Recycling Ltd., doing business as Emterra Environmental, and Waste Connections of Canada Inc. expire March 7, 2021. Niagara Region recently awarded a new collection contract for the municipalities of Lincoln and West Lincoln to Canadian Waste Management Inc. from January 2, 2019 until March 7, 2021. These contracts include provision of base and enhanced collection services, which are defined as follows:

i) Base Collection Services

Niagara Region currently provides base collection services (i.e. weekly garbage, recycling, and organics) to all property types, including IC&I and MU properties located inside and outside DBAs, in all 12 Local Area Municipalities (LAM). Each LAM pays a proportional share of this cost, based on their total household units, as a percentage of the Region's total household units.

Appendix 1 provides a comparison of the current vs. proposed base collection services for each property type.

ii) Enhanced Collection Services

Niagara Region also provides enhanced collection services (i.e. street litter, front-end garbage, additional garbage container limits, increased garbage or recycling collection frequency, etc.), at the request of each LAM. Each LAM directly pays for the cost associated with providing their enhanced collection services. Each LAM was requested to verify which enhanced collection services they would like included as part of Niagara Region's next collection RFP.

Appendix 2 provides a detailed comparison of the current vs. previous enhanced collection services provided in each LAM.

Current Residential Diversion Rate:

Over the past seven years, Niagara Region's residential diversion rate has increased from 42% (2010) to 56% (2017), however this rate may be plateauing. In preparation for the next contract, Niagara Region is investigating options to increase participation in the recycling and organics diversion programs, such as EOW garbage collection and mandatory use of clear garbage bags. Experience in other Ontario jurisdictions demonstrates that EOW garbage collection is an effective mechanism to increase diversion. It is a best practice in Ontario and the highest residential diversion rate primarily attributable to EOW was in York Region (66% in 2016). While Niagara has achieved its 2016 residential diversion target of 56%, additional mechanisms are needed to achieve the 2020 target of 65%. These mechanisms also include improved recognition of waste reduction and reuse efforts, which traditionally are more difficult to measure.

Estimated Landfill Capacity:

At the time of this report, approval for the Humberstone Landfill expansion is expected to be finalized before the end of 2018. This landfill expansion will provide capacity for an estimated 25 years or more, based on serving the southern Niagara municipalities. The current remaining capacity at the Niagara Road 12 Landfill is 48 years, based on serving the municipalities of Pelham, Grimsby, Lincoln and West Lincoln. Niagara Region's current disposal contract with Walker Environmental for the remaining Niagara municipalities ends in February 2031, or just over 12 years.

In order to ensure long term disposal capacity is available, Niagara Region staff are:

- i) Initiating the RFP for the Long Term Waste Management Strategic Plan in 2019-2020.
- ii) Participating in the Municipal Mixed Waste Processing (MWP) Working Group, which has the objective to "identify collaboration opportunities and specific information needs, actions and timelines, in order to determine the feasibility of jointly implementing waste management policies, programs and/or facilities", which includes alternative technology facilities.
- iii) Continuing to engage other neighbouring municipalities in discussions related to available capacity at their current/future alternative waste management technology

facilities and future needs that could be addressed by partnering on alternative technologies.

B) PROPOSED BASE COLLECTION OPTIONS

The following proposed base collection options were included as part of the stakeholder consultation and engagement phase for Niagara Region's next collection contract:

- 1) Change the weekly garbage container (bag/can) limits for IC&I and MU properties located inside DBAs from seven (7) containers to four (4) containers per property.
 - 2) Change the weekly garbage container limit for MU properties located outside DBAs from six (6) containers to four (4) containers per property.
 - 3) Every-other-week (EOW) collection for garbage only (weekly recycling and organics to continue) for all sectors outside DBAs:
 - Current garbage container limits would double for all sectors (i.e. LDR properties would be allowed to set out two (2) garbage containers, on an EOW basis).
- and/or
- 4) Mandatory use of clear bags for garbage, with the option of allowing an opaque privacy bag to be placed inside the clear bag:
 - The clear bag program will be for all sectors (both inside and outside DBAs).
 - 5) Establishment of a four (4) item limit per residential unit, per collection, for large item collection at LDR properties, and, if requested by LAMs, as an enhanced collection service at eligible Multi-Residential (MR) and MU properties.
 - 6) Discontinuation of appliances and scrap metal collection at LDR properties.

Rationale for Proposed Base Collection Options:

The following rationale was taken into consideration when determining which collection options were recommended for consultation:

- 1) Increasing participation and capture rates in the Region's recycling and organics diversion programs and extending existing landfill site capacity;
 - Nearly 50% of low density residential garbage is organic waste and only 48% use the residential Green Bin program;
 - IC&I and MU audits show diversion programs underutilized.
- 2) Benchmarking collection services, based on the best practices and/or major trends observed from the service levels provided at Niagara's 13 municipal comparators that would result in financial, environmental and/or social benefit e.g. contract cost avoidance and increased diversion through the implementation of EOW garbage collection.
- 3) Reflecting actual service usage based on results of curbside audits and other collection monitoring/measurements and contract cost avoidance for services with limited usage:
 - 99% of properties using the large item service set out 4 items or less and 92% of the total bookings were for 4 or less items.
 - Appliances and scrap metal:
 - Tonnages have decreased by 94% since 2007;

- Items can be recycled, at no cost, at the Region's Drop-off Depots, or by scrap metal haulers/dealers;
 - Only 6% of properties are using the service.
- 4) Standardizing base garbage collection limits across similar sectors to improve service delivery and program communication, increase participation and capture rates in diversion programs, potentially avoid contract costs for a service level which is not needed and reduce contract complexity – this specifically includes consistent base garbage collection container (bag/can) limits for the IC&I and MU sectors inside and outside DBAs;
- Average number of garbage containers placed out per week:
 - IC&I properties inside DBAs was 2.1;
 - MU properties inside DBAs was 2.0;
 - MU properties outside the DBA is 2.4.
 - Proposed four (4) garbage container limit should meet the set-out needs of the IC&I and MU properties, based on these audit results, particularly if diversion services are utilized. IC&I properties outside DBAs already have a base four (4) garbage container limit in place.

The associated rationale for each proposed base collection option and the curbside set-out audit data for the IC&I and MU sectors are included in more detail in Appendix 3.

C) STAKEHOLDER CONSULTATION AND ENGAGEMENT PHASE

The stakeholder consultation and engagement phase was referred to as “Let’s Talk Waste Niagara”.

Stakeholder consultation and engagement began in May 2018 and was carried out in two phases:

- 1) Targeted Stakeholder Consultation
- 2) Broad-based Community Consultation

1) Targeted Stakeholder Consultation:

Various stakeholder groups were targeted for consultation to provide input on the proposed collection options being considered for Niagara Region’s next contract. These stakeholder groups included:

- a) Regional Departments and Agencies, Boards and Commissions (ABCs) (i.e. Niagara Region’s Planning and Development Services Department, Niagara Regional Housing, and Niagara Region’s Economic Development);
- b) Waste Management Advisory Committee (WMAC);
- c) Organizations Representing Businesses (i.e. Business Improvement Associations, Chambers of Commerce, Niagara Tourism Agencies, and Niagara Industrial Association);
- d) LAMs (i.e. municipal staff and Councillors).

The formal input on the proposed collection options was received from the following targeted stakeholder groups:

a) Regional Departments and ABCs:

i) Niagara Region's Planning and Development Services:

Niagara Region's Planning and Development Services noted the proposed options align with and support policy 4.2.9.1 d) i) of the Growth Plan, which relates to waste management. Staff also reviewed the proposed container limit changes pertaining to MU properties inside and outside DBAs, to ensure alignment with broader Corporate initiatives, including the objectives of Growth Management policies. Based upon their review, it was anticipated that smaller MU developments would not be affected by the proposed change in container limits.

ii) Niagara Regional Housing:

Niagara Regional Housing reviewed the relevant proposed collection options and indicated they would not be in support of EOW garbage collection, or mandatory use of clear bags for garbage at their properties.

iii) Niagara Region's Economic Development:

Niagara Region's Economic Development indicated that their work generally revolves around larger industrial companies, which would not use the Region's curbside garbage collection service, and would not be impacted by the proposed collection options.

b) Waste Management Advisory Committee (WMAC)

A meeting was held with members of the WMAC on November 21, 2018 to discuss the proposed collection options and obtain their formal comments. The WMAC members voted all in favour or majority in favour of all of the proposed collection options.

c) Organizations Representing Businesses (ORBs):

Meetings were held with representatives from each of Niagara's local Business Improvement Associations (including LAM staff), Chambers of Commerce, Niagara Tourism Agencies, Niagara Economic Development Corporation, and Niagara Industrial Association, during the months of July, August and September. The dates of these meetings can be found in Appendix 5.

The purpose of these meetings was to:

- Discuss the proposed collection options;
- Obtain their preliminary input on these options;
- Obtain their input on how to further engage their members; and,
- Request their formal comments on the proposed collection options by November 30, 2018.

The following ORBs provided formal comments on the proposed collection options for the next contract:

- Queen Street BIA, Niagara Falls
- Victoria Centre BIA, Niagara Falls
- St. Catharines Downtown Business Association
- Port Dalhousie Business Association
- Grimsby Downtown Improvement Association
- Pelham Business Association

A copy of the ORB's comments were provided to the respective LAM, for their consideration, and are included in Appendix 4.

Based on the comments received, there was limited support for the mandatory use of clear bags for garbage, or the reduction in the garbage container limits for IC&I and MU properties inside the DBAs.

d) Local Area Municipalities (LAMs)

Correspondence on the proposed collection options and enhanced collection services was sent to LAM Clerks and Public Works Officials (PWO) in May 2018, for their review and comment.

Niagara Region made presentations on the proposed collection options at several PWO meetings during 2018. In addition, Region staff offered to attend LAM Committee or Council meetings to make a presentation. As of December 19, Region staff were requested to present at the following LAM Committee or Council meetings:

- Grimsby Council (December 17, 2018)
- Niagara-on-the-Lake Council (January 7, 2019)
- Lincoln Council (January 14, 2019)
- Niagara Falls Council (January 15, 2019)
- Fort Erie Council (January 21, 2019)
- West Lincoln Council (January 21, 2019)
- Welland General Committee (January 22, 2019)

Town of Grimsby

Town of Grimsby Council, at its December 17, 2018 meeting, approved the eight recommendations, which were included in Report DPW18-42:

- 1) Implement EOW garbage collection for all residential properties and for those IC&I and MU properties located outside the Grimsby DIA area, as a base service.
- 2) Do not implement clear garbage bags.
- 3) Establish a four-item limit for large item collection, per residential unit.
- 4) Provide large-item collection at MR buildings with 7 or more residential units and MU properties with 1 or more residential unit.
- 5) Discontinue appliances and scrap metal curbside collection at LDR properties.
- 6) Reduce the number of garbage bags/containers for IC&I and MU properties inside the DIA area from 7 to 4 per week, as a base service.
- 7) The Town's enhanced service and extra payment for collection inside the Grimsby DIA area remain at two collection days per week but changed to Tuesdays and Fridays and that the number of garbage bags/containers be reduced from 12 per pick-up day to 6 per pick-up day (12 per week), resulting in the Town's Enhanced service payment being reduced from 17 bags/containers per week to 8.
- 8) The number of garbage bags/containers for MU properties outside the Grimsby DIA area be reduced from 6 to 4 per week, or 8 containers under EOW garbage collection, as a base service.

Formal comments from the remaining LAMs on the proposed base collection options and which enhanced services are to be included in Niagara Region's next contract are requested by February 1, 2019 or no later than February 20, 2019.

2) Broad-based Community Consultation:

In addition to targeted stakeholder consultation, a broad-based community consultation was undertaken with the following stakeholder groups:

- LDR households;
- MR property owners, groups and associations (i.e. property management companies);
- IC&I and MU property owners

This broad-based community consultation included the following activities and approaches:

- a) Promotion & Outreach;
- b) Surveys;
- c) Public Open Houses and Community Booths;
- d) Social Media; and
- e) Waste Management Info-Line and Website.

a) Promotion & Outreach:

The following mediums were used during the last week of October and the entire month of November to promote community consultation on the proposed collection options:

- (i) Niagara Region's Website

- (ii) Social Media (i.e. Facebook paid ads and posts and Twitter posts) with a link to the “Let’s Talk Waste” webpage;
- (iii) Letters sent to IC&I, MU and MR properties, which use Region’s curbside garbage;
- (iv) Newspaper Advertisements (i.e. print and on-line);
- (v) Media Coverage (i.e. Cogeco YourTV, 610 CKTB, newspaper articles);
- (vi) Postcards (Regional and Municipal offices)

Details on each of the various promotional mediums can be found in Appendix 5.

b) Surveys:

A Request for Proposal was awarded to Metroline Research Group to undertake quantitative research to determine whether there was sufficient support for recommending the proposed collection options. The following surveys were completed:

- (i) On-line surveys were completed by 6,639 LDR households, 38 MR and 166 IC&I and MU properties (86 outside DBAs and 80 inside DBAs);
- (ii) Telephone survey of 1,253 LDR households;

Based on preliminary results, as of December 17, 2018, strong support for the following options occurred:

- Establishment of a four (4) item limit per residential unit, per collection, for large item collection at LDR properties, as a base service.
- Discontinuation of appliances and scrap metal curbside collection at LDR properties, as a base service.

However, no clear LDR support for EOW garbage collection or mandatory use of clear garbage bags was demonstrated in the survey results:

- LDR households were roughly split on supporting EOW garbage collection with slightly more leaning towards continuing their weekly collection.
- Opposition to the mandatory use of clear garbage bags was apparent, particularly from the on-line survey (73% of LDR households opposed).

In order to determine the order of preference for clear garbage bags versus EOW garbage collection (or both), all survey respondents were asked to make a program choice. The below table highlights the results from all stakeholder groups, with the exception of IC&I and MU inside DBAs who would not receive EOW garbage collection, and in many cases receive enhanced services.

	LDR		MR	IC&I and MU Outside DBAs
	Telephone	On-line	On-line	On-line
Clear Bag	33%	17%	29%	36%
EOW	27%	33%	13%	15%

	LDR		MR	IC&I and MU Outside DBAs
Both Clear Bag and EOW	21%	12%	18%	7%
Neither ¹	19%	38%	40%	42%

1. In the telephone survey, LDR households could not see the option of 'neither' and the interviewer worked to obtain a choice, which is why this option has a much lower response than in the on-line surveys.

In the case of the IC&I and MU sectors:

- Majority of those property owners (58% of 43 respondents) receiving base garbage collection inside the DBAs indicated they can manage if the container limit is reduced from seven (7) containers to four (4);
- Majority of those property owners (65% of 43 IC&I respondents and 74% of 35 MU respondents) outside the DBAs support continuing the current level of service.

A more detailed description of results is provided below.

(i) On-line Surveys:

On-line surveys were developed to obtain formal input from various stakeholder groups (i.e. LDR, MR, IC&I and MU) on the proposed collection options. These on-line surveys were open to all residents and businesses receiving Niagara Region's curbside garbage collection service.

A total of 6,639 on-line surveys were completed by LDR households, 38 on-line surveys by MR households, and 166 on-line surveys by IC&I and MU properties. There were no controls to limit the regions or populations for survey participants. However, Metroline monitored and deleted any duplicate survey submissions.

The highlights of the on-line survey results for each sector are included below.

- LDR:
 - 43% would be able to manage with EOW garbage collection;
 - 62% would not support mandatory use of clear bags for garbage;
 - 33% would choose the option of EOW garbage collection; 17% clear bags; 12% both EOW and clear bags; and 38% neither option;
 - 72% would not be impacted with placing a maximum limit of four large items per weekly collection;
 - 61% would not be impacted with the elimination of curbside collection of appliances/scrap metal
- MR:
 - 37% would be able to manage with EOW garbage collection;

- 42% would not support mandatory use of clear bags for garbage;
 - 13% would choose the option of EOW garbage collection; 29% clear bags; 18% both EOW and clear bags; and 40% neither option
 - IC&I and MU Inside DBAs (Base Collection):
 - 58% could manage if the weekly base container limit was reduced from seven to four containers;
 - 46% of IC&I and 49% of MU properties would not support mandatory use of clear bags for garbage
 - IC&I and MU Inside DBAs (Enhanced Collection):
 - 66% feel they need to maintain their current container limits;
 - 87% feel they need to continue with their current frequency of collection
 - IC&I and MU Outside DBAs (Base Collection):
 - 66% of MU properties could manage if the weekly base container limit was reduced from six to four containers;
 - 35% of IC&I and 26% of MU properties would be able to manage with EOW garbage collection
 - 38% of IC&I and 63% of MU properties would not support mandatory use of clear bags for garbage
- (ii) Telephone Survey:
Metroline conducted a random telephone survey of residents living in LDR properties. In total, 1,253 surveys were conducted, which can be considered statistically accurate to within +/-2.8%, 19 times out of 20 (95% Confidence Interval). The sample was divided between the 12 LAMs, with minimum of 75 surveys was completed in each.

The highlights of the telephone survey results are included below:

- LDR:
 - 46% would be able to manage with EOW garbage collection;
 - 38% would not support mandatory use of clear bags for garbage;
 - 27% would choose the option of EOW garbage collection; 33% clear bags; 21% both EOW and clear bags; and 19% neither option;
 - 89% would not be impacted with placing a maximum limit of four large items per weekly collection;
 - 75% would not be impacted with the elimination of curbside collection of appliances/scrap metal

Additional details on the LDR on-line and telephone survey results can be found in Appendix 8.

c) Public Open Houses and Community Booths:

Niagara Region conducted one public open house and one community booth event in each of Niagara's 12 LAMs during the month of November. The dates and locations of these events can be found in Appendix 6.

The purpose of these events was to engage participants on the proposed collection options and request their input on the proposed collection options through completion of the on-line survey. There were over 500 participants that attended these various events held across the region.

The majority of comments received were related to the options for EOW garbage collection and mandatory use of clear garbage bags. Participants attending the community booths and open houses were divided about every-other-week garbage collection. While approximately half of the participants expressed their support, there were some specific concerns that were repeated throughout the consultation process. There was less support for clear bags, with the majority of participants expressing opposition to this option.

A minority of the feedback and conversations at these events dealt with the options to introduce a four-item limit on large item collection and the discontinuation of appliances and scrap metal curbside collection, but of those commenting, there was a high level of support to implement these changes.

Appendix 4 provides a summary of the more commonly-repeated concerns raised during these events.

d) Social Media:

Facebook was the primary social media platform used by stakeholders to comment on the proposed collection options for the next contract. The majority of comments were related to the proposed options for the mandatory use of clear garbage bags and every-other-week garbage collection. Of all the comments documented that were related to every-other-week garbage collection, 22% of comments were in support of this proposed option. For clear garbage bags, 10% of comments related to this option were supportive.

Overall, the majority of commenters used this platform as a means of communicating their concerns. The comments posted on the Region's paid Facebook advertisement were reviewed, categorized and tallied. As of November 30, 2018, there were 1,467 Facebook comments were posted.

Appendix 4 provides a summary of the ten most frequently reported concerns, in order of the frequency that they appeared in the comments section.

- e) Comments from Niagara Region's Waste Management Info-Line and Website:
A total of 65 comments/inquiries on the proposed collection options were received and responded to by staff through Niagara Region's Waste Management Info-Line, Website or by email in either June, October, or November.

D) OVERVIEW OF KEY RECOMMENDATIONS

1. Base Collection Service Changes

As a result of the stakeholder engagement and consultation process, the following key recommendations are being made:

a) EOW Garbage Collection

Based on best practices and experience with EOW garbage collection in Niagara's municipal comparator group (municipalities with populations greater than 300,000) and the potential for significant cost reduction, it is recommended that this option be included for pricing in the next collection contract RFP, for comparison with weekly garbage collection frequency. Although there was no clear stakeholder support and Niagara Regional Housing expressed opposition to this option, municipalities who have implemented this change note that residents do adapt and increase their diversion efforts, as a result.

EOW garbage collection would apply to all residential properties and those Industrial, Commercial & Institutional (IC&I) and Mixed-Use (MU) properties located outside Designated Business Areas (DBAs), as a base service (weekly recycling and organics to continue, and current garbage container (bag/can) limits would double for affected sectors, on an EOW basis).

b) Limit on Large Item Collection

Establishment of a four (4) item limit per residential unit, per collection, for large item collection at LDR properties, as a base service is recommended, based on actual usage statistics and responses from a majority of survey respondents.

c) Discontinuation of Appliances and Scrap Metal

Discontinuation of appliances and scrap metal curbside collection at LDR properties, as a base service is recommended based on actual usage statistics and responses from a majority of survey respondents.

d) Weekly Base Garbage Container Limits Inside DBAs

Changing the weekly garbage container limits for IC&I and MU properties located inside Designated Business Areas (DBAs) from seven (7) containers to four (4) containers per property, as a base service, is recommended, based on actual usage statistics and responses from a majority of base service user on-line survey respondents. Although the base garbage container limit would decrease, eligible IC&I and MU properties inside the DBAs have unlimited organics and recycling collection once weekly, but currently

these diversion programs are underutilized. It should be noted that of the six (6) ORBs that provided formal comment, only one (1) supported this change.

e) Weekly Base Garbage Container Limits Outside DBAs

Changing the weekly garbage container limit for MU properties located outside DBAs from six (6) containers to four (4) containers per property, as a base service, is recommended, based on actual usage statistics and to achieve a standardized base collection service across all similar sectors (in combination with option d) above). This will reduce service and contract complexity and improve program communication across the region. This change is also expected to result in increased diversion efforts, as the current unlimited recycling and organics program for all eligible IC&I and MU properties are currently underutilized. The IC&I sector outside the DBAs has had four (4) container limit per property, as a base service since March 2011. However, it should be noted that out of the 43 MU survey respondents, only one third felt they could manage if this change was made.

While the initial list of all proposed options is supported by WMAC and Niagara Region's Planning and Development Services noted the options align with and support policy 4.2.9.1 d) i) of the Growth Plan, which relates to waste management, one of the options is not recommended for implementation based on the general lack of support from survey respondents. The use of mandatory clear garbage bags will continue to be monitored for potential future implementation but based on existing data from Ontario jurisdictions, EOW garbage collection is expected to have more of a positive financial and diversion performance impact.

In order to address the concerns and comments received on the proposed options being recommended for inclusion in the next collection contract, Appendix 7 proposes potential solutions to minimize impact of the change(s) on the service user. This appendix will continue to be developed and expanded, as required.

2. Enhanced Collection Service Changes

Niagara Region is requesting that LAMs confirm existing or new enhanced services that should be provided as part of the next collection contract. There are three areas that should be specifically addressed:

- a) In those LAMS that provide enhanced garbage collection service to DBAs, Regional staff have been engaged in discussions with Local Public Works Officials on one or more of the following proposals for the IC&I and MU sectors, based on usage of current garbage collection service and underutilization of the diversion programs:
- Reducing DBA garbage container limits;
 - Reducing frequency of DBA garbage collection; and
 - Increasing recycling and/or organics collection service to align with frequency of garbage collection.

- b) Provision of enhanced bulky goods collection to those households in MR buildings with seven (7) or more residential units (garbage limit of a maximum of 12 containers per week with no tags) and MU properties with one (1) or more residential unit (garbage limit of a maximum of seven (7) containers per week outside the DBA and a maximum of six (6) containers per week inside the DBA), that receive the Region's curbside base garbage collection and/or to those MR building receiving enhanced Regional containerized front end garbage collection service:
- These properties must be participating in the Region's diversion programs (i.e. recycling and organics) in order to qualify to receive this service.
 - This service would be provided in a manner that is parallel to the approved service for the LDR sector.
- c) Verification if any municipality would like to include a per stop price for in-ground public space recycling and litter bins and/or for in-ground IC&I, MR and/or MU properties (all streams), as an enhanced service under provisional items.

3. Contract Service Improvements

As outlined in Report WMPSC-C 9-2018, staff will be pursuing the following service improvements in the next collection contract RFP:

- a) Potential changes to how the Region collects leaf and yard waste (L&YW) and brush at LDR households, which would be a seamless change to residents:
- In addition to the current service level, the Region would obtain pricing to provide an additional four weeks of dedicated L&YW and branch collection in the spring and the fall seasons, in the urban areas only, or potentially expanding a dedicated L&YW and brush collection to approximately ten (10) months of the year in urban areas;
 - This change would result in lower organics processing costs by separating L&YW material from green bin material, thereby removing this material from the GORE system;
 - This change would result in increased organics collection costs associated with providing these additional L&YW and branch collection service;
 - Staff will need to complete a cost-benefit analysis to determine whether the organics processing cost savings outweigh the increased collection costs before determining whether to proceed with these changes.
- b) Elimination of a current restriction that impacts IC&I properties with private garbage collection. Currently, these properties, which would otherwise have been eligible to receive curbside garbage collection, are restricted from using this service.
- These properties must be participating in the Region's diversion programs (i.e. recycling and organics), in order to qualify to receive the curbside garbage collection service.

E) NEXT STEPS

The Region is requesting receipt of the following from LAMs by February 1, 2019 or no later than Feb 20, 2019:

- Comments/position on proposed base collection service options;
- Verification of current or additional enhanced services - this would include:
 - Services to IC&I and MU properties inside DBAs;
 - Provision of enhanced large item collection service to MR and MU residential units, in a manner parallel to the service provided to the LDR sector (i.e. if LDR has a 4 item limit per unit per collection day, this would also apply to MR and MU residential units);
 - Inclusion of a per stop price for in-ground public space recycling and litter bins and/or for in-ground IC&I, MR and/or MU properties (all streams), as an enhanced service under provisional items.

The milestones for the collection contract RFP development are outlined below:

- Report to Public Works Committee (PWC) and Council on results of stakeholder consultation and engagement (PWC January 8, 2019 and Council January 17, 2019);
- Receipt of each LAM's position on base and enhanced services (no later than February 20, 2019);
- Council approval of service levels to be included and RFP development initiated (Q2 to Q3 2019);
- RFP issuance (early Q4 2019);
- Award of new collection contract (Q1 2020);
- One year for successful bidders to order/receive their fleet of collection vehicles (Q1 2020 to Q1 2021);
- Start of new contract (March 8, 2021).

Alternatives Reviewed

Niagara Region investigated the option of switching over to cart-based collection for the next collection contract. Under the Province's Environmental Plan, waste diversion programs, such as the Blue Box Program, may be moving to the producer responsibility model. As a result, Niagara Region would no longer be responsible for providing collection and processing of Blue Box materials. This would be the responsibility of the Blue Box industry stewards. Therefore, at this time, staff did not believe implementing major program changes was advisable.

Also, based on the experiences of other municipalities that implemented a cart-based collection program, this option was not recommended for further consideration for the following reasons:

- 1) Significant capital costs to purchase and distribute the carts

- 2) On-going annual maintenance and replacement costs associated with the carts
- 3) Higher contamination rates of the recycling and organics streams associated with the use of carts. As a result, there would be a decrease in the Region's revenues and difficulty with marketing the recyclables.
- 4) Additional costs associated with retrofitting Niagara Region's Materials Recycling Facility from the current two-stream operation to a single-stream operation, if all recyclables are collected in one cart.

Based on the results received during the stakeholder consultation and engagement phase, the following proposed collection option is not being recommended for implementation, as part of Niagara Region's next collection contract:

- 1) Mandatory use of clear bags for garbage, with the option of allowing an opaque privacy bag to be placed inside the clear bag

Relationship to Council Strategic Priorities

The recommendation to approve the proposed base collection services for Niagara Region's next collection contract supports Council's Strategic Priority of Investment, Innovation and Entrepreneurship.

Other Pertinent Reports

- CWCD 357-2018 Let's Talk Waste Niagara – Stakeholder Consultation and Engagement Activities for the Proposed Waste Collection Options
- CWCD 216-2018 Fact Sheet – Consultation and Engagement Strategy for Proposed Service Level Collection Options Under Consultation
- WMPSC-C 9-2018 Stakeholder Consultation and Engagement on Proposed Collection Service Changes for Next Collection Contract
- WMPSC-C 34-2017 Schedule for the Next Regional Waste, Recycling and Organics Collection Contract
- PW 42-2014 A Matter of the Security of the Property of the Municipality – Bulky/White Goods Collection Service for Multi-Residential and Mixed-Use Properties
- WMPSC-C 44-2013 Bulky/White Goods Collection Service for Multi-Residential and Mixed-Use Properties
- WMPSC-C 2-2013 Large Item Collection Service for Multi-Residential Buildings and Mixed-Use Properties
- PW 47-2012 Consultation Results on Proposed Clear Bag Pilot for Industrial, Commercial and Institutional Properties
- WMPSC 24-2011 Clear Bag for Garbage Pilot for Industrial, Commercial and Institutional Properties

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Appendices

Appendix 1 - Comparison of Current vs. Proposed Base Collection Services	Page 20
Appendix 2 - Comparison of Current vs. Previous Enhanced Collection Services	Page 24
Appendix 3 - Rationale for Proposed Collection Options for Next Contract	Page 29
Appendix 4 - Stakeholder Comments on Proposed Base Collection Options	Page 46
Appendix 5 - Stakeholder Consultation and Engagement Process	Page 55
Appendix 6 - Summary of Stakeholder Consultation and Engagement Events	Page 63
Appendix 7 - Addressing Concerns Related to Proposed Collection Options	Page 64
Appendix 8 – LDR Telephone and On-line Survey Results	Page 67

Appendix 1 - Comparison of Current vs. Proposed Base Collection Services

Property Type	Current Base Collection Service Level	Proposed Base Collection Service Level
Low-Density Residential (1 to 6 units): single-family, townhouse, semi-detached, duplex, triplex, fourplex, fiveplex, sixplex, cottages	• Weekly garbage, 1 bag/can limit per residential unit	• Every-other-week garbage, 2 bag/can limit per residential unit, and/or • Mandatory use of clear garbage bags
	• Weekly, unlimited Blue/Grey Boxes	• Weekly, unlimited Blue/Grey Boxes
	• Weekly, unlimited Green Bins	• Weekly, unlimited Green Bins
	• Large items, with no limit per collection, per residential unit	• Large items, with 4 item limit per collection, per residential unit
	• Appliances and scrap metal, with no limit per collection, per residential unit	• No appliances and scrap metal collection
	• Weekly Leaf & Yard Waste (L&YW) and 8 brush collections per year	• Weekly L&YW and 8 brush collections per year • Additional 4 weeks of dedicated L&YW and brush collections in the spring and the fall seasons, in urban areas only
Multi-Residential (7 or more units): • apartments, cottages, condominiums and rentals, nursing and retirement homes, mixed-use, rooming/boarding houses	• Weekly garbage, 1 bag/can limit per residential unit, maximum 12 bags per building	• Every-other-week garbage, 2 bag/can limit per residential unit, maximum 24 bags per building and/or • Mandatory use of clear garbage bags
	• Weekly, unlimited Blue/Grey Boxes or Carts	• Weekly, unlimited Blue/Grey Boxes or Carts
	• Weekly, unlimited Green Bins or Green Carts (by request)	• Weekly, unlimited Green Bins or Green Carts (by request)

Property Type	Current Base Collection Service Level	Proposed Base Collection Service Level
	• No large item collection	• Provision of large item collection to properties receiving Region's curbside base or enhanced garbage collection (ELOS provided only)
	• No appliances and scrap metal collection	• No appliances and scrap metal collection
	• No L&YW or brush collection	• No L&YW or brush collection
Mixed Use Buildings – <u>Inside</u> DBA	• Weekly garbage, maximum 7 bag/can limit per property	• Weekly garbage, maximum 4 bag/can limit per property and/or • Mandatory use of clear garbage bags
	• Weekly, unlimited Blue/Grey Boxes or Carts	• Weekly, unlimited Blue/Grey Boxes or Carts
	• Weekly, unlimited Green Bins/Carts	• Weekly, unlimited Green Bins/Carts
	• No large item collection	• Provision of large item collection to residential units only, which receive Region's curbside base or enhanced garbage collection (ELOS provided only)
	• No appliances and scrap metal collection	• No appliances and scrap metal collection
	• No L&YW or brush collection	• No L&YW or brush collection
Mixed Use Buildings – <u>Outside</u> DBA	• Weekly garbage, maximum 6 bag/can limit per property	• Weekly garbage, maximum 4 bag/can limit per property • Every-other-week garbage collection, maximum 8 bag/can limit per property (if container limit decrease approved) and/or • Mandatory use of clear garbage bags

Property Type	Current Base Collection Service Level	Proposed Base Collection Service Level
	• Weekly, unlimited Blue/Grey Boxes or Carts	• Weekly, unlimited Blue/Grey Boxes or Carts
	• Weekly, unlimited Green Bin/Carts	• Weekly, unlimited Green Bin/Carts
	• No large item collection	• Provision of large item collection to residential units only, which receive Region's curbside base or enhanced garbage collection (ELOS provided only)
	• No appliances and scrap metal collection	• No appliances and scrap metal collection
	• No L&YW or brush collection	• No L&YW or brush collection
IC&I Properties – <u>Inside</u> DBA	• Weekly garbage, maximum 7 bag/can limit per property	• Weekly garbage, maximum 4 bag/can limit per property and/or • Mandatory use of clear garbage bags
	• Weekly, unlimited Blue/Grey Boxes or Carts	• Weekly, unlimited Blue/Grey Boxes or Carts
	• Weekly, unlimited Green Bin/Carts	• Weekly, unlimited Green Bin/Carts
	• No large item collection	• No large item collection
	• No appliances and scrap metal collection	• No appliances and scrap metal collection
	• No L&YW or brush collection	• No L&YW or brush collection
IC&I Properties– <u>Outside</u> DBA	• Weekly garbage, maximum 4 bag/can limit per property	• Every-other-week garbage, maximum 8 bag/can limit per property and/or • Mandatory use of clear garbage bags • Elimination of restriction on curbside garbage collection for

Property Type	Current Base Collection Service Level	Proposed Base Collection Service Level
		IC&I properties receiving private garbage collection
	• Weekly, unlimited Blue/Grey Boxes or Carts	• Weekly, unlimited Blue/Grey Boxes or Carts
	• Weekly, unlimited Green Bin/Carts	• Weekly, unlimited Green Bin/Carts
	• No large item collection	• No large item collection
	• No appliances and scrap metal collection	• No appliances and scrap metal collection
	• No L&YW or brush collection	• No L&YW or brush collection

Appendix 2 – Comparison of Current vs. Previous Enhanced Collection Services

Municipality	2004-11 Collection Contract	2011-21 Collection Contract
Fort Erie	Street Litter Receptacle Collection	
	<ul style="list-style-type: none"> Once-per-week collection (Jarvis and Ridge Road) 	<ul style="list-style-type: none"> Twice-per-week collection (Jarvis St, Ridge Rd and Niagara Blvd. Once-per-week collection (Crystal Beach DBA) Once-per-week collection (Garrison Rd.)
Grimsby	Street Litter Receptacle Collection	
	<ul style="list-style-type: none"> Twice-per week collection 	<ul style="list-style-type: none"> Three days-per-week collection Once-per-week collection on Windward Dr.
	Additional Curbside Waste Collection	
	<ul style="list-style-type: none"> One additional garbage collection day per week in the downtown core Maximum of 12 garbage containers per property per collection day in the downtown core 	<ul style="list-style-type: none"> One additional collection day per week in the downtown core Maximum of 12 garbage containers per property per collection day in the downtown core
Lincoln	Containerized Waste Collection	
	<ul style="list-style-type: none"> Once-per-week collection 	<ul style="list-style-type: none"> Once-per-week collection
	Weekly (Blue and Grey) Recycling Cart Collection	
	<ul style="list-style-type: none"> Once-per-week (Monday) 	<ul style="list-style-type: none"> Every municipality with a Designated Business Area receives weekly recycling collection as part of base collection service
Niagara Falls	Street Litter Receptacle Collection	
	<ul style="list-style-type: none"> Seven days-per-week, year-round collection in Mainline business district Chippawa area collected on Thursday by residential truck and Sundays, mid-May to mid-October, as part of Mainline business district 	<ul style="list-style-type: none"> Seven days-per-week, year-round collection in Mainline business district Chippawa DBA collected once-per week. One additional day per week collection from mid-May to mid-October Collection once-per-week for street litter receptacles outside the Mainline

Appendix 2 – Comparison of Current vs. Previous Enhanced Collection Services

Municipality	2004-11 Collection Contract	2011-21 Collection Contract
	Containerized Waste Collection	
	<ul style="list-style-type: none"> Once or twice per week (Monday and/or Thursday) 	<ul style="list-style-type: none"> Multi-residential buildings with varying collection frequency
	Additional Curbside Waste Collection	
	<ul style="list-style-type: none"> All tourist/commercial business (lodging and food outlets only) on the Mainline receive an increase to 20 garbage containers per property, between July 1 to Labour Day 	<ul style="list-style-type: none"> All tourist/commercial businesses (lodging and food outlets only) on the Mainline receive an increase from seven to fifteen garbage containers per property, between the Victoria Day weekend and Labour Day
	Old Corrugated Cardboard Collection	
	<ul style="list-style-type: none"> Once-per-week collection (over two days-Thursday and Friday) 	<ul style="list-style-type: none"> No collection of old corrugated cardboard
Niagara-on-the-Lake	Special Set-out Collection for Physically-Challenged Residents	
	<ul style="list-style-type: none"> Set-out and collection service of standard limit garbage, organics and recycling containers 	<ul style="list-style-type: none"> Included in base collection services
	Additional Curbside Waste Collection	
	<ul style="list-style-type: none"> Two additional garbage collection days per week in the downtown core Maximum of 20 garbage containers per property for each collection day 	<ul style="list-style-type: none"> Two additional garbage collection days per week in the downtown core Maximum of 20 garbage containers per property for each collection day
	Old Corrugated Cardboard Collection	
	<ul style="list-style-type: none"> Weekly cardboard collection from commercial properties in the Queen Street Commercial Area, two days per week: Monday and Thursday 	<ul style="list-style-type: none"> Two days of curbside collection of cardboard from commercial properties in the Queen Street Commercial Area
	Weekly (Both Streams) Recycling Cart Collection	
	<ul style="list-style-type: none"> Once-per-week collection 	<ul style="list-style-type: none"> Every municipality with a Designated Business Area receives weekly recycling collection as part of base collection service

Appendix 2 – Comparison of Current vs. Previous Enhanced Collection Services

Municipality	2004-11 Collection Contract	2011-21 Collection Contract
Pelham	Street Litter Receptacle Collection	
	• Once-per-week collection	• Twice-per-week collection
	Containerized Waste Collection	
	• Once-per-week collection	• Once-per-week collection, with the exception on one property receiving twice-per-week collection
	Weekly (Both Streams) Recycling Cart Collection	
	• Once-per-week collection (Thursday)	• Every municipality with a Designated Business Area receives weekly recycling collection as part of base collection service
Port Colborne	Special Set-out Collection for Physically-Challenged Residents	
	• Set-out and collection service of standard limit garbage, organics and recycling containers	• Included in base collection services
	Street Litter Receptacle Collection	
	• No street litter receptacle collection	• There are street litter receptacles (OMG bins) that require separate collection of Grey and/or Blue Box materials. The recycling from the compartmentalized bins are collected separately and at the same frequency as garbage containers
	Additional Curbside Waste Collection	
	• Daily garbage collection at Port Colborne Hospital (Monday-Friday). No container limit. • Additional garbage container limits at group homes, schools, Home Hardware	• No additional curbside waste collection as part of enhanced services
Port Colborne	Old Corrugated Cardboard Collection	
	• Once-per-week collection (Thursday)	• Every municipality with a Designated Business Area receives weekly recycling

Appendix 2 – Comparison of Current vs. Previous Enhanced Collection Services

Municipality	2004-11 Collection Contract	2011-21 Collection Contract
		collection as part of base collection service
St.Catharines	Street Litter Receptacle Collection	
	<ul style="list-style-type: none"> • Seven days-per-week, including all parks, sports facilities and recyclables from OMG bins 	<ul style="list-style-type: none"> • Four days-per-week collection for Downtown St.Catharines • Seven days-per-week, from May 1 to October 31 inclusive, and one (1) day per week, from November 1 to April 30 inclusive in Port Dalhousie • Once-per-week collection for all other street litter receptacles located on city streets, in front of schools, in sports facilities, parks, cemeteries, and recreational and community centres
	Containerized Waste Collection	
	<ul style="list-style-type: none"> • Variable frequency - multi-residential/Downtown IC&I properties and pullout service 	<ul style="list-style-type: none"> • Variable frequency - multi-residential properties
	Additional Curbside Waste Collection	
	<ul style="list-style-type: none"> • Six additional collection days per week in the downtown core, over and above the Base Level of Service 	<ul style="list-style-type: none"> • Three additional collection days per week in the downtown core, over and above the Base Level of Service • Maximum of 7 garbage containers per property per collection day in the downtown core
	Old Corrugated Cardboard Collection	
		<ul style="list-style-type: none"> • Communal front-end cardboard containers shared by businesses in the downtown collection area
	Weekly (Both Streams) Recycling Cart Collection	
	<ul style="list-style-type: none"> • Once-per-week collection (Monday or Thursday) 	<ul style="list-style-type: none"> • Every municipality with a Designated Business Area receives weekly recycling collection, as part of base

Appendix 2 – Comparison of Current vs. Previous Enhanced Collection Services

Municipality	2004-11 Collection Contract	2011-21 Collection Contract
		collection service
	Special Set-out Collection for Physically-Challenged Residents	
	<ul style="list-style-type: none"> • Set-out and collection service of standard limit garbage, organics and recycling containers 	<ul style="list-style-type: none"> • Included in base collection services
Thorold	Street Litter Receptacle Collection	
	<ul style="list-style-type: none"> • Three days-per-week collection 	<ul style="list-style-type: none"> • Three days-per-week collection
	Additional Curbside Waste Collection	
	<ul style="list-style-type: none"> • Two additional collection days per week in the downtown core 	<ul style="list-style-type: none"> • Two additional collection days per week in the downtown core
	Additional Blue Box Collection	
	<ul style="list-style-type: none"> • Additional weekly collection of Blue Box recyclables for all commercial properties located within the City of Thorold's BIA. 	<ul style="list-style-type: none"> • Additional weekly collection of Blue Box recyclables for all commercial properties located within the City of Thorold's BIA.
Welland	Containerized Waste Collection	
	<ul style="list-style-type: none"> • No containerized waste collection 	<ul style="list-style-type: none"> • Once-per-week collection (condo properties)
West Lincoln	Containerized Waste Collection	
	<ul style="list-style-type: none"> • Once-per-week collection 	<ul style="list-style-type: none"> • Once or twice-per-week collection depending on location
	Additional Curbside Waste Collection	
	<ul style="list-style-type: none"> • No additional curbside waste collection 	<ul style="list-style-type: none"> • One additional collection day per week in the downtown core • Maximum of 7 garbage containers per property per collection day in the downtown core

Appendix 3 - Rationale for Proposed Collection Service Options for Next Contract

Proposed Collection Service Options:

- 1) **Change the weekly garbage container (bag/can) limits for IC&I and MU properties located inside Designated Business Areas (DBA) from seven (7) containers to four (4) containers per property, as a base service.**

Pros	Cons
<p>1) Fairness & equity: <u>Base Collection Service:</u></p> <ul style="list-style-type: none"> based on the 2018 curbside audits: <ul style="list-style-type: none"> average # of garbage containers placed out per week by <u>IC&I</u> properties <u>inside</u> DBAs was 2.1. in 2018, audits were completed in: Grimsby, Welland (Downtown and North End), Port Colborne (Main St. and Downtown), Lincoln (Beamsville and Vineland), Pelham, Thorold, St. Catharines (Downtown and Port Dalhousie), Fort Erie (Ridgeway, Bridgeburg, and Crystal Beach), and Niagara Falls (Queen, Main St., Lundy's Lane, Clifton Hill and Chippawa) DBAs. based on the 2016 and 2018 curbside audits: <ul style="list-style-type: none"> average # of garbage containers placed out per week by <u>MU</u> properties <u>inside</u> DBAs was 2.0. in 2016, audits were completed in: Fort Erie (Ridgeway, Bridgeburg, and Crystal Beach), Welland (Downtown and North End), and Port Colborne (Main St. and Downtown) DBAs. in 2018, audits were completed in: Grimsby, Lincoln (Beamsville and Vineland), Pelham, Thorold, St. Catharines (Downtown and Port Dalhousie), and Niagara Falls (Queen, Main St., Lundy's Lane, Clifton Hill and Chippawa) DBAs. the proposed 4 garbage container limit should meet the set-out needs of the IC&I and MU properties, based on these audit results, particularly if diversion services are 	<p>1) Potential illegal dumping:</p> <ul style="list-style-type: none"> if garbage container limits are decreased, there is potential for businesses and residents to illegally dump items. <p>2) Potential for increased number of complaints from business owners, MU property owners and residents due to reduced container limit:</p> <ul style="list-style-type: none"> business owners may potentially complain about this reduction in container limit being provided to their property.

Pros	Cons
<p>utilized.</p> <ul style="list-style-type: none"> the proposed 4 garbage container limit will align with the existing 4 garbage container limit for IC&I properties located outside DBAs, and the proposed limit for IC&I and MU properties located inside DBAs. it will encourage participation in diversion programs, which are under-utilized. <p><u>Enhanced Collection Service:</u></p> <ul style="list-style-type: none"> based on the 2014 garbage set-outs at enhanced <u>IC&I</u> properties: <ul style="list-style-type: none"> Grimsby (12 garbage container limit, twice per week) – average # of garbage containers placed out per set-out: 3.6 West Lincoln (7 garbage container limit, twice per week) – average # of garbage containers placed out per set-out: 2.5 Thorold (7 garbage container limit, three times per week) – average # of garbage containers placed out per set-out: 4.5 based on the 2015 garbage set-outs at enhanced Niagara Falls <u>IC&I</u> and <u>MU</u> properties: <ul style="list-style-type: none"> Main Street, Lundy's Lane and Queen Street DBAs – average # of garbage containers placed out per set-out: 5.2 (IC&I) and 2.9 (MU) audits were completed during the summer months, when the 15 garbage container limit was in effect for food and lodging outlets (1 collection per week). It is a 7 garbage container limit elsewhere, once/week. based on the 2018 garbage set-outs at enhanced <u>IC&I</u> and/or <u>MU</u> properties: <ul style="list-style-type: none"> Grimsby (12 garbage container limit, twice per week) – average # of garbage containers placed out per set-out: 1.6 (MU) West Lincoln (7 garbage container limit, twice per week) – average # of garbage containers placed out per set-out: 1.7 (MU) 	

Pros	Cons
<ul style="list-style-type: none"> - Thorold (7 garbage container limit, three times per week) – average # of garbage containers placed out per set-out: 1.9 (MU) - NotL (20 garbage container limit, three times per week) – average # of garbage containers placed out per set-out: 6.0 (IC&I) and 6.8 (MU) - St. Catharines (7 garbage container limit, four times per week) – average # of garbage containers placed out per set-out: 2.7 (IC&I) and 1.5 (MU) 	

2) Change the weekly garbage container limit for MU properties located outside DBAs from six (6) containers to four (4) containers per property, as a base service.

Pros	Cons
<p>1) Fairness & equity: <u>Base Collection Service:</u></p> <ul style="list-style-type: none"> • based on the 2014 curbside audit: <ul style="list-style-type: none"> - average # of garbage containers placed out per week by MU properties outside DBAs: 2.4 • the proposed four (4) container limit would meet the set-out needs of the MU properties, based on these audit results. • the proposed four (4) container garbage limit will align with the existing four container garbage limit for IC&I properties located outside DBAs, and the proposed limit for IC&I and MU properties located inside DBAs. • it will increase diversion, with less reliance on landfill. 	<p>1) Potential illegal dumping:</p> <ul style="list-style-type: none"> • if garbage container limits are decreased, there is potential for businesses and residents to illegally dump items. <p>2) Potential for increased number of complaints from business owners, due to reduced container limit:</p> <ul style="list-style-type: none"> • business owners, MU property owners and residents may potentially complain about this reduction in container limit being provided to their property.

3) Every-other-week (EOW) collection for garbage only (weekly recycling and organics to continue) for all sectors outside DBAs, as a base service. Current garbage container limits would double for all sectors (i.e. LDR properties would be allowed to set out two (2) garbage containers, on an EOW basis).

Pros	Cons
1) Municipal best practice/trend:	1) Potential illegal dumping:

Pros	Cons
<ul style="list-style-type: none"> approximately 70% of the municipal comparators (Barrie, Durham, Halton, Markham, Ottawa, Toronto, Vaughan, Peel and Waterloo) provide EOW garbage collection service. Residents have adapted to this change. <p>2) Increased waste diversion:</p> <ul style="list-style-type: none"> waste diversion rates increased between 6% (Peel) and 16% (Durham) for these municipal comparators. This depended on whether they introduced other diversion programs (i.e. organics) at the same time as EOW garbage. <p>3) Potential contract savings:</p> <ul style="list-style-type: none"> annual contract savings for the municipal comparators ranged between \$200,000 (Barrie), Waterloo (\$1.5 million), and \$12 million (Peel), depending on size of the contract and any other contract changes that were implemented (i.e. EOW, carts, etc.). - However, Peel staff reported a one-time initial cost to implement three stream cart collection of \$35 million (based on 325,000 single-family homes), with an estimated annual maintenance and replacement cost of \$1 to 3 million. avoided Walker disposal costs, if there is a decrease in the volume of garbage collected. <p>4) Regional disposal capacity:</p> <ul style="list-style-type: none"> preservation of existing Regional disposal capacity, if the volume of garbage landfilled decreases. <p>5) Fairness & equity:</p> <ul style="list-style-type: none"> based on the 2015-16 waste composition study, Niagara's LDR properties set out an average of 0.9 garbage containers per 	<ul style="list-style-type: none"> if residents/businesses are not provided with weekly garbage collection service, there is potential for them to illegally dump items. <p>2) Potential increased number of complaints, due to reduction in service:</p> <ul style="list-style-type: none"> Residents/businesses may complain about this reduction in garbage collection service being provided to their property.

Pros	Cons
week.	

4) Mandatory use of clear bags for garbage, with the option of allowing an opaque privacy bag to be placed inside the clear bag. The clear bag program will be for all sectors (both inside and outside DBAs), as a base service.

Pros	Cons
<p>1) Increased waste diversion:</p> <ul style="list-style-type: none"> studies completed by Ontario's Stewardship Effectiveness & Efficiency Fund report that "<i>clear bag programs are successful in decreasing the amount of recyclables being landfilled or incinerated, and have shown that mandatory by-laws and clear bags result in maximum participation and diversion</i>". implementing clear bags resulted in a 6% increase in Markham's 2014 diversion rate, for a total diversion rate of 81%. residents are motivated to recycle due to social pressure. <p>2) Enforcement/safety:</p> <ul style="list-style-type: none"> increases awareness of what is placed in the garbage, due to visibility of bag contents. eliminates (or minimizes) the option of concealing hazardous or other non-acceptable materials (e.g. recyclables and organics) in the garbage. facilitates education and enforcement of Niagara's Waste Management By-law, where necessary. <p>3) Fairness & equity:</p> <ul style="list-style-type: none"> clear bags are currently being used for diapers by those Niagara residents operating daycares out of 	<p>1) Perception of invasion of privacy:</p> <ul style="list-style-type: none"> residents using clear bags may complain it is an invasion of their privacy. <ul style="list-style-type: none"> this concern is partially addressed by allowing the use of an opaque bag inside the clear bag. IC&I business groups, who participated in the Region's 2012 consultation sessions for a clear garbage bag pilot, expressed privacy concerns, as well. <p>2) Potential illegal dumping:</p> <ul style="list-style-type: none"> residents and businesses opposing the use of clear garbage bags may potentially illegally dump their garbage. <p>3) Collection issues:</p> <ul style="list-style-type: none"> if a clear bag is placed inside a reusable container, enforcement may become more difficult if driver dumps the contents of the container directly into truck, as opposed to pulling the clear bag out of the container to look at it. the IC&I business groups expressed concerns about the aesthetics of uncollected bags, which would contain non-acceptable materials, being left in downtown or tourist areas. <p>4) Other Municipal programs:</p>

Pros	Cons
<p>their households, or families with at least two children under the age of four years old.</p> <ul style="list-style-type: none"> - these residents may feel the program ensures equal treatment for all households. 	<ul style="list-style-type: none"> • clear bag pilots were implemented in two comparator municipalities (Durham and Markham), however only Markham implemented a full program. • Durham decided not to implement a region-wide clear bag program in 2014, due to a lack of information on the effectiveness of the clear bag in reducing the amount of garbage collected.

5) Establishment of a four (4) item limit per unit per collection for large item service at LDR, MR and MU properties.

Pros	Cons
<p>1) Municipal best practice/trend:</p> <ul style="list-style-type: none"> • average large item limit is three per residential unit for those municipalities with weekly collection, and four per residential unit with bi-weekly collection. <p>2) Potential contract savings:</p> <ul style="list-style-type: none"> • municipalities that implemented collection limits on the number of large items reported contract savings. <p>3) Fairness & equity:</p> <ul style="list-style-type: none"> • provides a standardized collection limit for all properties. • Niagara residents set out an average of fewer than 2 large items per collection in 2018. 	<p>1) Potential illegal dumping:</p> <ul style="list-style-type: none"> • if residents are limited in the amount of large items that can be collected, there is potential for them to illegally dump items. <p>2) Potential increased number of complaints from residents, due to reduction in service:</p> <ul style="list-style-type: none"> • residents may complain about this reduction in service being provided to their property.

6) Discontinuation of appliances and scrap metal collection at LDR properties.

Pros	Cons
<p>1) Municipal best practice/trend:</p> <ul style="list-style-type: none"> • approximately half of municipal comparators (Barrie, Hamilton, 	<p>1) Potential illegal dumping:</p> <ul style="list-style-type: none"> • if residents are not provided with service, there is potential for them

Pros	Cons
<p>London, Ottawa, Peel and Windsor) do not provide appliance collection service.</p> <p>2) Potential contract savings:</p> <ul style="list-style-type: none"> • municipalities that eliminated this collection service realized a contract savings. In Peel, this was a net annual savings of \$100K. • Niagara's current annual cost to collect these items is \$126K (or \$2,032 per tonne due to the reduced tonnage). • many appliances and scrap metal items are scavenged before municipal contractors can collect them. <ul style="list-style-type: none"> - for the first two months of 2018, Emterra reported that approximately 60% of the items scheduled for collection were "not out" and were potentially scavenged. • appliance and scrap metal tonnages collected in 2017 were 94% lower than what was collected in 2007. <p>3) Fairness & equity:</p> <ul style="list-style-type: none"> • residents have the option to recycle these items, at no cost, at the Region's drop-off depots or a scrap metal dealer, as well as call a scrap metal hauler to collect them. 	<p>to illegally dump items.</p> <ul style="list-style-type: none"> • Barrie reported an increase in illegal dumping when bulky/white goods collection service was discontinued; however it was not sustained (approximately six months). • Peel provided its residents with advanced notice of this discontinuation of service and options for collection, so they did not see any significant increase in illegal dumping. <p>2) Potential increased number of complaints from residents, due to elimination of this service:</p> <ul style="list-style-type: none"> • residents may complain about the elimination of this service. • those municipalities that discontinued collection (Barrie, Hamilton, Ottawa and Peel) reported a minimal reaction from their residents.

Audit Results

Base Collection Service Audit Results

Weekly Average Garbage Containers Set Out by IC&I Properties Inside the DBA (Base Collection Area)

Municipality	Audit Year	Average Number of IC&I Properties Participating in Regional Collection Service	Average % of Participating IC&I Properties Using Regional Garbage Collection Service Inside DBA	Average Number of Garbage Containers Per Set-Out	Average % of IC&I Properties Exceeding Garbage Container Limit
Fort Erie	2018	56	88%	1.6	0%
Grimsby	2018	9.0	89%	1.2	0%
Lincoln	2018	18	83%	2.1	3%
Niagara Falls	2015	94.5	87%	2.7	6%
Pelham	2018	34	85%	2.3	3%
Port Colborne	2018	72	88%	2.2	3%
St. Catharines	2018	56	71%	1.7	0%
Thorold	2018	2	100%	1.8	0%
Welland	2018	68	91%	2.0	3%

**Weekly Average Garbage Containers Set Out by MU Properties Inside the DBA
(Base Collection Area)**

Municipality	Audit Year	Average Number of MU Properties Participating in Regional Collection Service	Average % of Participating MU Properties Using Regional Garbage Collection Service Inside DBA	Average Number of Garbage Containers Per Set-Out	Average % of MU Properties Exceeding Garbage Container Limit
Fort Erie	2016	63.5	95%	2.6	7%
Grimsby	2018	2	50%	1.0	0%
Lincoln	2018	21	90%	2.1	5%
Niagara Falls	2015	63	98%	1.8	3%
Pelham	2018	19	79%	2.8	0%
Port Colborne	2016	53	92%	2.5	1%
St. Catharines	2018	16	75%	1.6	0%
Thorold	2018	0	0%	0	0%
Welland	2016	54.5	91%	2.8	3%

**Weekly Average Recycling and Organics Containers Set Out by IC&I Properties
Inside the DBA (Base Collection Area)**

Municipality	Audit Year	Average % of Participating IC&I Properties Using Regional Recycling Collection Service Inside DBA	Average Number of Recycling Containers Per Set-Out	Average % of Participating IC&I Properties Using Regional Organics Collection Service Inside DBA	Average Number of Organics Containers Per Set-Out
Fort Erie	2018	66%	1.9	11%	1.8
Grimsby	2018	56%	1.5	22%	0.8
Lincoln	2018	72%	1.9	17%	1.0
Niagara Falls	2015	61%	2.0	11%	1.3
Pelham	2018	62%	3.1	12%	1.0
Port Colborne	2018	72%	1.6	6%	0.6
St. Catharines	2018	73%	1.5	16%	1.5
Thorold	2018	50%	0.5	0%	0.0
Welland	2018	65%	2.1	9%	2.4

**Weekly Average Recycling and Organics Containers Set Out by MU Properties
Inside the DBA (Base Collection Area)**

Municipality	Audit Year	Average % of Participating MU Properties Using Regional Recycling Collection Service Inside DBA	Average Number of Recycling Containers Per Set-Out	Average % of Participating MU Properties Using Regional Organics Collection Service Inside DBA	Average Number of Organics Containers Per Set-Out
Fort Erie	2016	72%	2.0	16%	0.8
Grimsby	2018	100%	1.8	0%	0.0
Lincoln	2018	52%	2.4	19%	1.1
Niagara Falls	2015	46%	1.3	11%	1.0
Pelham	2018	84%	2.5	32%	0.5
Port Colborne	2016	67%	1.9	19%	1.5
St. Catharines	2018	69%	1.5	13%	1.0
Thorold	2018	0%	0.0	0%	0.0
Welland	2016	72%	2.3	17%	1.0

2014 Weekly Average Garbage Containers Set Out by IC&I Properties Outside the DBA (Base Collection)

Municipality	Average % of IC&I Properties Using Regional Collection Service Outside DBA	Average Number of Containers Per Set-Out	Average Number of IC&I Properties Exceeding 4 Garbage Container Limit	Average % of IC&I Properties Exceeding 4 Garbage Container Limit
Fort Erie	41%	1.7	12	7%
Grimsby	46%	1.8	6	7%
Lincoln	47%	1.7	10	5%
Niagara Falls	43%	1.8	28	7%
Niagara-on-the-Lake	62%	1.3	11	3%
Pelham	37%	1.8	3	6%
Port Colborne	42%	2.1	9	8%
St. Catharines	41%	1.9	35	7%
Thorold	26%	1.7	7	11%
Wainfleet	44%	1.5	1	2%
Welland	39%	1.7	10	6%
West Lincoln	46%	1.4	3	3%
Regional Average:	44%	1.7	11	6%

2014 Weekly Average Garbage Containers Set Out by MU Properties Outside the DBA (Base Collection)

Municipality	Average % of MU Properties Using Regional Collection Service Outside DBA	Average Number of Containers Per Set-Out	Average Number of MU Properties Exceeding 6 Garbage Container Limit	Average % of MU Properties Exceeding 6 Garbage Container Limit
Fort Erie	71%	1.7	1	1%
Grimsby	85%	1.5	0	0%
Lincoln	79%	1.6	1	2%
Niagara Falls	70%	2.0	2	2%
Niagara-on-the-Lake	62%	1.6	0	0%
Pelham	67%	1.7	1	5%
Port Colborne	86%	1.6	0	0%
St. Catharines	69%	1.9	4	2%
Thorold	70%	1.1	0	0%
Wainfleet	70%	1.4	0	0%
Welland	74%	2.0	2	2%
West Lincoln	74%	1.5	0	0%
Regional Average:	72%	1.8	1	1%

2014 Weekly Average Recycling and Organics Containers Set Out by IC&I Properties Outside the DBA (Base Collection)

Municipality	Average % of Participating IC&I Properties Using Regional Recycling Collection Service Outside DBA	Average Number of Recycling Containers Per Set-Out	Average % of Participating IC&I Properties Using Regional Organics Collection Service Outside DBA	Average Number of Organics Containers Per Set-Out
Fort Erie	33%	1.6	7%	1.0
Grimsby	35%	1.8	11%	0.7
Lincoln	41%	1.8	11%	0.8
Niagara Falls	32%	1.7	7%	0.8
Niagara-on-the-Lake	58%	1.9	28%	0.8
Pelham	27%	1.6	12%	0.9
Port Colborne	31%	2.0	8%	1.3
St. Catharines	29%	1.8	9%	0.9
Thorold	21%	1.6	6%	0.7
Wainfleet	37%	1.7	7%	0.8
Welland	28%	1.8	7%	1.4
West Lincoln	34%	1.5	10%	0.7
Regional Average:	34%	1.7	11%	0.9

**2014 Weekly Average Recycling and Organics Containers Set Out by MU
Properties Outside the DBA (Base Collection)**

Municipality	Average % of Participating MU Properties Using Regional Recycling Collection Service Outside DBA	Average Number of Recycling Containers Per Set-Out	Average % of Participating MU Properties Using Regional Organics Collection Service Outside DBA	Average Number of Organics Containers Per Set-Out
Fort Erie	68%	2.0	23%	0.9
Grimsby	76%	1.8	29%	1.3
Lincoln	70%	2.3	27%	0.9
Niagara Falls	50%	1.9	18%	0.7
Niagara-on-the-Lake	54%	2.0	16%	0.6
Pelham	73%	1.7	17%	0.9
Port Colborne	66%	1.6	17%	1.0
St. Catharines	57%	1.8	17%	0.8
Thorold	70%	1.4	35%	0.8
Wainfleet	56%	1.4	7%	0.5
Welland	63%	1.7	19%	1.1
West Lincoln	59%	1.7	15%	0.8
Regional Average:	61%	1.8	20%	0.8

Enhanced Collection Service Audit Results

Weekly Average Garbage Containers Set Out by IC&I Properties Inside the DBA (Enhanced Collection Area)

Municipality	Audit Year	Average # of IC&I Properties Participating in Regional Collection Service	Average % of Participating IC&I Properties Using Regional Garbage Collection	Average # of Garbage Containers Per Set-Out	Average % of IC&I Properties Exceeding Garbage Container Limit
Grimsby	2014	38	88%	3.6	0%
Niagara Falls	2015	147	82%	5.2	6%
NOTL	2018	30	80%	6.0	21%
St. Catharines	2018	77	52%	2.7	0%
Thorold	2014	62.5	94%	4.5	2%
West Lincoln	2014	38	95%	2.5	0%

Weekly Average Garbage Containers Set Out by MU Properties Inside the DBA (Enhanced Collection Area)

Municipality	Audit Year	Average # of IC&I Properties Participating in Regional Collection Service	Average % of Participating IC&I Properties Using Regional Garbage Collection	Average # of Garbage Containers Per Set-Out	Average % of IC&I Properties Exceeding Garbage Container Limit
Grimsby	2018	18	89%	1.6	0%
Niagara Falls	2015	21	95%	2.9	3%
NOTL	2018	17	100%	6.8	12%
St. Catharines	2018	71	94%	1.5	0%
Thorold	2018	30	92%	1.9	0%
West Lincoln	2018	12	100%	1.7	0%

**Weekly Average Recycling and Organics Containers Set Out by IC&I Properties
Inside the DBA (Enhanced Collection Area)**

Municipality	Audit Year	Average % of Participating IC&I Properties Using Regional <u>Recycling</u> Collection	Average # of Recycling Containers Per Set-Out	Average % of Participating IC&I Properties Using Regional <u>Organics</u> Collection	Average # of Organics Containers Per Set-Out
Grimsby	2014	64%	2.6	7%	1.6
Niagara Falls	2015	55%	2.4	6%	4.4
NOTL	2018	57%	2.9	7%	6.0
St. Catharines	2018	52%	2.6	10%	2.4
Thorold	2014	54%	2.2	6%	0.9
West Lincoln	2014	78%	1.8	7%	0.8

**Weekly Average Recycling and Organics Containers Set Out by MU Properties
Inside the DBA (Enhanced Collection Area)**

Municipality	Audit Year	Average % of Participating MU Properties Using Regional <u>Recycling</u> Collection	Average # of Recycling Containers Per Set-Out	Average % of Participating MU Properties Using Regional <u>Organics</u> Collection	Average # of Organics Containers Per Set-Out
Grimsby	2018	78%	0.9	0%	0.0
Niagara Falls	2015	57%	1.1	14%	0.6
NOTL	2018	59%	2.3	0%	0.0
St. Catharines	2018	55%	2.5	7%	2.6
Thorold	2018	67%	1.1	3%	3.5
West Lincoln	2018	67%	1.8	0%	0.0

Appendix 4 - Stakeholder Comments on Proposed Base Collection Options

Consultation and engagement with stakeholders commenced in May of 2018 to obtain input on the proposed base collection options. The following sections summarize the results of the comments provided by stakeholders throughout the consultation process. Not all stakeholders that staff engaged with provided formal comments on the proposed collection options. In addition, the results of the on-line and telephone survey are contained in a separate appendix. The following section summarizes the formal comments provided from the following stakeholders:

- Regional Departments and Agencies, Boards and Commissions
- Waste Management Advisory Committee
- Organizations Representing Business (ie. Business Improvement Associations, Chambers of Commerce, Tourism Agencies and Industrial Associations)
- Local Area Municipalities
- Residents and Business Owners (excluding feedback provided through the on-line and telephone surveys)

1.0 Regional Departments and Agencies, Boards and Commissions (ABCs):

Staff from the following Regional Departments and ABCs provided input on the proposed base collection options.

1.1 Planning and Development Services

Planning and Development Services reviewed the proposed container limit changes pertaining to MU properties inside and outside DBAs, to ensure alignment with broader Corporate initiatives, including the objectives of Growth Management policies. The following comments were provided by Pat Busnello, Manager Development Planning:

“the proposed reduced limit would not affect larger mixed-use developments that already exceed the current container limits and require private garbage collection”

“recent curbside audits referenced in Appendix A of Report WMPSC-C 9-2018 indicate the average number of garbage containers placed out weekly by mixed-use properties was below the proposed limit. The report therefore, indicates that the needs of mixed-use properties are expected to be met based on the audit results, particularly if diversion services are utilized. As

such, it is generally not anticipated that smaller mixed-use developments would be affected by the proposed change.”

Lindsey Savage, Planner with Community and Long Range Planning provided comments on the alignment of the proposed collection options with the new Growth Plan for the Greater Golden Horseshoe, which took effect on July 1, 2017:

- “The proposed changes to waste collection services align with and support policy 4.2.9.1 d) i) of the Growth Plan, which requires municipalities to develop and implement official plan policies and other strategies in support of integrated waste management, including through enhanced waste reduction, composting and recycling initiatives. In addition, a new Regional Official Plan is under development which will include policies supporting integrated waste management, in conformity with the Growth Plan.”

1.2 Economic Development

Valerie Kuhns, Economic Development Manager with Economic Development indicated that their work generally revolves around larger industrial companies, which would not use the Region’s curbside garbage collection service, and would not be impacted by the proposed collection options

1.3 Niagara Regional Housing

Cameron Banach, Manager Housing Operations with Niagara Regional Housing reviewed the relevant proposed collection options and indicated they would not be in support of EOW garbage collection, or mandatory use of clear bags for garbage at their properties.

2.0 Waste Management Advisory Committee (WMAC)

At the November 21, 2018 WMAC meeting, members voted all in favour or majority in favour of all base collection options.

3.0 Organizations Representing Business

Meetings were held with representatives from each of Niagara’s Business Improvement Associations, Chambers of Commerce, Niagara Tourism Agencies, Niagara Economic Development Corporation, and Niagara Industrial Association, during the months of August and September.

The following ORBs provided formal comments on the proposed collection options for the next contract:

- **Grimsby Downtown Improvement Association:**
 - Do not support reducing base container limit from seven (7) cans/bags to four (4) cans/bags per week.
 - Do not support mandatory use of clear garbage bags due to concern about enforcement and mixed-use properties.
 - Do not support reducing enhanced container limit without knowing the associated cost savings.
- **Niagara Falls - Queen Street Business Improvement Association:**
 - Do not support reducing base container limit from seven (7) cans/bags to four (4) cans/bags per week.
 - Do not support mandatory use of clear garbage bags.
- **Niagara Falls - Victoria Centre Business Improvement Association:**
 - Request reduction in container limit for enhanced collection service from fifteen (15) cans/bags weekly to seven (7) cans/bags weekly.
 - Do not support mandatory use of clear garbage bags. Support would be contingent on seeing a report on how the contractor will educate its staff on the proper materials that go into the proper containers/bags.
 - Request collection start time change to 5 a.m., instead of 7 a.m.
- **Pelham Business Association:**
 - Support all proposed collection options
- **Port Dalhousie Business Association:**
 - Expressed concern that proposed options would make collection more onerous and/or costly for businesses.
 - Also have concerns about storing garbage in the hot summer months.
- **St. Catharines Downtown Business Association:**
 - Do not support reducing base container limit from seven (7) cans/bags to four (4) cans/bags per week.
 - Do not support mandatory use of clear garbage bags due to concern about enforcement and mixed-use properties.
 - Request for increased organics/recycling collection and review of days and times of collection for the enhanced collection area. Also request continued front-end cardboard collection bins.

Based on these comments, there was very limited support for the mandatory use of clear bags for garbage, or the reduction in the garbage container limits for IC&I and

MU properties inside the DBAs. The exception was the Pelham Business Association, which supported all proposed options.

4.0 Local Area Municipalities (LAMs)

Formal comments from the LAMs on the proposed collection options and which enhanced services to be included in Niagara Region's next contract are being requested by February 1, 2019.

5.0 Residents and Businesses

The primary method for collecting input from residents and businesses on the proposed collection options was through the on-line survey. Residents of low density residential properties were also targeted for feedback through a telephone survey.

Individuals that wanted to provide comments and feedback in addition to or as an alternative to the surveys were able to do so through a number of options. While this feedback cannot be included in the statistical analysis as representative of the population, it can be considered as part of the anecdotal findings to support the overall findings.

Residents and business owners provided additional comments by posting on Facebook, calling the Waste Info-Line, sending emails, providing web submissions and/or speaking with staff in-person at open house and community booth events. These comments are summarized in the subsections below.

5.1 Facebook

Facebook was the primary social media platform used by members of the public to comment on the proposed collection options for the next contract. The majority of comments were related to the proposed options for the mandatory use of clear garbage bags and every-other-week garbage collection. Of all of the comments documented that were related to every-other-week garbage collection, 22% of comments were in support of this proposed option. For clear garbage bags, 10% of comments related to this option were supportive.

Overall, the majority of commenters used this platform as a means of communicating their concerns. The comments posted on the Region's paid Facebook advertisement were reviewed, categorized and tallied. The ten most frequently reported concerns are listed below in order of the frequency that they

appeared in comment section. As of November 30, 2018, 1,467 Facebook comments were posted.

Most Common Comments (by % of most posted comments)

1. Concern about odours from products that cannot be placed in the Green Bin (i.e. diapers and raw meat packaging) increasing with every-other-week garbage collection (16%)
2. Concern about privacy with the use of clear garbage bags for personal items (i.e. incontinence products, feminine hygiene products, prescription bottles, bills) and that one opaque bag is not sufficient to contain all of these items (12%)
3. Concern that services are decreasing, but residents will not receive an associated decrease in taxes (10%)
4. Concern about a potential increase in pests (i.e. rats, raccoons, squirrels, coyotes, maggots) if garbage is collected every-other-week (10%)
5. Concern that mandatory use of clear garbage bags is adding unnecessary plastic waste to the landfills (8%)
6. Requests for Region to use carts, bigger containers and/or containers with lids (7%)
7. Complaints about current service, including missed collection (7%), late collection (7%) and generally displeased with service (4%)

Facebook Analytics for “Lets Talk Waste” Campaign:

• **Impressions: 271,397**

- The number of times any content from the “Niagara Region” Facebook page entered a person’s screen.

• **Link clicks: 6,633**

- The number of clicks on links within the “Lets Talk Waste” Facebook paid ad that led to the Niagara Region “Lets Talk Waste” webpage.

• **Reach as per analytics: 78,784**

- Number of people who had a paid post from the Niagara Region Facebook page enter their screen.

- **Reach with organic: 112,159**
 - Number of people who had an unpaid post from Niagara Region Facebook page enter their screen.
- **Cost per click: 2.44%**
 - The actual price paid for each click in the “Lets Talk Waste” Facebook paid ad campaign.
- **Total engagements: 19,733**
 - Includes all actions that people take involving the “Lets Talk Waste” Facebook paid ad while it was running. Post engagements can include actions such as reacting to, commenting or sharing the ad, or clicking on a link.
- **Reactions as per analytics: 367**
 - On the “Lets Talk Waste” Facebook paid ad itself, Facebook only reports direct reactions on those people who the ad was delivered to. So if a Facebook user received the ad and reacted, that is counted as one reaction per analytic. But if the Facebook user’s friend saw their feed (but did not receive the ad) reacted, it is not counted.
- **Comments as per analytics: 331**
 - On the “Lets Talk Waste” Facebook paid ad itself, Facebook only reports direct comments on those people who the ad was delivered to. So if a Facebook user received the ad and commented, that is counted as one comment per analytic. But if the Facebook user’s friend saw their feed (but did not receive the ad) commented, it is not counted.
- **All reactions: 561**
 - This is the total number of reactions on the “Lets Talk Waste” Facebook paid ad. This provides a better picture of the total engagement.
- **All comments: 1,467**
 - All comments (including replies) on the “Lets Talk Waste” Facebook paid ad.
- **Shares: 358**
 - The number of times Facebook users shared the “Lets Talk Waste” Facebook paid ad to their Facebook profile or a different Facebook page.
- **Amount spent: \$2,456.23**

5.2 Open Houses and Community Booths

A public open house, with a presentation was held in each of the twelve municipalities in Niagara. Staffed community booths with informational displays were also held in a public space in each municipality. The community booths were very

well attended with approximately 450 attendees and open house attendance was lower with 67 attendees, perhaps due to poor weather conditions.

The majority of the comments heard were related to the options for every-other-week garbage collection and mandatory use of clear garbage bags. Members of the public visiting the booths and open houses were divided about every-other-week garbage collection. While approximately half of the people that talked to staff at events expressed support, there were some specific concerns that were repeated throughout the consultation process. There was less support for clear bags, with the majority of participants expressing opposition to the option. A minority of the feedback and conversations at these events dealt with the options to introduce a four-item limit on bulky item collection and the discontinuation of scrap metal collection, but of those commenting there was a high level of support to implement the changes. The key concerns about the proposed options heard at these stakeholder consultation events are listed below.

Most Common Comments (listed in no particular order)

1. Concern about odours from products that cannot be placed in the Green Bin (i.e. diapers and raw meat packaging) increasing with every-other-week garbage collection
2. Concern that illegal dumping will increase as a result of every-other-week garbage collection and/or mandatory use of clear garbage bags.
3. Concern about privacy with the use of clear garbage bags for personal items (i.e. incontinence products, feminine hygiene products, prescription bottles, bills) and that one opaque bag is not sufficient to contain all of these items
4. Concern about the additional expense of having to purchase clear bags and/or privacy bags and potential issues with the quality and availability of clear garbage bags
5. Concern about storing additional garbage bags due to every-other-week garbage collection and/or clear garbage bags that are left behind due to unacceptable materials.
6. Concerns about the ability of collectors to monitor and enforce clear garbage bag contents

7. Concern about how residents will transport scrap metals and large appliances to the drop-off depots.
8. Concern about a potential increase in pests (i.e. rats, raccoons, squirrels, coyotes, maggots) if garbage is collected every-other-week
9. Concern that mandatory use of clear garbage bags is adding unnecessary plastic waste to the landfills
10. Complaints about current service, including missed collection, late collection, and generally displeased with service

6.0 Waste Info-Line, Emails, Web Submissions

Residents and business owners interested in providing the Region with additional comments were able to do so by calling the Waste Info-Line, sending an email or submitting their comments through the Region's website. Comments from individuals that provided an address were recorded in CityView, Waste Management's customer service software. These comments were categorized based on support or opposition to the proposed options. Comments from individuals that did not provide an address recorded in a public comment tracking sheet, separate from the CityView program. As of December 2, 2018, 38 comments were recorded in CityView and 27 additional comments without associated addresses were recorded in the spreadsheet public comment tracking sheet.

6.1 CityView

Due to the self-selected nature of the input and the small number of comments recorded, the CityView data cannot be considered representative of the viewpoints of the broader population. The comments do provide anecdotal insight into some of the key attitudes that residents and business owners have towards the proposed collection options.

The majority (74%) of individuals that commented were contacting the Region to express concern over one or more of the proposed collection options. The key concerns expressed in the comments align with those provided through Facebook and at the open houses/community booths. Individuals opposed to every-other-week garbage collection were concerned about potential odours and pests. Comments related to clear bags were focused on privacy issues. There were also

concerns from multi-residential and mixed-use property owners about tenants not complying with the diversion programs and thus presenting a challenge for both the every-other-week and clear garbage bag options.

Of the 38 comments recorded, 26% were in favour of one or all of the proposed options. In particular, 16% were in favour of every-other-week garbage collection. Other comments provided included suggestions for alternative options, including collection from alternating sides of the road and communal collection areas.

6.2 Additional Comments

The additional comments from residents and business owners that did not provide an address align with the comments provided through Facebook, at public consultation events and in CityView. The most frequent comments were concerns about odours and pests related to every-other-week garbage collection and privacy issues associated with clear garbage bags.

Appendix 5 - Stakeholder Consultation and Engagement Process

An extensive public consultation and engagement process was undertaken to obtain stakeholder input on the proposed base collection options for the next collection contract. The consultation began in May 2018 was carried out in two phases: targeted stakeholder consultation and broad-based community consultation. Targeted stakeholder consultation involved direct communication with specific stakeholder groups to provide information and gather feedback on the proposed collection options. Broad-based community outreach was completed to reach residents and businesses eligible for Regional curbside collection services to inform them about the proposed collection options and encourage participation in the on-line survey, which was the principle mechanism for collecting public input and feedback.

A summary of both phases of the consultation is described below.

1. Targeted Stakeholder Consultation and Engagement

1.1. Regional Departments and Agencies, Boards and Commissions (ABCs):

- The following Regional Departments and ABCs were contacted to discuss proposed options and invite questions, comments and input into the process:
 - Planning and Development Services Department
 - Economic Development
 - Niagara Regional Housing

1.2. Waste Management Advisory Committee (WMAC)

- At the November 21, 2018 meeting of the WMAC, members were provided with a presentation on the proposed collection options and an opportunity for questions and comments.
- Members were provided with an opportunity to vote on each proposed service option.

1.3. Organizations Representing Business

1.3.1. Business Improvement Associations (BIAs), Chambers of Commerce, Industrial Associations

- Waste Management staff met with each of Niagara's BIAs, Chambers of Commerce and the Niagara Industrial Association in August and September of 2018 to provide a presentation on the proposed service options. The purpose of these meetings was to discuss the proposed collection options, obtain preliminary input on these options, obtain input on how to further engage their members and to request formal comments

by November 30, 2018. The meeting dates and representatives that attended the meetings are listed in the tables below.

- Waste Management staff sent follow-up emails to each organization after the meetings on October 9, 2018 and November 22, 2018 to request formal feedback.
- Those organizations were also provided with letters for distribution to their membership on October 24, 2018. The letters contained information about the proposed options and stakeholder consultation process as well as a link to the on-line survey and open house/community booth dates and locations.
- The following four organizations confirmed they would reach out to members on behalf of the Region to encourage participation in the consultation process:
 - St. Catharines Downtown Association, Queen Street Niagara Falls BIA, Downtown Welland BIA, Grimsby Downtown Improvement Association

Business Improvement Associations

LAM Represented	Organization/Representative	Meeting Date
Fort Erie	<ul style="list-style-type: none"> • Ridgeway Business Improvement Association (BIA) - Marge Ott • Crystal Beach BIA – No rep attended • Bridgeburg Station BIA – No rep attended • Town of Fort Erie – Kelly Walsh 	August 23, 2018
Grimsby	<ul style="list-style-type: none"> • Grimsby Downtown Improvement Association – Leigh Jankiv • Town of Grimsby – Bob LeRoux 	August 1, 2018
Lincoln	<ul style="list-style-type: none"> • Downtown Beamsville BIA – Stephanie Hicks • Town of Lincoln – Dave Graham 	August 10, 2018
Niagara Falls	<ul style="list-style-type: none"> • Clifton Hill BIA – No rep attended • Fallsvie BIA – Sue Mingle • Lundy's Lane BIA – David Jankovic • Main and Ferry BIA – Ruth Ann Nieuwesteeg • Victoria Centre BIA – Eric Marcon • Queen Street BIA – No rep attended • City of Niagara Falls – Geoff Holman 	August 15, 2018
Pelham	<ul style="list-style-type: none"> • Pelham Business Association – David Tucker • Town of Pelham – Derek Young & Ryan Cook 	August 8, 2018

LAM Represented	Organization/Representative	Meeting Date
Port Colborne	<ul style="list-style-type: none"> • Port Colborne Main Street BIA – Frank Danch • Port Colborne Downtown BIA – Betty Konc • Town of Port Colborne – Chris Lee 	August 24, 2018
Port Dalhousie	<ul style="list-style-type: none"> • Port Dalhousie Business Association – Wolfgang Guembel 	August 22, 2018
St. Catharines	<ul style="list-style-type: none"> • St. Catharines Downtown Association - Tisha Polocko • City of St. Catharines – Dan Dillon 	August 22, 2018
Thorold	<ul style="list-style-type: none"> • Thorold BIA – Marsha Coppola, Tim Whalen • City of Thorold – Sean Dunsmore 	August 2, 2018
Welland	<ul style="list-style-type: none"> • Welland Downtown BIA – Amanda MacDonald, Delores Wright • Welland North BIA – John Clark • City of Welland – Eric Nickel 	August 9, 2018

Chambers of Commerce

LAM Represented	Organization/Representative	Meeting Date
Niagara-on-the-Lake (NotL)	<ul style="list-style-type: none"> • Chamber of Commerce – Janice Thompson • Town of NotL – Sheldon Randall 	September 10, 2018
Fort Erie, Grimsby, Lincoln, Niagara Falls, NotL, Pelham, Port Colborne, St. Catharines, Welland, West Lincoln	<ul style="list-style-type: none"> • Greater Niagara Chamber of Commerce - Mishka Balsom 	September 13, 2018

Fort Erie, Grimsby, Lincoln, Niagara Falls, Pelham, Port Colborne, Welland, West Lincoln	<ul style="list-style-type: none"> • Niagara Chamber of Commerce Partnership – Rebecca Shelley (Grimsby); Johnathan George (Fort Erie); Paul Scottile, Jim Arnold (Niagara Falls); Denise Potter (West Lincoln); Len Stolk (Port Colborne/Wainfleet); Gary Bruce, Anna Murre (Lincoln); Delores Fabiano (Welland/Pelham, Niagara Falls, Fort Erie, Port Colborne/Wainfleet) 	August 22, 2018
Thorold	<ul style="list-style-type: none"> • Venture Niagara – Susan Morin • Niagara Centre Board of Trade & Commerce – John D’Amico 	September 26, 2018

Industrial Associations

LAM Represented	Organization/Representative	Meeting Date
All Niagara Municipalities	<ul style="list-style-type: none"> • Niagara Industrial Association – Adam Joon & Aaron Tisdelle 	September 21, 2018

1.3.2. Tourism Agencies

- Waste Management staff met with the Tourism Partnership of Niagara on behalf of five tourism agencies (Destination Marketing Organizations): Niagara Falls Tourism, Tourism Niagara-on-the-Lake, City of St.Catharines Department of Economic Development and Tourism, Twenty Valley Tourism Association and Niagara South Coast Tourism Association.
- Staff offered to provide a presentation at the meeting.
- On September 18, 2018, letters were provided to each tourism agency describing proposed options, audit data, info about survey and public events. The letter requested formal feedback on the proposed options by December 7, 2018.
- A follow-up email containing a link to the project website and on-line survey was sent to the Tourism Partnership of Niagara on November 23, 2018, for distribution to their membership.

Tourism Agencies

LAM Represented	Organization/Representative	Meeting Date
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Fort Erie, Grimsby, Lincoln, Niagara Falls, Niagara-on-the- Lake, Port Colborne, St. Catharines, Welland, West Lincoln	<ul style="list-style-type: none"> • Tourism Niagara – Anthony Annunziata & Karin Jahnke-Haslam (on behalf of Niagara Falls Tourism, Tourism Niagara-on-the-Lake, City of St. Catharines Department of Economic Development and Tourism, Twenty Valley Tourism Association and Niagara South Coast Tourism Association) 	September 18, 2018
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1.4. Local Area Municipalities (LAMs) (i.e. municipal staff and Councillors)

- Letters were sent to LAM Clerks on May 4, 2018 and Public Works Officials (PWOs) on June 6, 2018 advising of proposed options and requesting LAM comments by February 1, 2019
- Presentations were made to PWOs at their June 11, Oct. 16 & Dec. 11, 2018 meetings
- In addition, Region staff offered to attend LAM Committee or Council meetings to make a presentation. As of December 11, Region staff were requested to present at the following LAM Committee or Council meetings:
 - Grimsby Council (December 17, 2018)
 - Niagara Falls Council (January 15, 2019)
 - Fort Erie Council (January 21, 2019)
 - West Lincoln Council (January 21, 2019)
 - Welland General Committee (January 22, 2019)

2. Broad-Based Community Consultation and Engagement

Broad-based community consultation employed a range of outreach activities to engage with as many low density residential (LDR) households, multi-residential (MR) property owners, groups and associations (i.e. property management companies) and Industrial, Commercial and Institutional (IC&I) and mixed-use (MU) property owners as possible during October and November of 2018. The table below provides details on each outreach activity undertaken as part of the broad-based consultation and engagement.

Outreach Activity	Description	Location	Date (2018)
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Letters	Letters mailed out containing information on proposed collection options, link to survey, open house/community booth information and an invitation to contact the Region	<ul style="list-style-type: none"> • 1,369 businesses <u>inside</u> Designated Business Areas (DBAs) • 1,980 businesses <u>outside</u> DBAs • 125 multi-residential properties 	October 22
Web	Project website provided information on the proposed collection options, details about public open house events/community booths and the link to the survey	• Project webpage on Niagara Region website	October 23, to November 30
	Link to project website	<ul style="list-style-type: none"> • Webpage banner on Niagara Region Waste webpage • LAM provided with P&E for websites that had link to project webpage 	
Social Media	Link to project website	<ul style="list-style-type: none"> • Facebook paid advertisement with link to project webpage • Twitter post on Niagara Region Twitter with link to project webpage 	October 25- November 28
	Link to project website and details about open houses/community booths	• Facebook posts	November 1- November 28
Newspaper: Print Ads	Invitation to participate in stakeholder consultation with link to project website	• Niagara This Week	October 25, November 1, 8, 15, 22
		• St. Catharines Standard	October 27, November 10,
		• Welland Tribune	November 3,
		• Niagara Falls Review	November 3,
		• News Now	November 15 and November 22

Newspaper: On-line Ads	Invitation to participate in stakeholder consultation with link to project website	• 24 hour ad - St. Catharines Standard, Welland Tribune, Niagara Falls Review websites	October 30, November 6,13, 20
		• 24 hour ad - Niagara This Week website	November 24
		• 1 week ad - News Now website	November 22-29, 2018
		• 2 week ad - Niagara Independent website	November 19-30
		• Big Box Takeover- St. Catharines Standard, Welland Tribune, Niagara Falls Review	October 30, November 5,11,20
Media Coverage	An overview of proposed options and rationale and reference to project webpage, survey and events	• Media release	October 25
		• Radio interview on 610 CKTB Newstalk	November 5
		• Television coverage on Cogeco YourTV; accessible on-line and aired daily on YourTV	November 5 - November 30
		• Articles - St. Catharines Standard/Niagara Falls Review, Voice of Pelham, Erie Media	October 28, November 5, 7, 23
Post Cards	Invitation to participate in consultation, list of key options and link to survey/webpage	<ul style="list-style-type: none"> • Post cards displayed at LAM offices: 100 each in Fort Erie, Grimsby, Lincoln, Niagara-on-the-Lake, Pelham, Port Colborne, Thorold and Wainfleet; 200 each in Niagara Falls, St.Catharines and Welland. • Post cards available at Regional Headquarters and landfill sites • Post cards distributed at every community booth and open house 	October 23-November 30
Internal Advertising	Campaign banner and link to survey/webpage	• Vine intranet for all Regional employees	October 31-November 30

		<ul style="list-style-type: none"> • Vine weekly for all Regional employees 	November 1
Community Booths	A table with educational material and poster boards with information on proposed options were set up in public spaces including malls, arenas, community centres and libraries. Staff were available with iPads to allow visitors complete the on-line surveys and to respond to questions and comments	<ul style="list-style-type: none"> • One booth in each LAM during day and/or evening hours 	<p>Each booth set up for one day in each LAM between Oct 30 –Nov 26</p> <p>Approx. 450 visitors in total at booths</p>
Open Houses	Staff provided a 25-minute presentation and the opportunity for a question and answer period. Staff were also available with iPads to allow attendees to complete the on-line survey to respond to questions and comments	<ul style="list-style-type: none"> • One open house in each LAM from 6pm-8pm 	<p>Various dates from Nov 1- Nov 28</p> <p>Total of 67 attendees</p>

Appendix 6 - Summary of Stakeholder Consultation and Engagement Events

Public Open Houses (All public open houses were held from 6:00pm to 8:00pm, with a presentation at 6:30pm)

Municipality	Location	Date
Niagara-on-the-Lake	Community Centre	November 1, 2018
Niagara Falls	Gale Centre	November 5, 2018
Welland	Community Wellness Complex	November 6, 2018
Port Colborne	Roselawn Centre	November 8, 2018
Pelham	Pelham Meridian Centre	November 12, 2018
Fort Erie	Leisureplex	November 13, 2018
St. Catharines	St. Catharines Public Library- Central Branch	November 15, 2018
Thorold	Niagara Region Headquarters Building	November 19, 2018
Lincoln	Fleming Centre	November 20, 2018
West Lincoln	Municipal Office	November 22, 2018
Grimsby	Peach King Centre	November 27, 2018
Wainfleet	Firefighters Memorial Community Hall	November 28, 2018

Community Booths:

Municipality	Location	Date	Time
St. Catharines	Pen Centre	October 30, 2018	9am-9pm
Niagara Falls	MacBain Community Centre	November 5, 2018	9:30am-4pm
Niagara-on-the-Lake	Community Centre	November 6, 2018	9am-3:30pm
Port Colborne	Vale Health and Wellness Centre	November 7, 2018	4:30pm-9pm
Thorold	Thorold Public Library	November 8, 2018	10am-7:30pm
Pelham	Pelham Public Library	November 12, 2018	10am-4:30pm
Fort Erie	Fort Erie Centennial Library	November 13, 2018	9:30am-4:30pm
Welland	Seaway Mall	November 14, 2018	10am-8pm
Lincoln	Fleming Centre	November 20, 2018	9am -5pm
West Lincoln	West Lincoln Public Library	November 21, 2018	10am-4:30pm
Wainfleet	Wainfleet Arena	November 22, 2018	2:30pm-8:30pm
Grimsby	Grimsby Public Library	November 26, 2018	9am-8:30pm

Appendix 7 - Addressing Concerns Related to Proposed Collection Options

During the stakeholder consultation and engagement process, concerns were expressed by residents and business owners through Facebook, public open houses/community events and communication by email, phone and web submission. Those concerns are summarized in Appendix 4. The following table provides potential responses for addressing those concerns and minimizing potential impacts of the proposed collection options.

Resident Concern	Options for Addressing Concern
Odours from diapers, feminine hygiene products, raw meat packaging increasing with every-other-week garbage	<ul style="list-style-type: none"> • Provide option for residents to drop-off clear bags of diapers at landfill sites/drop-off depots at no charge. • Diapers, feminine hygiene products and raw meat packaging should be sealed tightly a plastic bag and placed in a container with a lid for storage in a cool, dry location. • Styrofoam meat trays can be washed and placed in the Blue Box for weekly collection.
Increased illegal dumping of garbage as a result of every-other-week garbage and/or clear garbage bags	<ul style="list-style-type: none"> • Experience in other municipalities has shown that property owners readily adapt to collection changes and if there is an increase in illegal dumping after the change in collection is implemented, it is temporary and short-lived. • By-law officers work to enforce ongoing issues with illegal dumping.
Privacy issues with the use of clear garbage bags for personal items	<ul style="list-style-type: none"> • To conceal private or sensitive materials, allow an opaque privacy bag (i.e. grocery bag) to be placed inside the clear garbage bags. • Confidential documents should be shredded and placed inside a clear plastic bag before being placed inside the Grey Box or Grey Cart. These materials can also be placed in the Green Bin. • Experience in Markham showed that allowing multiple opaque privacy bags at outset of clear bag program facilitated implementation and reduced privacy concerns.

Additional expense of having to purchase clear bags and/or privacy bags and potential issues with quality and availability of clear garbage bags	<ul style="list-style-type: none"> • Clear plastic and coloured plastic garbage bags are manufactured from the same type of plastic resin. The quality and strength of clear plastic bags is similar to that of opaque plastic bags. • Differences in price and quality may occur, based on individual bag size, closure type, packaging size or brand name. • Regional staff would communicate with local businesses to ensure that clear bags would be available for purchase at the same local retailers as traditional opaque bags.
Storing additional garbage bags due to every-other-week garbage collection and/or clear garbage bags that are left behind due to unacceptable materials	<ul style="list-style-type: none"> • Residents and businesses can significantly reduce their garbage by fully utilizing the weekly, unlimited recycling and organics collection services provided by Niagara Region. • Once unacceptable materials are removed from clear garbage bags, the materials can be placed out on the next scheduled collection day or taken to a drop-off depot for a fee.
Ability of collectors to monitor and enforce clear garbage bag contents	<ul style="list-style-type: none"> • Collectors would evaluate whether a bag conforms to the Waste Management By-law regarding recyclables, organics and hazardous waste, based on what can be seen through the clear bag. • Collectors would not be opening bags or searching contents. Bags would be assessed visually during collection time to address clear instances of non-conformance, including situations where non-acceptable materials are visible or a clear garbage bag has not been used. • Regional staff will follow-up with the property owner regarding the proper set out of material for collection to avoid re-occurrence of uncollected garbage.
Ability of residents to transport scrap metal and large appliances to drop-off depots.	<ul style="list-style-type: none"> • Residents that do not have the ability to transport scrap metal and large appliances would have the option of contacting private scrap metal haulers for pick-up.

<p>Increase in pests (i.e. rats, raccoons, squirrels, maggots) if garbage is collected every-other-week</p>	<ul style="list-style-type: none"> • Placing food waste and food soiled-paper products in the Green Bin, which will continue to be collected weekly, will remove the most odorous part of the garbage stream, which can attract pests. • Residents can take simple steps to deter pests, such as rodents, from their Green Bins, including: <ul style="list-style-type: none"> ○ Keeping the Green Bin container securely closed at all times ○ Setting out the Green Bin for collection every week, even if it is not full ○ Setting out the Green Bin by 7am on collection day, not the night before ○ Storing the Green Bin in a shaded, cool area ○ Lining the Green Bin with paper liner bags, sheets of newspaper or cereal boxes to absorb liquids
<p>Clear garbage bags adding unnecessary plastic waste to landfills</p>	<ul style="list-style-type: none"> • For those residents already using garbage bags and/or grocery bags, clear bags would not increase the amount of plastic bags being sent to landfills. • Plastic opaque privacy bags would be optional. • Use of clear garbage bags would be expected to increase diversion rates, potentially offsetting any additional plastic introduced through use of clear garbage bags.
<p>Requests for Region to use carts, bigger containers and/or containers with lids</p>	<ul style="list-style-type: none"> • The Region has explored the option using carts for residential curbside collection. The results of that research indicate that the costs of that change would be prohibitive at this time. In addition, cart programs utilize single stream recycling collection, which have higher rates of contamination than the two stream recycling program that Niagara Region is currently using and would negatively affect revenue from the sale of recyclables.



Appendix 8

LDR Telephone and On-line Survey Results

A quantitative survey with residents of Niagara Region



Metroline Research Group Inc.

301-7 Duke Street West, Kitchener, Ontario
1000-10 Four Seasons Place, Toronto, Ontario

LOW DENSITY RESIDENTIAL

1.0 Current Attitudes/Behaviour

1.1 Importance of Waste Diversion

Q11 - How important would you say it is that Niagara region works to reduce the amount of garbage that is sent for disposal? (Full sample)

Diverting waste is important to the vast majority of residents in Niagara Region. In total, 94% of those in the telephone survey said it is 'important' to them, with 72% saying "very" important, and 22% saying "somewhat" important. Only 4% told us it was "not important", or they "don't know".

Residents in the online survey scored the importance slightly lower, but even still 87% find waste diversion important.

Figure 1.1a – Importance of waste diversion by survey type

	Telephone (n=1,253)	Online (n=6,639)
Very important	72%	52%
Somewhat important	22%	35%
Not very important	3%	8%
Not important at all	2%	3%
Don't know	1%	2%

This question was asked in Hamilton in 2016, and the results were similar to what Niagara Region residents have said in this survey. Residents in both surveys feel that waste diversion is important, but in the random telephone survey are more likely to say it is "very" important.

Figure 1.1b ¹– Importance of waste diversion by survey type (Hamilton)

<i>Hamilton Waste Survey</i>	Telephone (n=800)	Online (n=1,468)
Very important	75%	60%
Somewhat important	21%	30%
Not very important	2%	6%
Not important at all	1%	3%
Don't know	1%	1%

¹ City of Hamilton Waste Management Services Public Engagement Survey – Metroline Research Group, 2016

Where relevant, this report will indicate statistically significant differences by sub-groups for the random telephone survey.

Respondent Sub-Segment Findings (Telephone)

- Women (76%) are more likely to say reducing the amount of garbage sent for disposal is “very” important than men (68%).
- Those 65+ years (76%) and those 45-64 years (73%) are more likely to find it “very” important than those 18-44 years (63%).
- Those participating in the organics collection program (74%) are more likely to find it “very” important than those who are not (67%).
- Those who support clear bags (80%) more likely to find it “very” important than those who do not (65%).
- Those who could manage every-other-week (EOW) garbage collection (80%) are more likely to find it “very” important than those who would continue to need/want weekly collection (64%).

Figure 1.1c - Importance of waste diversion by municipality

(Random telephone survey)	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
Very important	72%	81%	73%	83%	74%	80%	76%	73%	68%	61%	60%	69%	73%
Somewhat important	22%	14%	17%	13%	22%	16%	19%	19%	24%	31%	32%	24%	22%
Not very important	3%	3%	3%	1%	2%	2%	4%	4%	4%	4%	5%	3%	4%
Not important at all	2%	2%	3%	3%	1%	--	--	1%	4%	3%	3%	2%	1%
Don't know	1%	--	4%	--	1%	2%	1%	3%	--	1%	--	2%	--

Looking across the municipalities in Niagara Region, there are some differences when residents were asked to choose an importance level. Primarily though this difference is between “very” and “somewhat” important.

Overall, the sentiment of important (very/somewhat) vs. not important (not very/not important/don't know) is pretty similar. At least 9 in 10 residents for all municipalities find diverting waste to be ‘important’.

1.2 Garbage Limits

Q12 - Niagara Region allows for one bag/container of garbage to be put out per week. Dimensions of the container cannot exceed three feet high by two feet wide (91cm by 61cm) and must not weight more than 50 pounds. Which of the following best describes your situation in an average week? (Full Sample)

Figure 1.2a – Typical garbage set out by survey type

	Telephone (n=1,253)	Online (n=6,639)
We put out more than one garbage bag/container	11%	9%
We put out one full garbage bag/container	42%	49%
On a weekly basis, our garbage bag/container is not completely full	34%	29%
Some weeks, we do not have enough to put out the garbage bag/container	13%	13%

Residents were pretty much evenly split about how much garbage they put out at the curb in an average week.

On one side is the group (53% combined) who put out the maximum one bag (42%) and those who need more than one bag (11%).

On the other side (47% combined) is the group who doesn't have a full bag (34%) or sometimes can afford to skip a week (13%).

Respondent Sub-Segment Findings (Telephone)

- Those 18-44 years are more likely to put out a full bag or more (72%) than those 45-64 years (50%) and those 65+ years (45%).
- Those living in households of three or more people are more likely (73%) to put out a full bag or more than those in households of two people (41%) and those in single person households (30%).
- Those with a household member using diapers are more likely to put out a full bag or more (87%) than those without (51%).
- Those who use seven or more bag tags a year are more likely to put out a full bag or more (91%) than those who use 1-6 tags (61%) and those use don't use any tags in an average year (42%).
- Those who do not participate in the organics program are more likely to put out a full bag or more (63%) than those who participate (49%).
- Those who would need to continue weekly garbage collection are more likely to put out a full bag or more (70%) than those who could manage EOW (33%).

Figure 1.2b – Typical garbage set out by municipality

(Random telephone survey)	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
We put out more than one garbage bag/ container	11%	7%	11%	8%	13%	9%	10%	4%	11%	11%	16%	14%	8%
We put out one full garbage bag/container per week	42%	45%	35%	35%	44%	43%	34%	45%	41%	50%	39%	46%	49%
On a weekly basis, our garbage bag/container is not completely full	34%	30%	37%	45%	34%	34%	44%	39%	35%	24%	32%	25%	34%
Some weeks, we do not have enough to put out the garbage bag/container	13%	18%	17%	12%	9%	14%	12%	12%	13%	15%	13%	15%	9%

All percentage differences fall within the margin of error. There are a few trends in the data, however these could potentially be a result of the size of the households interviewed for the study rather than something unique to the municipalities:

- Residents of Thorold (60%), Welland (60%) and Niagara Falls (57%) are slightly higher in putting out one bag or more per collection.
- Residents of Lincoln (43%) and Pelham (44%) and Grimsby (46%) are slightly lower in putting out one bag or more per collection.

1.3 Garbage Tags

Q13 - How many tags for additional garbage bags does your household buy and use in an average year, if any? (Full Sample)

About two-thirds of the community (65%) told us they do not buy/use any garbage tags in the course of an average year.

About one-third (35%) will use a garbage tag at least once a year on average, between those buying and using one to six tags (24%), and those using seven or more tags (11%).

Figure 1.3a – Garbage tags used by survey type

(Random telephone survey)	Telephone (n=1,253)	Online (6,639)
None	65%	49%
1-6	24%	32%
7+	11%	19%

Respondent Sub-Segment Findings (Telephone)

Household size was the biggest determinant in using garbage tags. About half of those (48%) of household with three or more people require at least one tag a year. 20% of households with three or more people use seven or more tags a year.

Figure 1.3b – Garbage tags used by household size

(Random telephone survey)	Total (n=1,253)	Household Size		
		1	2	3+
None	65%	86%	72%	52%
1-6	23%	10%	23%	28%
7+	12%	4%	5%	20%

Age is also a determining factor. The younger the resident in the survey, the more likely they were to have used bag tags.

Figure 1.3c – Garbage tags used by age group

(Random telephone survey)	Total (n=1,253)	Age group		
		18-44	45-64	65+
None	65%	54%	62%	78%
1-6	23%	25%	27%	17%
7+	12%	21%	11%	5%

Other significant findings:

- Those who deal with infant/adult diapers (53% use at least one a year) are more likely to need bag tags than those without diapers (33% use at least one per year).
- Those who need to put out more than one bag of garbage per week are more likely to use at least one bag tag per year (67%) than those who put out one bag per week (41%), those who put out a bag per week that isn't full (26%), and those who can afford to occasionally skip a week (12%).
- Those who need to continue having garbage picked up weekly are more likely to use at least one bag tag per year (41%) than those who could manage every-other-week (27%).

Figure 1.3d – Garbage tags used by municipality

(Random telephone survey)	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
None	65%	69%	69%	74%	61%	69%	77%	60%	62%	60%	75%	58%	73%
1-6	23%	21%	19%	21%	25%	24%	19%	32%	24%	24%	16%	29%	20%
7+	12%	10%	12%	5%	14%	7%	4%	8%	14%	16%	9%	13%	7%

Municipalities less likely to have used any garbage tags in the past year:

- Pelham (23%), Wainfleet (25%), Lincoln (26%) and West Lincoln (27%)

Municipalities more likely to have used a garbage tag in the past year:

- Welland (42%), Thorold (40%), Niagara Falls (39%) and St. Catharines (38%)

1.4 Waste Collection Participation

Q21 – Does your household put out the following items for curbside collection?

(Full sample)

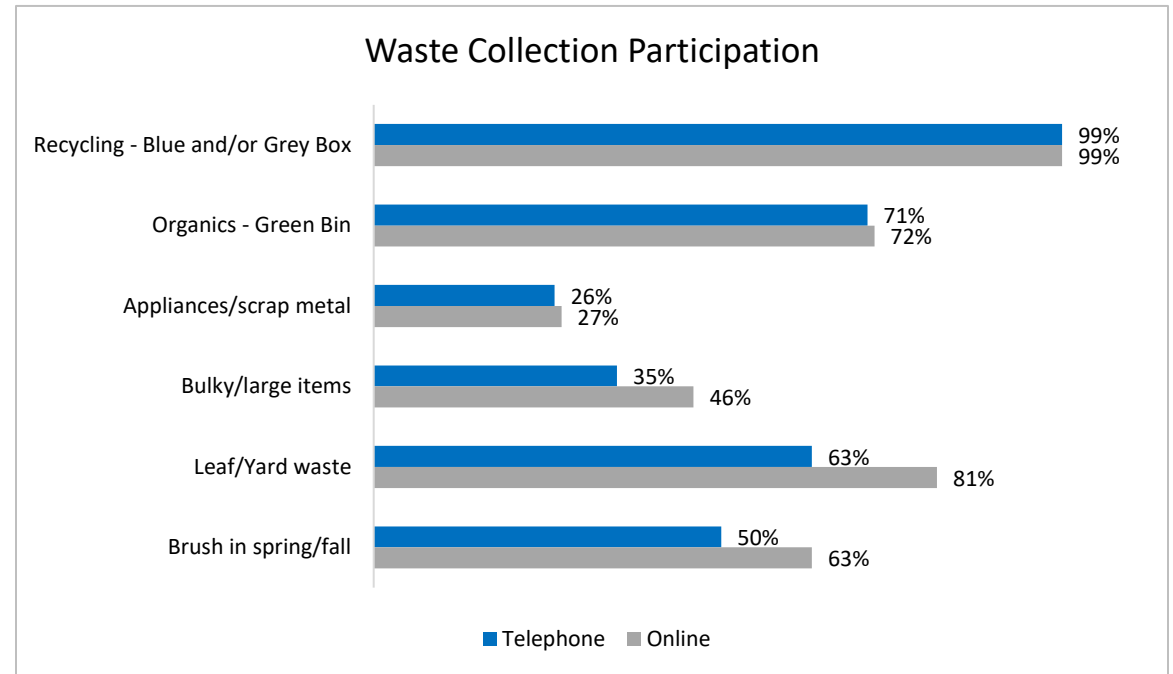
Virtually all households in Niagara Region are participating in the recycling program (99%/99%).

About 7 in 10 households say they participate in the organics collection program. The participation level is virtually the same between the random telephone survey and the online survey (71%/72%).

Participation in leaf/yard waste collection is next (63%/82%), and the brush collection in spring and fall (52%/63%).

Participation in both the appliances/scrap metal collection (26%/27%), and the bulky/large item collection (35%/46%) is lower.

Figure 1.4a – Waste collection program participation by survey type



The percentages were different, but we found a similar sentiment/pattern in Hamilton in 2016.

Virtually all participate in recycling, the organics collection and yard waste collection (which included brush in this survey) were next, and the bulky/large item collection (which includes scrap metal/appliances) had the lowest participation.

Figure 1.3b ²– Waste collection program participation by survey type (Hamilton)

<i>Hamilton Waste Survey</i>	Telephone (n=800)	Online (n=1,468)
Blue Box recycling	99%	99%
Organics/Green Bin	83%	84%
Yard waste	80%	88%
Bulky/large item collection	45%	55%

Respondent Sub-Segment Findings (Telephone)

Participate in Organics/Green Bin collection

- Those 65+ years (77%) and 45-64 years (73%) are more likely to participate than those 18-44 years (55%).
- Those in a single person household (72%) and dual person household (74%) are more likely to participate than those in a household of three or more people (66%).
- Those with no household members using diapers (72%) are more likely to participate than those with a household member in diapers (50%).
- Those who can afford to skip a weekly collection (81%), and those who put out a garbage bag every week that isn't full (76%) are more likely to participate than those who put out a full bag every week (68%) or those who put out more than one bag (52%).
- Those who can manage every-other-week collection (77%) are more likely to participate than those who need to continue having their garbage collected every week (66%).

Participate in bulky/large item collection

- Those in households of three or more (37%) and two people (35%) are more likely to participate than those in single person households (28%).
- Those who use seven or more bag tags per year (45%) or 1-6 bag tags (44%) are more likely to participate than those who do not use bag tags in an average year (30%).

² City of Hamilton Waste Management Services Public Engagement Survey – Metroline Research Group, 2016

Participate in leaf/yard waste pickup

- Those who could manage garbage collection every-other-week are more likely to participate (67%) than those who need to continue having garbage picked up weekly (61%).
- Those who participate in organics collection are more likely to participate in leaf/yard waste pickup (71%) than those who do not participate in organic collection (45%).

Participate in brush pickup

- Those who could manage garbage collection every-other-week are more likely to participate (54%) than those who need to continue having garbage picked up weekly (47%).
- Those who participate in organics collection are more likely to participate in brush pickup (56%) than those who do not participate in organic collection (36%).

Figure 1.4c – Waste collection program participation by municipality

(Random telephone survey)	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
Recycling – Blue and/or Grey Box	99%	99%	100%	99%	100%	97%	99%	99%	100%	97%	96%	98%	99%
Organics – Green Bin	71%	63%	84%	73%	72%	73%	70%	75%	74%	74%	59%	64%	60%
Appliances/Scrap Metal	26%	16%	36%	19%	35%	24%	19%	19%	34%	30%	23%	24%	7%
Bulky/Large Items	35%	36%	36%	27%	42%	28%	29%	31%	44%	41%	25%	36%	14%
Leaf/Yard Waste	63%	45%	77%	55%	73%	58%	59%	55%	82%	70%	19%	68%	35%
Brush in spring/fall	50%	32%	53%	45%	60%	52%	43%	35%	69%	55%	12%	50%	28%

Participation rates in the different programs vary by municipality. Some of this may be a result of their geographical location. Municipalities in areas that are less urban may have residents with larger properties to manage their own composting and leaf/yard waste or brush disposal, for example.

1.5 Recycling Participation

1.5.1 Blue Boxes

Q22 - Blue Box recycling includes containers that are made of plastic, metals, glass or styrofoam. How many Blue Boxes does your household put out at the curb in an average week? (Base – Converted to full sample)

Virtually all residents (99%) of Niagara Region are participating in the recycling program.

97% of residents in the telephone survey are putting out at least one blue box per week. About 1 in 5 residents puts out two or more blue boxes per week.

Figure 1.5.1a – Number of Blue Boxes by survey type

	Telephone (n=1,253)	Online (n=6,639)
None/Not participating in program	1%	1%
Less than once a week	2%	--
One per week	78%	70%
Two or more per week	19%	29%

Respondent Sub-Segment Findings (Telephone)

- Household size was a primary factor in the number of blue boxes. Households of three or more people are most likely to be putting out two or more boxes (34%), compared to two person households (9%) and single person households (3%).
- Those 18-44 years (29%) are most likely to be putting out two or more boxes, compared to those 45-64 years (23%) and those 65+ years (7%).
- Those buying the most (7+) garbage tags per year are also most likely to put out 2+ blue boxes (42%), compared to those who buy 1-6 tags (20%), and those who do not use garbage tags (15%).
- Those who would need to continue having waste collected weekly are most likely to be putting out two or more blue boxes (22%), compared to those who could manage every-other-week collection (16%).

Figure 1.5.1b – Number of Blue Boxes by municipality

(Random telephone survey)	Total (n=1253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
None/Not participating	1%	2%	1%	1%	1%	4%	3%	1%	--	4%	4%	2%	1%
Less than once a week	2%	--	2%	3%	1%	3%	--	1%	1%	--	--	4%	--
One per week	78%	85%	81%	84%	79%	75%	77%	82%	80%	74%	71%	71%	75%
Two or more per week	19%	13%	16%	12%	19%	18%	20%	16%	19%	22%	25%	23%	24%

Across all municipalities, there is not much difference when looking at the percentage of households who put out at least one blue box per week on average. Niagara-on-the-Lake was lowest, but even there it was 93% of households.

1.5.2 Grey Boxes

Q24 – Grey Box recycling includes items such as paper, cardboard, cereal boxes, tissue boxes, etc., and bundled plastic bags. How many Grey Boxes does your household put out at the curb in an average week? (Base – Converted to full sample)

Almost all Niagara residents are participating in the grey box recycling program as well. Slightly fewer (92%) than the blue box (99%) participation.

92% of Niagara low-density households put out at least one grey box per week on average.

Residents are less than half as likely (8%) to put out two or more grey boxes than blue boxes (19%).

Figure 1.5.2a – Number of Grey Boxes by survey type

	Telephone (n=1,253)	Online (6,639)
None/Not participating in program	6%	2%
< 1 x week	2%	1%
One per week	84%	81%
Two or more per week	8%	16%

Respondent Sub-Segment Findings (Telephone)

- Household size a factor once again. Those in households of three or more people are most likely (14%) to put out two or more grey boxes, compared to two person households (4%) and single person households (2%).
- Those 18-44 years are most likely to put out two or more grey boxes (14%), compared to those 45-64 years (9%) and those 65+ years (2%).
- Those buying the most (7+) garbage tags per year are also most likely to put out 2+ grey boxes (20%), compared to those who buy 1-6 tags (8%), and those who do not use garbage tags (6%).

Figure 1.5.2b – Number of Grey Boxes by municipality

<i>(Random telephone survey)</i>	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
None / Not participating	6%	8%	4%	5%	4%	8%	4%	4%	3%	8%	13%	4%	12%
< 1 per week	2%	--	1%	3%	3%	3%	4%	4%	1%	--	1%	3%	--
One per week	84%	91%	88%	87%	85%	81%	84%	84%	85%	84%	79%	84%	80%
Two or more per week	8%	1%	7%	5%	8%	8%	8%	8%	11%	8%	7%	9%	8%

As with the blue box recycling, there is no difference statistically by municipality. Only two municipalities are below 90% of residents putting out at least one grey box in an average week – Wainfleet (86%) and West Lincoln (88%).

1.6 Green Bin/Organics Participation

Q26 – Green Bin organics program includes food waste, paper napkins/towels/bags, paper take-out trays/egg cartons, coffee grounds/filters & tea bags. How many Green Bins or containers marked as organics does your household put out at the curb in an average week? *(Base – Converted to full sample)*

About 7 in 10 (71%) of Niagara Region residents told us they are participating in the organics collection program. That number dropped slightly when looking at green bins in an average month, to 69%.

68% of residents in the telephone survey told us they put out at least one green bin per week. In this particular question, the finding of the online survey was similar, where 70% told us they are putting out one green bin per week on average.

Figure 1.6a – Number of Green Bins by survey type

<i>(Random telephone survey)</i>	Telephone (n=1,253)	Online (n=6,639)
None / Not participating	31%	29%
Less than one per week	1%	1%
One per week	63%	63%
Two or more per week	5%	7%

Respondent Sub-Segment Findings (Telephone)

- Those 65+ years (73%) and 45-64 years (70%) are more likely to put out at least one green bin per week than those 18-44 years (53%).
- Those using diapers for someone in their household (49%) are less likely to put out at least one green bin per week than those with no diapers in their household (69%).
- Those who do not use any garbage tags in an average year (68%) and those who use 1-6 garbage tags per year (70%) are more likely to put out at least one green bin per week than those who use 7+ garbage tags per year (57%).
- Those who would need to continue having waste collected weekly (62%) are less likely to put out one or more green bins per week compared to those who could manage every-other-week collection (73%).
- Those who feel there would be little to no impact to their household with every-other-week collection (72%) are more likely to be putting out at least one green bin per week than those who feel every-other-week would have at least some impact (62%).

- Those who can afford to skip a week on garbage collection occasionally (77%), and those who put out less than one full bag/container per week (73%) are more likely to be putting out at least one green bin per week, compared to those who put out one full bag/container per week (65%) and those who put out more than one full bag/container per week (48%).

Figure 1.6b – Put out one or more Green Bins by typical garbage set out

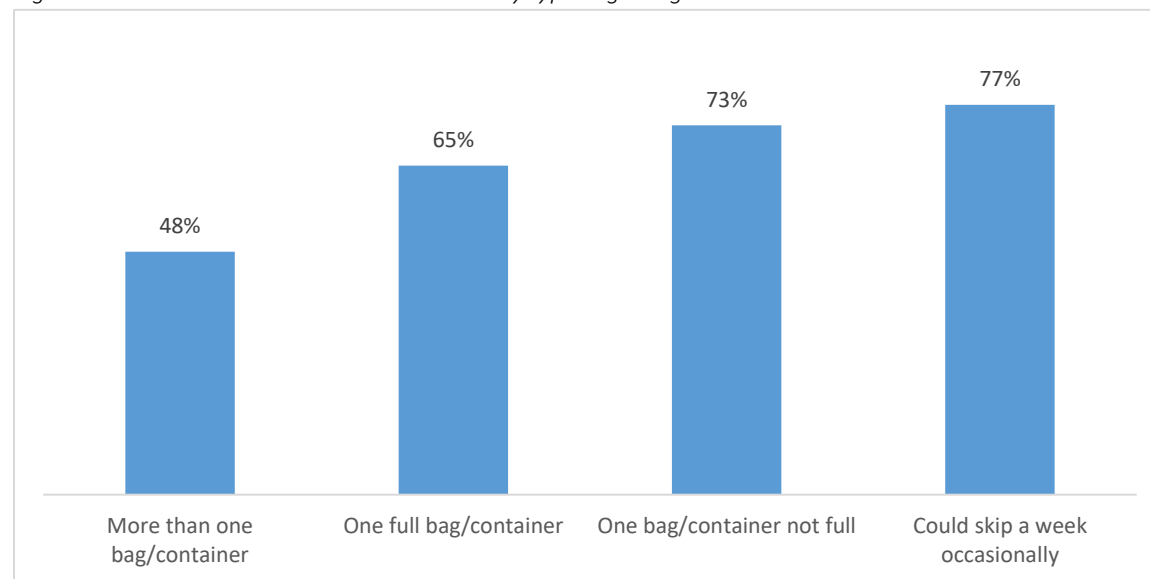


Figure 1.6c – Number of Green Bins by municipality

(Random telephone survey)	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
None / Not participating	31%	39%	17%	28%	28%	27%	32%	29%	28%	27%	45%	36%	46%
< 1 per week	1%	1%	2%	--	1%	3%	--	1%	1%	3%	--	3%	--
One per week	63%	57%	76%	72%	65%	61%	62%	56%	65%	66%	51%	58%	54%
Two or more per week	5%	3%	5%	--	6%	9%	6%	14%	6%	4%	4%	3%	--

1.6.1 Not participating in Green Bin/Organics collection

Q28 – Why do you not participate in the Green Bin/Organics program? (Base – Not participating)

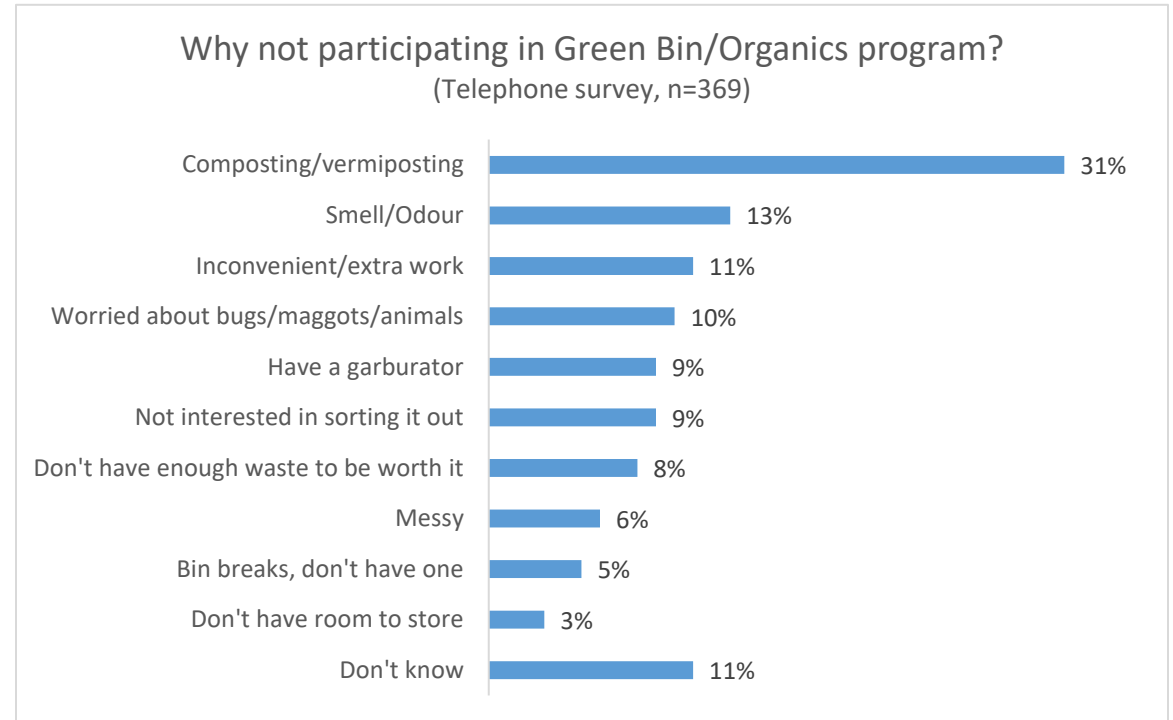
Figure 1.6.1a – Why not participating in Green Bin/Organics program?

Just under a third (31%) of those not participating in the Green Bin/Organics program told us they are doing their own composting/vermiposting.

“We have a farm and dispose of it in our manure pile...”

The next biggest barrier to participating in the Green Bin/Organics program is a concern about smells/odours. 13% of those not participating in this program indicated they do not participate because of a worry about the smell.

“It smells awful. We freeze organic waste throughout the week and dispose with the trash on garbage day. You can always tell when someone uses the green organics bin as soon as you walk into their house. It isn't practical...”



Lack of motivation was third, with people telling us that separating the waste was inconvenient or extra work for them (11%).

“Waste of time separating items and keeping another bin full of stinking food around for rodents and insects to find...”

The other major barrier is a concern about bugs/maggots/animals in and around the green bin (10%).

“Many animals in my neighbourhood makes it difficult to keep the organics from being eaten. I have the same problem with my regular garbage container...”

The ‘ick’ factor was expressed as well, with 6% talking about the process being messy and 9% not being interested in sorting out the waste for the Green Bin.

“I find it gross and disgusting...”

“Because I do not have very much for the green bin and find it disgusting to deal with in the summer...”

1.7 Appliances/Scrap Metal Participation

1.7.1 Put out at the curb

Q29 - How many times per year would you say your household puts out appliances or scrap metal at the curb for collection? (Base –Converted to full sample)

4 in 5 households in Niagara Region (80%) told us they do not participate in the appliances/scrap metal collection program. Among those who have participated, at most it was about once a year.

The results of the online survey are similar in this case, with 75% not participating in the program.

Figure 1.7a – Appliance/Scrap Metal participation by survey type

	Telephone (n=1,253)	Online (n=6,369)
None / Not participating	80%	75%
Once per year	15%	15%
Twice or more per year	5%	10%

Respondent Sub-Segment Findings (Telephone)

- Those 18-44 years (21%) and those 45-64 years (22%) are more likely than those 65+ years (15%) to participate in the program at least once a year on average.
- Those with households of three or more people (23%) and households of two people (20%) are more likely than those in single person households (13%) to participate in the program at least once a year on average.
- Those who use 7+ garbage tags per year (27%) and those who use 1-6 garbage tags per year (25%) are more likely than those who do not use garbage tags (17%) to participate in the program at least once a year on average.

Figure 1.7a – Appliance/Scrap Metal participation by survey type

(Random telephone survey)	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
None / Not participating	80%	86%	73%	85%	75%	81%	85%	84%	75%	77%	81%	84%	95%
Once per year	15%	11%	23%	15%	16%	18%	8%	8%	19%	19%	16%	11%	4%
Twice or more per year	5%	3%	4%	--	9%	1%	7%	8%	6%	4%	3%	5%	1%

1.7.2 Scheduling a pick up

Q210 - Do you schedule a pick up with Niagara Region for scrap metal or appliances, or put them out at the curb for anyone to pick up without scheduling a pick up? (Base – Participate at least once a year on average)

Those who participate in the appliances/scrap metal program at least once a year on average were asked how they arrange for pick up.

Three-quarters (74%) of program participants told us they schedule a pick up with Niagara Region, and one-quarter (26%) will simply put the item at the curb.

The online survey respondents felt similarly (77% scheduled, 23% leave at curb).

Figure 1.7.2a – Appliance/Scrap Metal pick up type by survey type

Note: Sample size varies according to participation rates and survey type	Telephone (n=249)	Online (n= 1,696)
Schedule a pick up	74%	77%
Leave out	26%	23%

Respondent Sub-Segment Findings (Telephone)

- Women (81%) were more likely than men (65%) to say they scheduled a pick up.
- Those 65+ years (88%) were more likely to have scheduled a pick up than those 45-64 years (72%) or those 18-44 years (64%).

Figure 1.7.2b – Appliance/Scrap Metal pick up type by municipality

Note: Sample size varies according to participation rates and survey type	Total (n=249)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
Schedule a pick up	74%	92%	90%	82%	69%	85%	73%	83%	69%	65%	79%	74%	75%
Leave out	26%	8%	10%	18%	31%	15%	27%	17%	31%	35%	21%	26%	25%

1.8 Bulky/Large Item Collection

1.8.1 Put out at the curb

Q211 - Bulky/large item collection includes items like carpet and furniture. How many times per year would you say your household puts out items like this out at the curb for collection? (Base – Converted to full sample)

More households (29%) do participate in bulky/large item collection compared to the scrap metal/appliances collection (20%).

In total, 29% of households told us they participate at least once a year, with the majority (19%) of households participating once a year, and 10% of households participating two or more times a year on average.

Those in the online survey told us they are participating more often.

Figure 1.8a – Bulky/Large Item collection by survey type

	Telephone (n=1,253)	Online (n=6,639)
None/not participating	71%	56%
Once per year	19%	20%
Twice or more per year	10%	24%

Respondent Sub-Segment Findings (Telephone)

- Those in households of three or more are more likely to participate at least once a year (33%), compared to households of two people (28%), or single person households (19%).
- Those who use 7+ garbage tags per year (43%) are more likely to participate at least once a year (43%), compared to those who use 1-6 garbage tags per year (38%) and those who do not use garbage tags (23%).

Figure 1.8b – Bulky/Large Item collection by municipality

	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
None	71%	71%	72%	83%	67%	78%	74%	72%	61%	66%	80%	70%	89%
Once per year	19%	19%	24%	13%	20%	14%	14%	15%	25%	27%	16%	18%	8%
Twice or more per year	10%	10%	4%	4%	13%	8%	12%	13%	14%	7%	4%	13%	3%

1.8.2 Scheduling a pick up

Q212 - Do you schedule a pick up with Niagara Region for these bulky/large items, or put them out at the curb for anyone to pick up without scheduling a pick up? (Base – Participate at least once a year on average)

Those participating in the bulky/large item pick up are most likely going to be scheduling a pick up with Niagara Region. 94% said they would schedule a pickup for bulky/large items, compared to 74% of those participating in scrap metal/appliances.

Figure 1.8.2a – Bulky/Large Item collection type by survey type

Note: Sample size varies according to participation rates and survey type	Telephone (n=365)	Online (n=2,943)
Schedule a pick up	94%	92%
Leave out	6%	8%

Figure 1.8.2b – Bulky/Large item collection type by municipality

Note: Sample size varies according to participation rates and survey type	Total (n=365)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
Schedule a pick up	94%	96%	95%	100%	97%	93%	100%	81%	92%	92%	100%	94%	87%
Leave out	6%	4%	5%	--	3%	7%	--	19%	8%	8%	--	6%	13%

2.0 Waste Collection Options For Next Contract

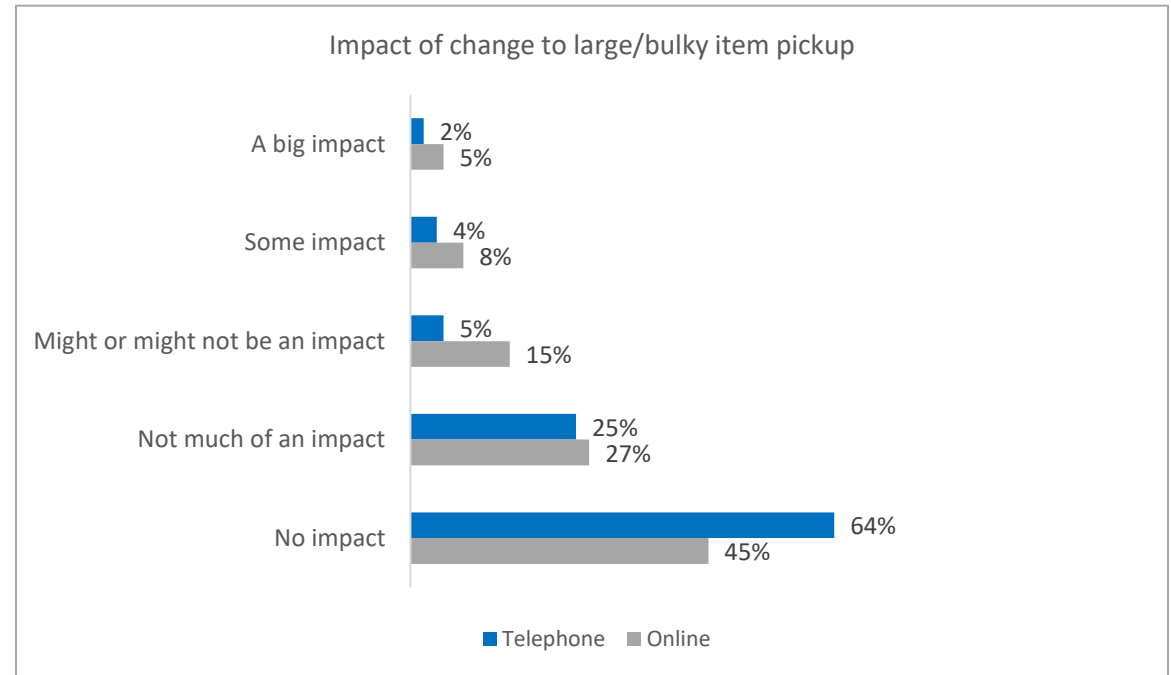
For Niagara Region's new waste collection (garbage, recycling and organics) contract, residents and businesses are being asked for their opinion about several proposal collection options. Adopting some or all of these options would help reduce the amount of waste going to disposal, and limit future costs to businesses and taxpayers.

The purpose of this survey is to receive feedback from residents on the possible collection options and to help Regional staff understand resident's feelings about each option.

2.1 Bulky/Large Item Collection

Q31 - The first option is related to large or bulky item pick up, such as carpet or furniture. The change would be to limit the number of large/bulky items collected to a maximum of four per week. In 2018, 92% of the bookings for large or bulky item pick up were for four items or less. If Niagara Region was to make this change, what would be the impact on your household? (Base – Full sample)

Figure 2.1a – Change to Bulky/Large Item collection, impact by survey type



Making a change to the bulky/large item collection so that a maximum of four items per collection can be put out will not unduly impact Niagara region residents.

6% of residents in the telephone survey, and 14% in the online survey feel this change would have an impact on their household.

The vast majority told us there would be little to no impact to them (94% of households in telephone survey, 87% of households in the online survey).

Respondent Sub-Segment Findings (Telephone)

- Those in households of three or more (8%) are slightly more likely to feel impacted, compared to households of two people (5%) and single person households (4%).
- Those who use 7+ garbage tags per year (16%) are most likely to feel there would be an impact on their household, compared to those who use 1-6 garbage tags per year (5%) and those who do not use garbage tags (4%).

Figure 2.1b – Change to Bulky/Large Item collection, impact by municipality

	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
A big impact	2	--	7%	--	2%	--	1%	--	1%	4%	--	2%	1%
Some impact	4	1%	8%	3%	7%	2%	3%	7%	5%	3%	1%	3%	4%
Might or might not be an impact	5	5%	4%	5%	7%	8%	6%	7%	4%	3%	--	11%	4%
Not much of an impact	25	23%	21%	30%	33%	21%	19%	25%	27%	30%	11%	23%	19%
No impact	64	71%	60%	62%	51%	69%	71%	61%	63%	60%	88%	61%	72%

2.2 Appliances/Scrap Metal Collection

Q32 – The second option under consideration would eliminate curbside pickup by Niagara Region of appliances and scrap metal. Currently, residents can go online and schedule a pick up of items at their home. Only 6% of Niagara households are using the curbside collection of appliances and scrap metal service. Also, as much as 60% of these items that are being put out have already been removed by the time crews arrive to pick them up. There would continue to be an opportunity for residents to take the items to a regional drop-off depot, at no charge, or have it picked up by private scrap metal haulers. If Niagara Region was to make this change, what would be the impact on your household? (Base – Full sample)

Figure 2.2a – Change to appliance/scrap metal collection, by survey type

Dropping/stopping the appliance/scrap metal collection program would have some impact on about 1 in 5 households in Niagara region. 17% of households in the telephone survey, and 22% in the online survey feel there would be at least some impact.

83% of households in the telephone survey, and 78% of the households in the online survey, feel there would be little to no impact on their household.

Respondent Sub-Segment Findings (Telephone)

- Those who use 7+ garbage tags per year (23%) are most likely to feel there would be an impact on their household, compared to those who use 1-6 garbage tags per year (18%) and those who do not use garbage tags (14%).
- Those who would need to continue to have their garbage picked up weekly are more likely to find at least some impact (19%) than those who could manage every-other-week collection (12%).

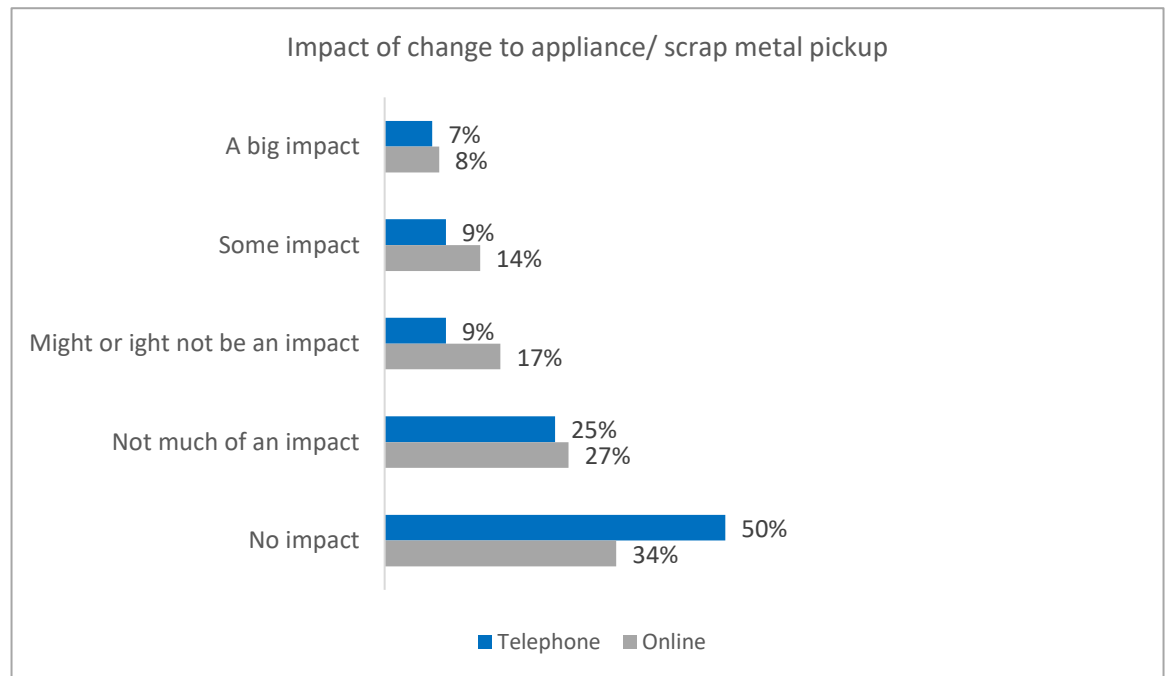


Figure 2.2b – Impact of change to appliance/scrap metal collection, by municipality

	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
A big impact	7%	--	11%	7%	8%	10%	7%	9%	7%	8%	3%	8%	4%
Some impact	9%	8%	11%	4%	11%	13%	7%	11%	10%	5%	9%	8%	7%
Might or might not be an impact	9%	14%	11%	12%	11%	12%	8%	4%	9%	10%	1%	8%	10%
Not much of an impact	25%	28%	25%	25%	27%	23%	27%	20%	28%	34%	11%	23%	16%
No impact	50%	50%	43%	52%	43%	42%	51%	56%	46%	43%	76%	53%	63%

2.3 Clear Bags

2.3.1 Support for clear bags

Q33 – A third option under consideration is the mandatory use of clear garbage bags. Some municipalities in Canada have already made this change. The cost for the clear bags would be about the same as green/black garbage bags. Clear garbage bags will make it easier to see recyclable or organic material that should be placed in the Blue/Grey Box or Green Bin or Hazardous Waste items that should be disposed of safely. A smaller opaque bag, such as a grocery bag, can be placed inside the clear garbage bag for disposing of sensitive or personal items. Would you support a switch to clear garbage bags? (Full Sample)

Household support for the mandatory use of clear bags in the telephone survey was surprisingly a fairly even split. 48% would support (definitely or probably), and 52% do not support.

It's a different picture when looking at the sentiment expressed in the online survey. 27% would support, and 73% oppose.

Respondent Sub-Segment Findings (Telephone)

- Those who would need to continue to have their garbage picked up weekly are more likely to support the use of clear bags (57%) than those who could manage every-other-week collection (40%).

Figure 2.3.1a – Support for mandatory clear garbage bags by survey type

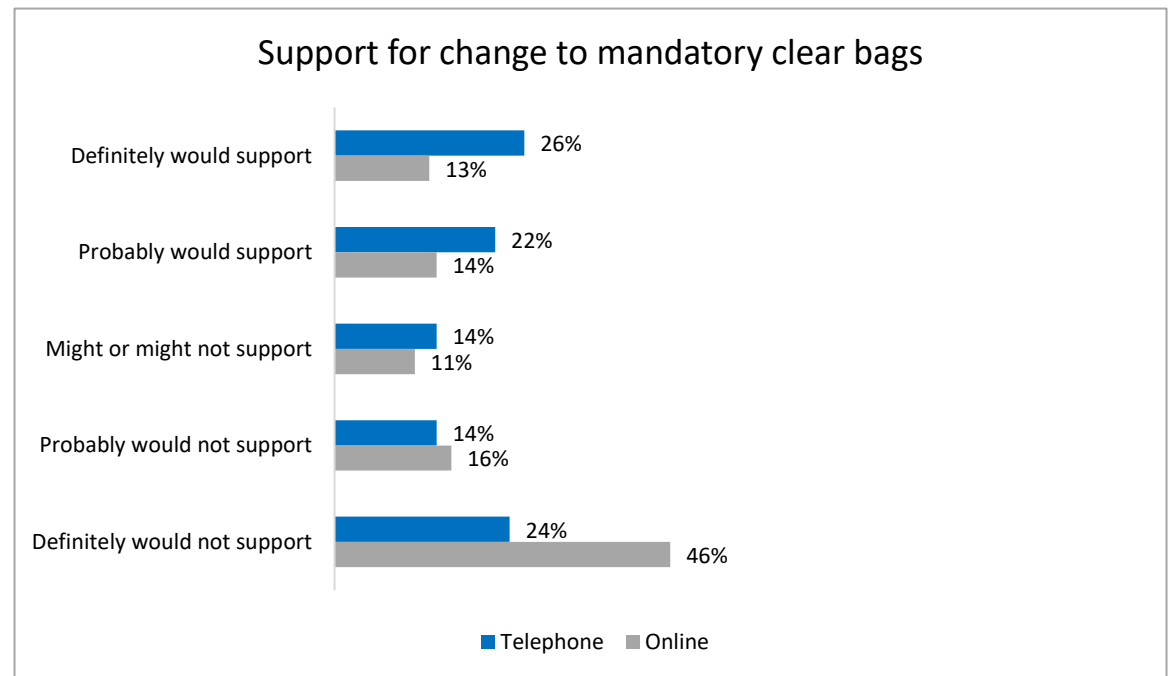


Figure 2.3.1b – Support for mandatory clear garbage bags by municipality

	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
Definitely would support	26%	19%	24%	28%	26%	30%	33%	24%	23%	20%	26%	33%	27%
Probably would support	22%	26%	28%	23%	19%	16%	15%	24%	26%	30%	16%	20%	19%
Might or might not support	14%	17%	14%	12%	13%	19%	16%	19%	15%	16%	8%	13%	11%
Probably would not support	14%	17%	17%	17%	16%	12%	12%	7%	14%	8%	13%	15%	12%
Definitely would not support	24%	21%	17%	20%	26%	23%	24%	26%	22%	26%	37%	19%	31%

2.3.2 Why support/not support?

Q34 – Why do you say that (support/not support clear bags)?

(Full Sample)

	Total	Support clear bags	Oppose clear bags
Keeps unwanted items from landfill	28%	51%	6%
Encourages use of Blue/Grey boxes and Green Bins	25%	48%	5%
Concerned about invasion of privacy	25%	8%	40%
Don't want my neighbours seeing my garbage	14%	3%	24%
Concerned about strength of clear bags	5%	2%	8%
We do not need "garbage police"	5%	1%	8%
Added cost/more effort	4%	1%	8%
Neutral/indifferent (General)	4%	6%	3%
We only use small grocery bags	3%	1%	5%
Stupid/no need (General)	2%	--	3%
Safer/better for waste management people	1%	3%	--

NOTE: All other responses are less than one percent total

"Clear bags tend to cost more money and are not as readily available. I also think having them curbside looks gross vs a black garbage bag. That being said I can understand why this idea could potentially reduce the amount of unacceptable items..."

"I just don't buy garbage bags so that would be an extra expense for us. Otherwise I am on board, we have nothing to hide..."

"Taking the trouble to separately sort embarrassing or secure sensitive material is annoying..."

"Clear bags are more expensive for one. The world doesn't need to see my garbage. Are you going to refuse pick up if I have recyclables in my trash? What about recycling that can't be cleaned like pizza boxes? Teaching what can be recycled and what can't would be far better..."

"If it becomes mandatory I will of course comply but personal items aside, I am not a fan of having my neighbours being able to see what I purchase, eat or throw out. Items come into my house concealed in shopping bags and that privacy with them going out is just as important to me..."

2.4 Every Other Week Garbage Collection

2.4.1 Managing every-other-week collection

Q35 – In Niagara Region an average of 50% of every garbage bag is food waste. A fourth option under consideration, that is already in practice in many other municipalities which encourages residents to use their Green Bin, is to pick up garbage every-other-week, but continue to collect unlimited Blue/Grey Boxes and Green Bins every week. There would be no change or reduction in the garbage container limit, but there would be less frequent pickup. With collection every-other-week, you would be allowed two garbage bags/containers. Based on your household's waste practices, would you be able to manage? (Full Sample)

Residents were split on their feelings about garbage collection every-other-week, with slightly more leaning towards continuing their weekly collection.

46% of the telephone survey, and 41% of those in the online survey could manage every-other-week collection.

Figure 2.4.1a – Ability to manage Every Other Week garbage collection by survey type

	Telephone (n= 1,253)	Online (n=6,369)
Be able to manage EOW collection	46%	43%
Need to continue weekly collection	54%	57%

	Niagara Region		Waterloo Region ³	
	Telephone (n=1,253)	LDR Online (n=6,639)	Telephone (n=511)	Online (n=7,087)
Be able to manage garbage collection every-other-week	46%	43%	50%	36%
Need to continue having your garbage picked up weekly	54%	57%	50%	64%

³ Region of Waterloo Waste Survey, Metroline Research Group Inc., 2014

Respondent Sub-Segment Findings (Telephone)

- Residents 65+ years are more likely to be able to manage every-other-week collection (51%), compared to those 45-64 years (45%) and those 18-44 years (41%).
- Those in single person households (62%) are more likely to be able to manage every-other-week collection than those in two person households (50%), and those in households of three or more (37%).
- Households with no one using diapers are more likely to be able to manage every-other-week collection (47%) than those with someone in diapers (31%).
- Those who do not use garbage bag tags in an average year are more likely to be able to manage every-other-week collection (52%) than those who use 1-6 garbage tags (41%) and those who use 7+ garbage tags (24%).
- Those who participate in organics collection are more likely to be able to manage every-other-week collection (50%) compared to those who are not currently participating in organics collection (37%).
- Those who support mandatory use of clear bags (55%) are more likely to be able to manage every-other-week collection (55%) than those who oppose mandatory clear bags (38%).
- Those who currently put out more garbage are less likely to say they could manage every-other-week collection

Figure 2.4.1b – Ability to manage every-other-week garbage collection by typical garbage set out

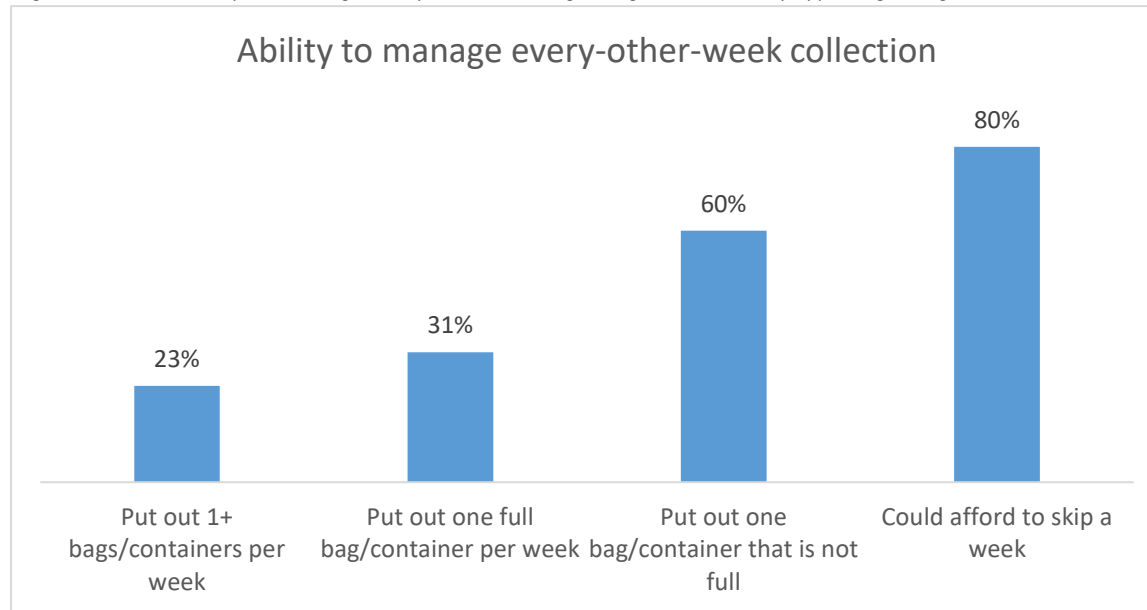


Figure 2.4.1b – Ability to manage Every Other Week garbage collection by municipality

	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
Be able to manage EOW collection	46%	52%	48%	52%	36%	50%	52%	40%	50%	47%	40%	49%	38%
Need to continue weekly collection	54%	48%	52%	48%	64%	50%	48%	60%	50%	53%	60%	51%	62%

2.4.2 Impact of every-other-week collection

Q36 – If Niagara Region collected garbage bags every-other-week, but collected your Blue/Grey Boxes and Green Bins every week, what would be the impact on your household? (Full Sample)

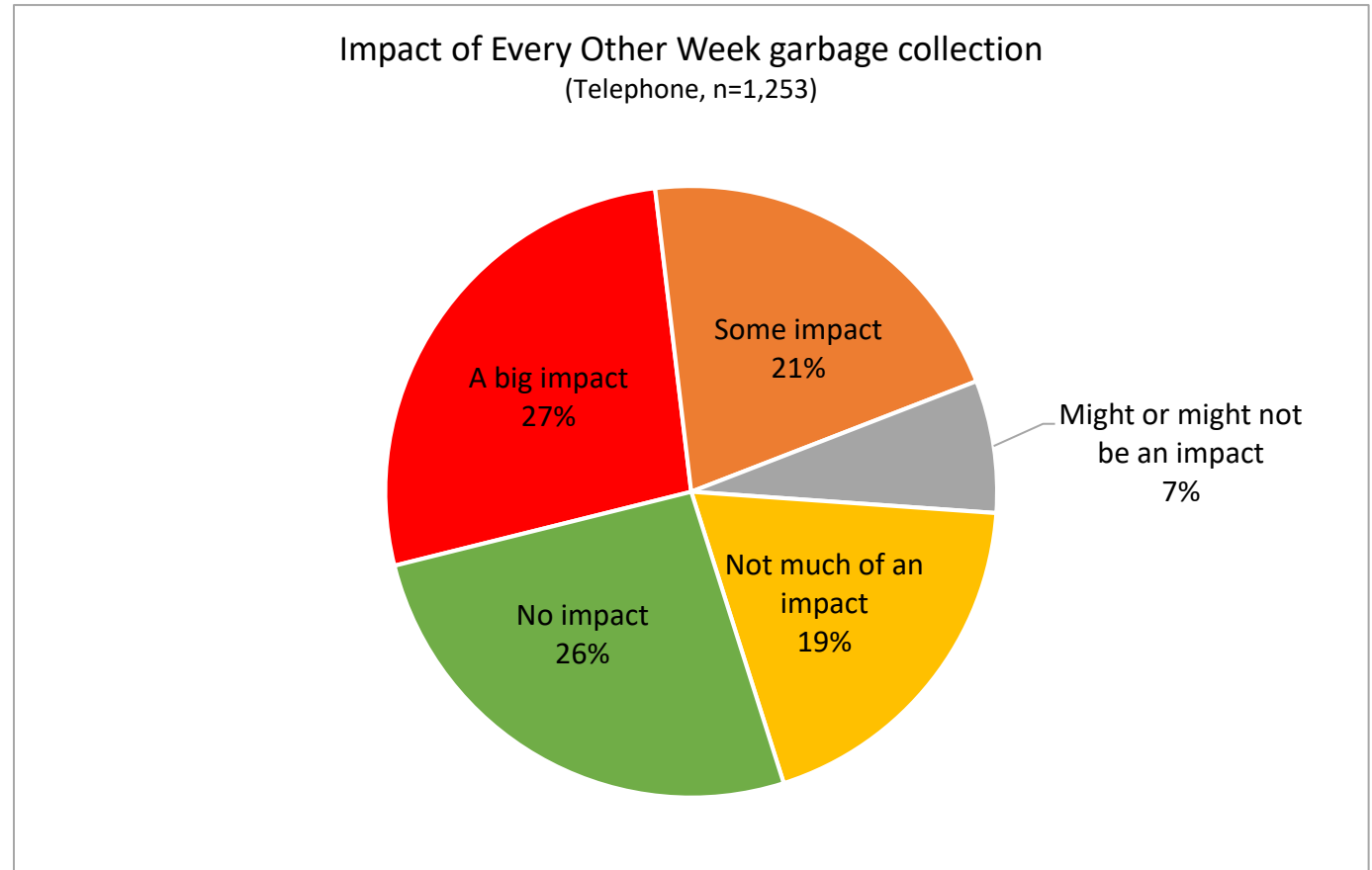
Figure 2.4.1a – Impact of Every Other Week garbage collection (Telephone)

In the telephone survey, just under half of residents (48%) feel there would be at least “some” impact on their household if Niagara Region switched to every-other-week garbage collection (while continuing to collect blue/grey boxes and green bins weekly).

A slight majority (52%) feel there would be little to no impact to their household.

Respondent Sub-Segment Findings (Telephone)

- Those in households of three or more (62%) are more likely to say there would be a big/some impact, compared to households of two people (40%) and single person households (33%).
- Those 18-44 years (59%) are more likely to say there would be a big/some impact, compared to those 45-64 years (48%) and those 18-44 years (41%).
- Those using diapers (70%) are more likely to say there will be an impact, compared to households with no diapers (47%).



- Those using 7+ garbage bag tags per year (76%) are more likely to say there will be an impact, compared to those using 1-6 garbage tags (55%) and those not using garbage tags (41%).
- Those not participating in the green bin/organics collection are more likely to say there will be an impact (57%) than those who are participating (45%).

Figure 2.4.1b – Impact of Every Other Week garbage collection

	Niagara Region		Hamilton ⁴		Waterloo Region ⁵	
	Telephone (n=1,253)	Online (n=6,639)	Telephone (n=800)	Online (n=1,468)	Telephone (n=511)	Online (n=7,087)
A big impact	27%	37%	34%	44%	25%	18%
Some impact	21%	21%	20%	19%	29%	24%
Might or might not be an impact	7%	9%	6%	8%	7%	10%
Not much of an impact	19%	17%	18%	13%	22%	24%
No impact	26%	16%	22%	16%	17%	24%
Impact Ratio (Big/Some vs. Not much/no impact)	+3	+25	+14	+34	+15	-6

While 48% of Niagara region resident indicate every-other-week collection would have some impact on their household, these numbers are lower than the 54% of residents in Hamilton and Waterloo Region who indicated there would be an impact on their household.

⁴ City of Hamilton Waste Management Services Public Engagement Survey – Metroline Research Group, 2016

⁵ Region of Waterloo Waste Survey, Metroline Research Group Inc., 2014

Figure 2.4.1c – Impact of Every Other Week garbage collection by municipality

	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
A big impact	27%	19%	32%	16%	38%	15%	18%	27%	25%	26%	31%	28%	35%
Some impact	21%	23%	19%	23%	19%	31%	23%	24%	20%	26%	23%	20%	16%
Might or might not be an impact	7%	13%	--	5%	7%	9%	4%	5%	8%	7%	3%	8%	10%
Not much of an impact	19%	14%	21%	21%	22%	15%	16%	23%	19%	23%	13%	18%	18%
No impact	26%	31%	28%	35%	14%	30%	39%	21%	28%	18%	30%	26%	21%
Impact Ratio	+3												

2.4.3 Why is there an impact

Q37 – Why do you say that? (Base - Asked of those who say there would be a big/some impact)

Those who feel there would be a “big impact” or “some impact” were asked for the primary reasons why (unaided, this list was not provided).

The biggest barrier is the smell, especially in the summer time (63%), significantly higher than all other mentions.

Keeping animals out of the garbage was the second barrier, at 39%.

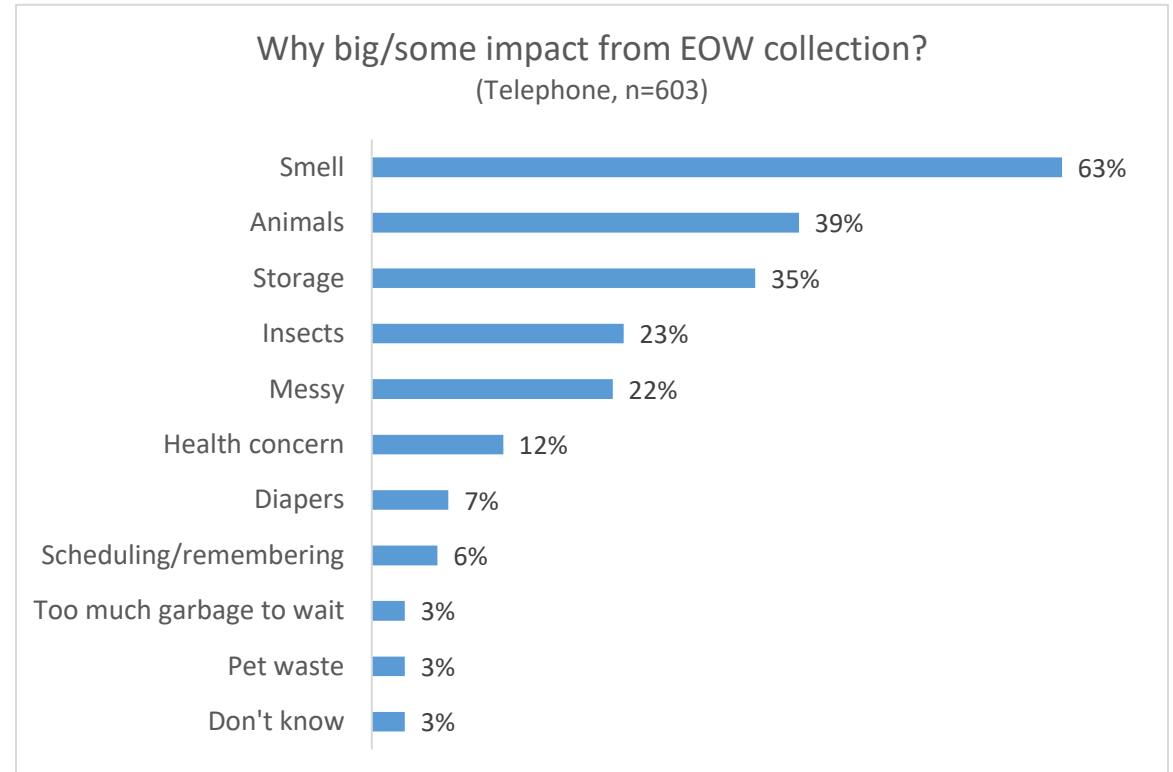
Finding space to store the garbage for the extra week was third, at 35%.

“The stench would be absolutely sickening in the summer, and it would also be a big draw for flies and rats and we are overrun with them already - both of which could be a health issue. Instead of punishing those of us that recycle and try to keep garbage at a minimum try increasing the cost of the bag tags substantially - if the price is high enough they'll learn to recycle...”

“We produce a full green bin and full garbage every week for a family of 4. Bi-weekly garbage would result in us having 2 bags of garbage bi-weekly. We do not have storage space for this extra bag. We already have a mice problem in our neighbourhood and we are concerned that it would increase if we are keeping bags of garbage for longer. Our garbage contains soiled diapers and holding them longer would greatly increase odour issues...”

“Where am I supposed to keep this garbage for an extra week. If I leave it outside animals will get it, if I leave it in my house it will smell and I will have flies in my house...”

Figure 2.4.3a – Why big/some impact of EOW collection? (Telephone)



2.5 Making A Choice

Q38 - If you had to choose between mandatory use of clear garbage bags, every-other-week garbage collection, or the use of both, which would you choose? (Full Sample)

In the telephone survey, residents could not see the option for “neither”, and our interviewers worked to force a choice from the other three. In the online survey, this was visible after the first day or two of fieldwork, and as a result was selected more often.

In the telephone survey, between the two, there was a slight preference for clear garbage bags over every-other-week, but not dramatically so. In the online survey, residents who made a choice decided on every-other-week collection over clear bags by a margin of about 2:1.

Figure 2.5a – Choice between EOW collection and/or clear garbage bags by survey type

	Telephone (n=1,253)	Online (n=6,639)
Clear garbage bags	33%	17%
EOW garbage collection	27%	33%
Both clear garbage bags and EOW garbage collection	21%	12%
Neither **	19%	38%

Figure 2.5b – Choice between EOW collection and/or clear garbage bags by municipality

	Total (n=1,253)	Fort Erie	Grimsby	Lincoln	Niag. Falls	NOTL	Pelham	Pt. Colb.	St. Cath.	Thor.	Wain- fleet.	Welland	West Lincoln
Clear garbage bags	33%	26%	33%	31%	37%	36%	26%	40%	33%	31%	33%	36%	37%
EOW garbage collection	27%	31%	24%	33%	22%	22%	34%	21%	30%	42%	21%	20%	20%
Both clear garbage bags and EOW garbage collection	21%	25%	24%	20%	13%	30%	19%	24%	20%	16%	19%	25%	22%
Neither	19%	18%	19%	16%	28%	12%	21%	15%	17%	11%	27%	19%	21%

Subject: Water and Wastewater Financial Plan for O.Reg. 453/07

Report to: Public Works Committee

Report date: Tuesday, January 8, 2019

Recommendations

1. That the following statements included in the Water and Wastewater Financial Plan **BE APPROVED** by a resolution of Regional Council in accordance with O.Reg 453/07:
 - Pro forma Statement of Financial Position - Water
 - Pro forma Statement of Financial Operations - Water
 - Pro forma Statement of Cash Flow/Cash Receipts – Water
2. That the Water and Wastewater Financial Plan **BE APPROVED** to be used by staff as the guidance for the preparation of water and wastewater budgets for the 2019 to 2028 period of the plan;
3. That a copy of the Water and Wastewater Financial Plan **BE SUBMITTED** to the Ministry of Municipal Affairs and Housing; and,
4. That a copy of the Water and Wastewater Financial Plan **BE MADE** available on the Regional website.

Key Facts

- Approval of the Water and Wastewater Financial Plan is a legislated requirement as per O.Reg. 453/07.
- O.Reg. 453/07 requires that the Financial Plan cover only water operations, however information for wastewater operations has also been included in the same format in order to show a more complete picture; especially given Niagara Region is experiencing greater fiscal challenges in wastewater operations related to both sustainability and growth. This approach is in line with the Province's principles of Financially Sustainable Water and Wastewater Services (Appendix 2), and is consistent with Niagara Region's financial planning process. Similarly, although the regulations only require a 6-year plan, Niagara has prepared a 10-year plan to coincide with the 2019 capital budget forecast timeframe.
- The Water and Wastewater Financial Plan presents a snapshot of Niagara Region's current and forecasted position, and requires approval by resolution of Regional Council prior to renewal of the Region's Drinking Water Licenses, which expire February 23, 2019.

- The Water and Wastewater Financial Plan was prepared based on the proposed 2019 water and wastewater operating budget and the proposed 2019-2028 water and wastewater capital budget and forecast. The Region's 2017 Asset Management Plan (AMP) and 2017 Water and Wastewater Master Servicing Plan (MSP) are the basis of the capital and operating budgets and thus the foundation of the Financial Plan as well.
- The Water and Wastewater Financial Plan proposes an annual rate increase for 10 years of 5.15% comprised of an annual increase to the water requisition of 3.8%, and an annual increase to the wastewater requisition of 6.0%.
- The Region's current Taxpayer Affordability Guidance Policy that ties annual budget guidance to inflation cannot be used going forward for the development of future water and wastewater budgets, as it does not put the water and wastewater systems in a position of sustainability.

Financial Considerations

The Water and Wastewater Financial Plan was prepared based on the proposed 2019 water and wastewater operating budget and the proposed 2019-2028 water and wastewater capital budget and forecast.

The following guiding principles were used to help create the Water and Wastewater Financial Plan:

- Smooth the rate increases over the 10 year period
- Incorporate water and wastewater asset sustainability requirements in accordance with the approved Asset Management Plan
- Ensure funds are available to support growth related capital in accordance with the approved Water and Wastewater Master Servicing Plan
- Maintain minimum reserve balances at 2% of current asset value
- Balance the use of debt with needs of the Levy supported programs
- Use of reserves/pay-as-you-go for existing assets sustainability
- Use of debt for the Region portion of growth related infrastructure

Niagara Region's Water and Wastewater Operations division currently operates and maintains assets with an estimated replacement value of \$4.4 billion. The Region's Asset Management Plan (AMP) has identified that in order to properly sustain these assets, and clear an infrastructure backlog of \$360 million, a total of \$106 million in sustainability capital is required annually for the next 50 years. This is referred to as the Average Annual Renewal Investment (AARI). The current capital budget and forecast has taken steps to reduce the existing gaps and increase funding for sustainability, however on average only \$69 million a year in sustainability projects are included.

In addition to requirements to sustain existing infrastructure, Niagara Region's Water and Wastewater Master Serving Plan has also identified a significant amount of new infrastructure that is required to support growth. A total of \$557 million in growth related capital is included in the water and wastewater capital budget and forecast. While the majority of growth is funded externally from the collection of development charges, a total of \$172 million of the new infrastructure is considered a benefit to existing and therefore must be funded from regional funds.

Based on the guiding principles above; the need to significantly increase capital sustainability funding; and the need to fund the regional portion of growth; the Water and Wastewater Financial Plan has identified the need for an annual 5.15% rate increase in order to be sustainable and viable over the 10-year forecast period. The 5.15% increase is comprised of an annual increase to the water requisition of 3.8%, and an annual increase to the wastewater requisition of 6.0%.

Other municipalities are being faced with the same fiscal challenges as the Region in funding their water and wastewater systems as indicated in the page 5 of the Water and Wastewater Financial Plan (Appendix 3), which highlights annual rate increases in other jurisdictions of between 4.0% to as high as 9.0% per year.

Approval of the Water and Wastewater Financial Plan is an approval in principle only of the Plan. Separate approval of the Water and Wastewater Operating Budgets as well as the 10-year Capital Budget and Forecast are required annually and are not part of this report.

Analysis

Niagara Region has five existing licenses, all of which require renewal in 2019. The Municipal Drinking Water Licensing Program was implemented under the Safe Drinking Water Act (2002) (SDWA) and requires system owners to meet the following five key requirements for licensing:

1. Drinking Water Works Permit
2. Permit to Take Water
3. Approved Operational Plan
4. Accredited Operating Authority
5. Financial Plan

Through the approvals recommended in this report related to the Financial Plan, Niagara Region can finalize and submit the applications for license renewals.

Niagara's Financial Plan has been prepared to meet the requirements of O.Reg. 453/07 and will serve as a valuable tool to ensure the long-term financial sustainability of the Region's drinking water systems.

Provided as Appendix 1 is a summary of the Financial Plan requirements as per O.Reg 453/07, along with an overview of the way in which Niagara Region is satisfying those requirements. The regulations provide specific requirements with respect to the timing, content, and structure of the financial plan, as well as the means by which transparency to the public is ensured.

Appendix 2 lists the principles of financial sustainability as outlined in the Ministry of the Environment's guideline, "Towards Financially Sustainable Drinking-Water and Wastewater Systems".

Appendix 3 provides the full Water and Wastewater Financial Plan, including the three key pro forma schedules required under the provincial regulations, which are:

- Statement of Financial Operations – summarizes annual revenues & expenditures
- Statement of Cash Flow/Cash Receipts – summarizes cash generation & utilization
- Statement of Financial Position – summarizes financial assets, tangible capital assets, and the accumulated surplus

Alternatives Reviewed

The preparation of the Water and Wastewater Financial Plan and approval by Council is required as per O.Reg 453/07. Should the Region not have an approved Water and Wastewater Financial plan it would mean its Drinking Water Licenses would not be renewed and the Region would not be permitted to continue to provide drinking water to the residents, businesses, and visitors of Niagara.

An additional alternative is to prepare a financial plan based on only inflationary increases, however this plan would not show that the water and wastewater systems to be sustainable. Not only would this fail to satisfy the requirements of O.Reg 453/07, but it would also contradict the needs identified in the Region's approved AMP and the Water Wastewater MSP.

Relationship to Council Strategic Priorities

The Water and Wastewater Financial Plan supports Council's performance outcome by maintaining existing infrastructure, while also supporting the fostering growth priority by providing new infrastructure to support growth and economic development in Niagara Region.

Other Pertinent Reports

PW 13-2014, January 28, 2014, Financial Plan for Ontario Regulation 453/07

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Appendices

Appendix 1	Summary of O.Reg. 453/07	6
Appendix 2	Development of Long-Range Financial Plan, Water and Wastewater Operations, In Accordance with O.Reg. 453/07	7
Appendix 3	W-WW Ten Year Financial Plan	8

Appendix 1 – Summary of O. Reg 453/07

Item	O.Reg. 453/07 Requirement	Niagara Region's Status
Approval	The Financial Plan must be approved by a resolution that indicates that the drinking water system is financially viable that is passed by the Council of the municipality. S.3(1)1.i.	By way of this report, staff are recommending Regional Council approve the Pro Forma statements as presented.
Period	The Financial Plan must apply for a period of at least six years. S.3(1)2.	Niagara Region's plan covers a period of 10 years.
Contents	For each year in which the Financial Plan applies, it must include details of the proposed or projected financial position, financial operations, and gross cash receipts and payments for the drinking water system. S.3(4).	Required details are included in the Financial Plan for all drinking water systems as presented.
Public Transparency	The Financial Plan must be available free of charge to the public, published on the internet and notice of its availability provided to members of the public who are serviced by the drinking water system. S.3(5).	Niagara Region's Financial Plan will be made available to the public as required, once approved by Regional Council.
Submission	The owner of the drinking water system must give a copy of the Financial Plan to the Ministry of Municipal Affairs and Housing. S.3(6).	Niagara Region's Financial Plan will be submitted to the Ministry of Municipal Affairs and Housing once approved by Regional Council.
Multiple Systems	If two or more drinking water systems are solely owned by the same owner, they may be treated as if they were one drinking system. S.4.	Niagara Region prepared one Financial Plan, which applies to all of its systems.
Updates	Financial Plans may be updated at any time. S.5. A new submission is required when drinking water licenses are renewed.	Niagara Region's Financial Plan will be regularly updated by staff to reflect future approvals in operating and capital spending and funding levels.

Appendix 2 – Principles of Financial Sustainability

The Ministry of the Environment released a guideline (“Towards Financially Sustainable Drinking-Water and Wastewater Systems”) that provides possible approaches to achieving sustainability. The Province’s Principles of Financially Sustainable Water and Wastewater Services are provided below:

- **Principle #1:** Ongoing public engagement and transparency can build support for, and confidence in, financial plans and the system(s) to which they relate.
- **Principle #2:** An integrated approach to planning among water, wastewater, and storm water systems is desirable given the inherent relationship among these services.
- **Principle #3:** Revenues collected for the provision of water and wastewater services should ultimately be used to meet the needs of those services.
- **Principle #4:** Life-cycle planning with mid-course corrections is preferable to planning over the short-term, or not planning at all.
- **Principle #5:** An asset management plan is a key input to the development of a financial plan.
- **Principle #6:** A sustainable level of revenue allows for reliable service that meets or exceeds environmental protection standards, while providing sufficient resources for future rehabilitation and replacement needs.
- **Principle #7:** Ensuring users pay for the services they are provided leads to equitable outcomes and can improve conservation. In general, metering and the use of rates can help ensure users pay for services received.
- **Principle #8:** Financial Plans are “living” documents that require continuous improvement. Comparing the accuracy of financial projections with actual results can lead to improved planning in the future.
- **Principle #9:** Financial plans benefit from the close collaboration of various groups, including engineers, accountants, auditors, utility staff, and municipal council.

Niagara Region Water and Wastewater

Ten Year Financial Plan

Introduction:

Niagara Region's ten-year Water and Wastewater Financial Plan was developed to provide a sustainable strategy for water and wastewater infrastructure over the next ten years. The Financial Plan is a requirement in order to renew Niagara Region's license to treat water, mandated by the Safe Drinking Water Act, O.Reg 453/07.

O.Reg 453/07 requires the Water and Wastewater Financial Plan only cover water operations however; information for wastewater operations has also been included in the same format in order to show a more complete picture. This is particularly important for the Region since it is experiencing greater fiscal challenges in wastewater operations related to both sustainability and growth. This approach is in line with the Province's Principles of Financial Sustainable Water and Wastewater Services. Regulations also only require a 6-year plan however; this plan covers a period of 10 years to coincide with the Region's capital budget and forecast planning horizon.

This Financial Plan will serve as a basis for future budget forecast recommendations, to ensure the long-term sustainability for both water and wastewater operations.

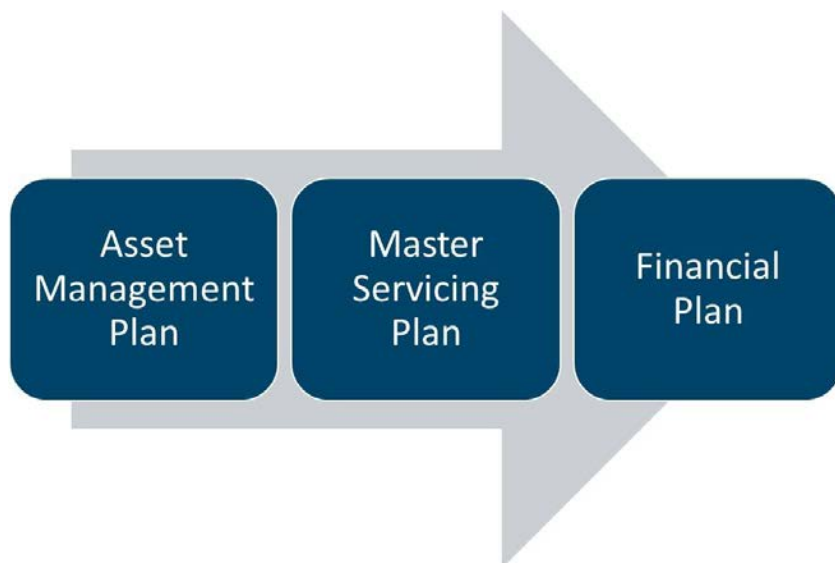
Guiding Principles

The following guiding principles have been used as the basis for the creation of the Water and Wastewater Financial Plan:

- Smooth the rate increases over the 10 year period
- Incorporate water and wastewater asset sustainability requirements in accordance with the approved Asset Management Plan
- Ensure funds are available to support growth related capital in accordance with the approved Water and Wastewater Master Servicing Plan
- Maintain minimum reserve balances at 2% of current asset value
- Balance the use of debt with needs of the Levy supported programs
- Use of reserves/pay-as-you-go for existing assets sustainability
- Use of debt for Region portion of growth related infrastructure

Why Do We Need a Financial Plan Now?

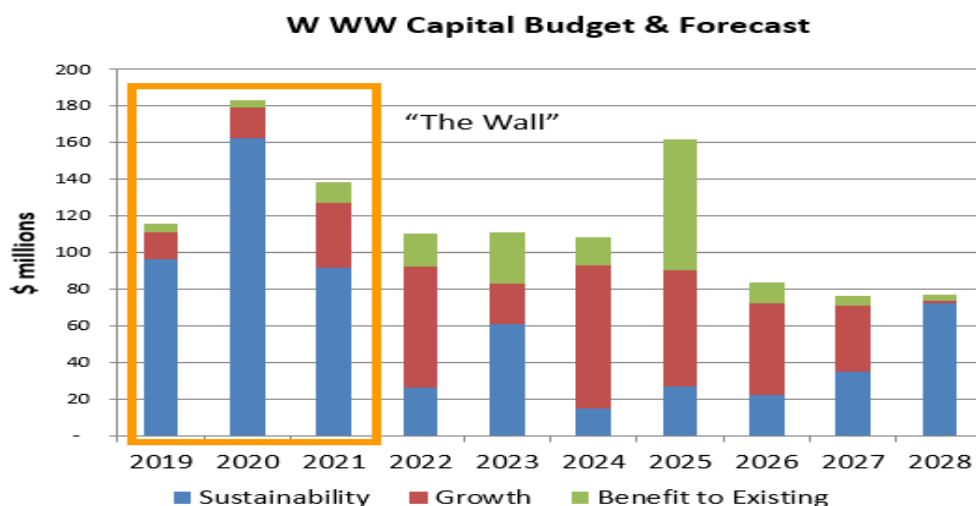
Water and wastewater assets have a current replacement value of \$4.4B. These assets are aging, and many will require upgrade or replacement within the next 5 to 15 years. Without a solid and viable financial plan, we will not be able to afford our sustainability and lifecycle infrastructure needs moving forward, nor will we be able to afford future growth.



Niagara Region has recently completed a detailed Asset Management Plan (AMP) as well as a detailed Water and Wastewater Master Serving Plan (MSP), both of which have been endorsed and approved by Regional Council. Information from both the AMP and MSP serves as the base for the Water and Wastewater Financial Plan.

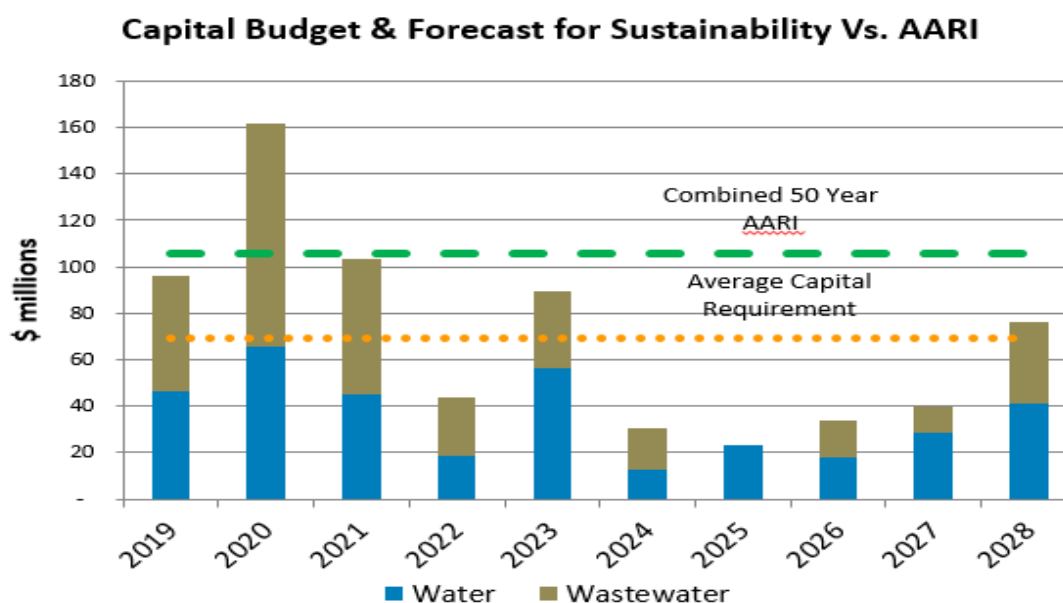
Proposed 2019 Capital Budget and Forecast

The proposed 2019 water and wastewater capital budget and 10-year forecast is \$1.17B. This is comprised of water capital of \$529M and wastewater capital of \$638M.



“The Wall” in 2019, 2020 and 2021 is a product of previous deferrals of sustainability projects, and will continue to grow without a sustainable plan in place to fund these projects. If the Region chooses to continue to defer projects and not follow a sustainable financial plan, the wall will continue to grow. This will ultimately lead to higher capital costs in the future, increased maintenance costs in operating budgets, and increased operational risk from equipment failure.

The Region’s AMP identified a target level of capital to be spent each year for water and wastewater in order to properly sustain its existing infrastructure. This target is called an Average Annual Renewal Investment (AARI). For water and wastewater, the amount is \$106M annually over 50 years in order to both clear the existing infrastructure backlog of \$360M as well as reach a level of sustainability for existing assets. The current capital budget and forecast helps to move water and wastewater towards where it needs to be, however full sustainability is not a quick fix. The capital budget and forecast provides an average of \$69M per year towards sustainability capital.



A plan is also required for large projects in the forecast such as the South Niagara Falls Wastewater Plant planned for 2025. Although this is a project driven by growth, the Region will have to fund the benefit to existing portion of costs. The forecast includes capital projects for growth totaling \$557M, of which \$172M is benefit to existing and must be funded by the Region.

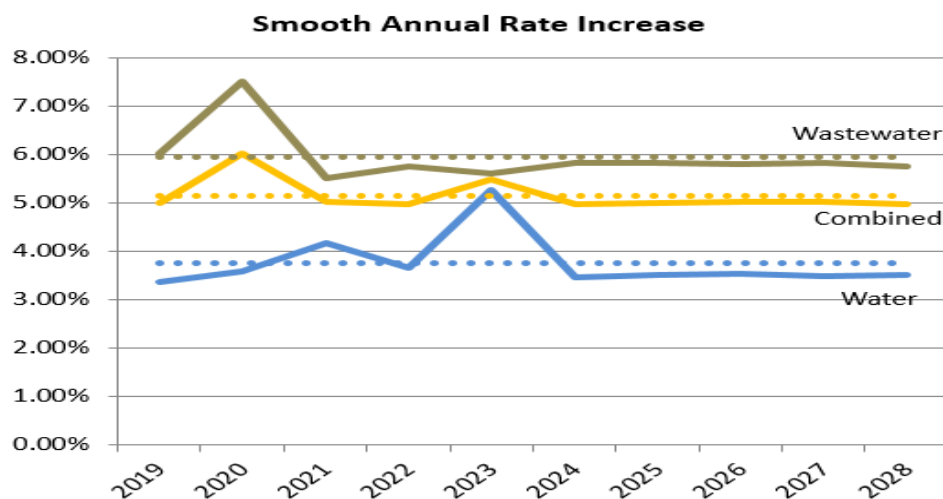
Action Plan

The following action items have been identified as key items as part of the Water and Wastewater Financial Plan:

- **Smooth Rate Increase** - Increase water and wastewater requisitions by 5.15% annually over a 10-year period.
- **Increase Annual Capital Contribution** - move towards an Annual Average Renewal Investment that achieves \$106M over 50 years.
- **Maintain Minimum Reserves** - balances at 2% of current asset value.
- **Change Funding Practices** - use the right type of financing for the right type of asset.
- **Maintain Debt Levels** - as per provincial guidelines while maintaining Standard & Poor's (S&P) credit rating.

Smooth Rate Increase

The Water and Wastewater Financial Plan includes a smooth year over year increase to both the water and wastewater requisition from local area municipalities.



This reduces the large peaks and valleys in the forecast and provides better cost certainty to the LAMs for their budgeting and rate setting requirements. The water budget increases by 3.8% per year, and wastewater by 6.0% per year for a combined increase of 5.15%. Included in this is the assumption that operating costs will continue to increase annually by inflation of 2%, with the exception of utilities, which have been increased annually by 6%, and the capital financing (debt and reserve transfers) required to move towards sustainability.

Niagara Region is not the only jurisdiction faced with water and wastewater funding challenges. The below chart is provided to show what other municipalities have done, or are planning to do to their

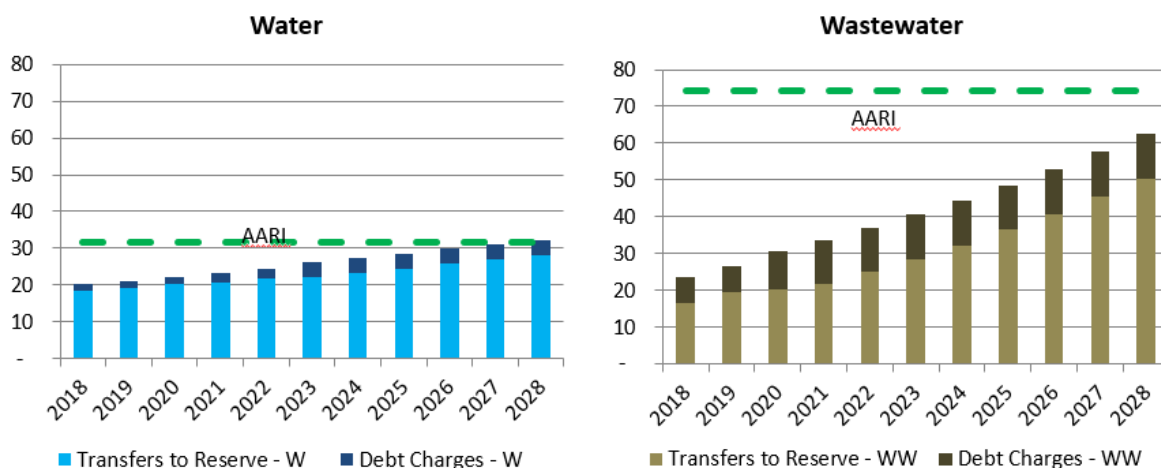
rates to address their needs. It is evident by looking at historic increases that Niagara has not been keeping pace with its peers.

Municipality	2015 rate increase	2016 rate increase	2017 rate increase	2018 rate increase	Proposed 2019 rate increase
Hamilton	4.20%	4.70%	4.85%	4.30%	4.62% / 4.71%
Toronto	8.00%	8.00%	5.00%	5.00%	n/a
Sudbury	4.00%	7.40%	7.40%	7.40%	7.40%
Peel	7.00%	9.00%	4.20%	5.00%	6.50%
York	n/a	9.00%	9.00%	9.00%	9.00%
Niagara	-0.41%	0.84%	-0.03%	2.05%	5.15%

Increase Annual Capital Contribution

The Water and Wastewater Financial Plan includes increases each year to capital funding in the form of both transfers to reserve and debt. The charts below show the impact of the increased annual contributions.

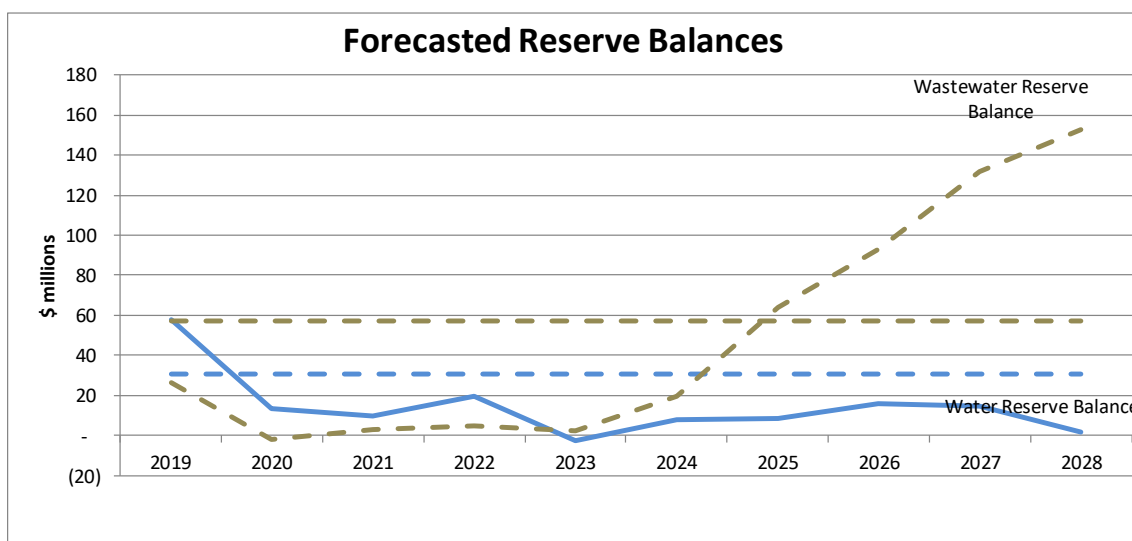
Summary of Internal Capital Funding from Operating



The contribution levels for both water and wastewater gradually increase to the point of meeting their respective AARL levels of \$32M for water and \$74M for wastewater. Water is able to eliminate the gap fully by the end of the forecast period; however more work is required in wastewater where the Region is experiencing most of its fiscal and operational challenges.

Maintain Minimum Reserve Balances

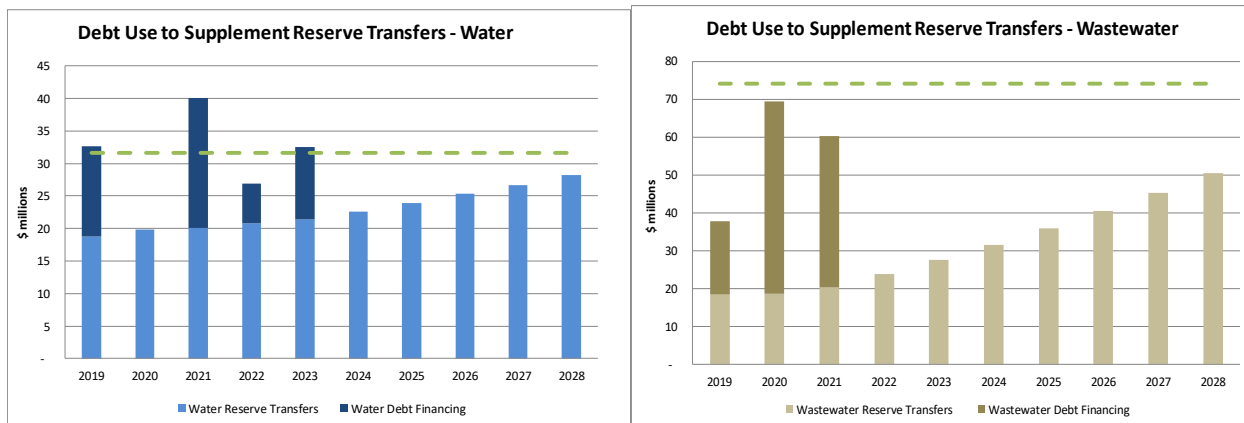
The Water and Wastewater Financial Plan has been created with the guideline of maintaining minimum reserve balances at 2% of the replacement value of assets. This provides a water target balance of \$31M, and a wastewater target balance of \$57M. The below chart provides an annual summary of projected reserve balances. Water and wastewater reserves combined are below target in the beginning years of the forecast and at times drop below \$0. A conservative approach has been taken in providing these balances, and as such, things like funds being returned to reserves from closed projects are not included. The capital budget and forecast will be looked at in detail each year, including the funding required, and adjustments will be made if required based on the funding available.



The wastewater reserve does climb above the target by the end of the forecast period. This provides additional financial flexibility should upper tier funding applications for the South Niagara Falls Wastewater Treatment Plant not be successful. Higher than targeted reserve balances could also be used to reduce any existing backlogs or close existing sustainability gaps at an accelerated pace.

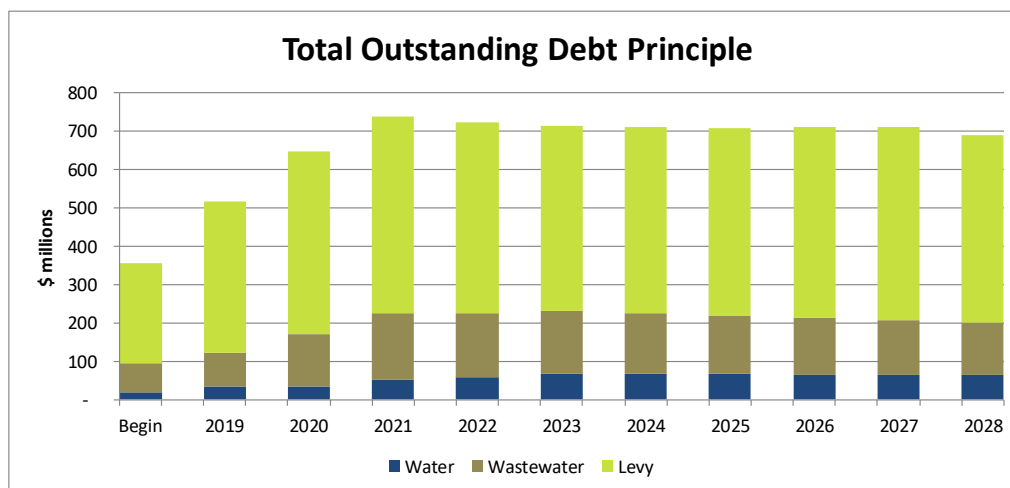
Change Funding Practices:

The Water and Wastewater Financial Plan recommends the usage of the right type of financing for the right type of asset. Capital projects for existing asset sustainability will be funded by reserves where possible, while debt will be used to fund the Region's portion of growth related infrastructure.



The above chart shows the capital financing required for sustainability capital with both water and wastewater showing the transfer amounts increasing annually towards the required AARI levels. Debt will still need to be issued in 2019 and 2021 through 2023 in water, and in 2019 through 2021 for wastewater in order fund the existing backlog of capital for sustainability projects.

Water and wastewater will need to increase the total level of debt outstanding as part of the Water and Wastewater Financial Plan. It is important to note that water and wastewater has traditionally funded capital projects on a pay-as-you-go approach, meaning very little debt was issued and the majority of funding was provided by capital reserves. While debt levels in water and wastewater will increase, in comparison to debt levels for levy-supported programs, debt levels are still much lower as shown in the chart below.



Currently water and wastewater debt principal is \$93M, which is approximately only 2% when compared to the replacement value of existing assets of \$4.4B. Debt principle outstanding will peak at \$229M in 2023 and decline from that point going forward.

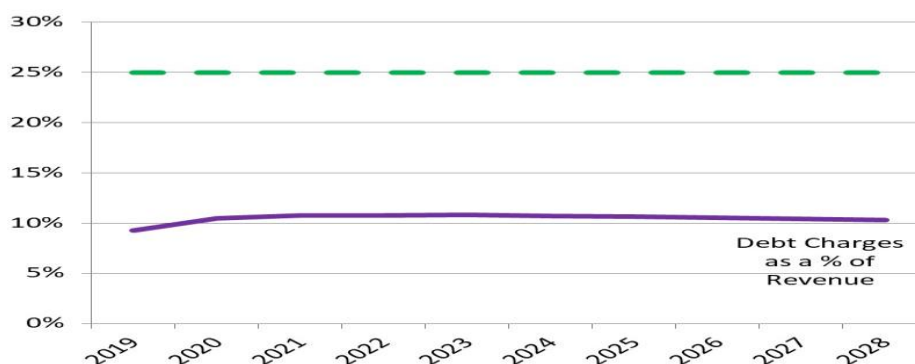
Maintain Debt Levels

The Water and Wastewater Financial Plan ensures that debt levels remain sustainable and do not put future financial hardship on the Region. There are two key limits that are considered when evaluating debt levels.

1. The Province of Ontario Annual Repayment Limit (ARL)
2. Standard & Poor's (S&P) Debt Limit

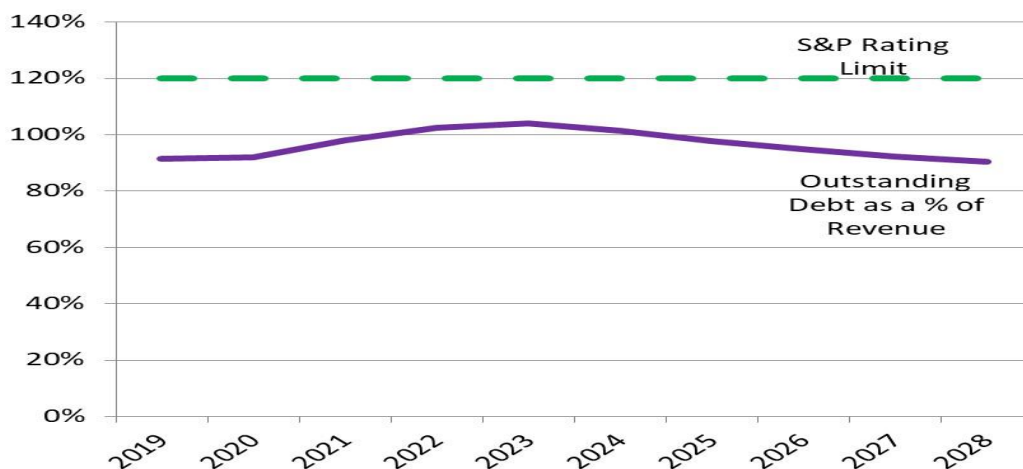
Annual Repayment Limit (ARL)

The Province of Ontario ARL is a limit imposed by the Province to ensure municipalities are issuing debt responsibly and are able to service future debt charges. The limit says that debt charges (principle and interest) cannot exceed 25% of own source revenues. The ARL looks at the Region's consolidated position, both Levy and Rate for this calculation. As shown by the below chart, the Region is well below the 25% provincial limit. Even with increasing levels of debt for water and wastewater, the ratio grows only slightly at the beginning of the forecast period and then declines in future years.



Standard & Poor's Credit Rating

Niagara Region currently has a Standard & Poor's credit rating of AA. It is important to maintain as high a credit rating as possible since the rating will impact the cost of borrowing for the Region. S&P measures the total outstanding debt principle compared to revenue. Debt principle from local area municipalities is included in this calculation since the Region issues debt on behalf of the LAMs. The S&P limit is debt principle at 120% of revenue. Exceeding this amount could jeopardize the Region's credit rating. The below chart shows that that the Region stays well below the S&P limit and peaks at only 104%.



Financial Statements

Water Statements (Required as per O.Reg. 453/07)

Statement of Financial Operations - Water

(\$000's)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Water Total Revenues										
Rate Revenues	\$ 44,682	\$ 46,380	\$ 48,143	\$ 49,972	\$ 51,871	\$ 53,842	\$ 55,888	\$ 58,012	\$ 60,216	\$ 62,505
Other Revenues	424	432	441	450	459	468	477	487	496	506
Interest Revenues	1,199	610	188	237	126	24	117	182	227	94
Total Revenues	\$ 46,305	\$ 47,423	\$ 48,771	\$ 50,659	\$ 52,456	\$ 54,334	\$ 56,483	\$ 58,681	\$ 60,939	\$ 63,105
Water Expenses										
Compensation	\$ 7,178	\$ 7,322	\$ 7,468	\$ 7,618	\$ 7,770	\$ 7,925	\$ 8,084	\$ 8,246	\$ 8,411	\$ 8,579
Administrative	943	962	981	1,001	1,021	1,041	1,062	1,083	1,105	1,127
Operational & Supply	1,915	1,954	1,993	2,033	2,073	2,115	2,157	2,200	2,244	2,289
Occupancy & Infrastructure	6,191	6,467	6,759	7,065	7,388	7,729	8,088	8,466	8,865	9,286
Equipment, Vehicles & Technology	1,032	1,052	1,073	1,095	1,117	1,139	1,162	1,185	1,209	1,233
Partnerships, Rebate, Exemption	15	16	16	16	17	17	17	18	18	18
Intercompany Charges	4,821	4,917	5,015	5,116	5,218	5,322	5,429	5,537	5,648	5,761
Indirect Allocation	1,775	1,810	1,847	1,884	1,921	1,960	1,999	2,039	2,080	2,121
Total Operating Expenses	\$ 23,870	\$ 24,500	\$ 25,152	\$ 25,826	\$ 26,525	\$ 27,248	\$ 27,997	\$ 28,774	\$ 29,579	\$ 30,414
Debt Charges										
Debt Charges - Interest Payments	\$ 555	\$ 545	\$ 1,385	\$ 1,630	\$ 2,099	\$ 2,059	\$ 2,017	\$ 1,974	\$ 1,928	\$ 1,881
Amortization Expense										
Water Assets	8,929	10,876	12,843	14,833	16,380	18,013	19,291	19,823	19,934	20,211
Total Expenses	\$ 33,354	\$ 35,922	\$ 39,380	\$ 42,289	\$ 45,004	\$ 47,320	\$ 49,306	\$ 50,570	\$ 51,441	\$ 52,506
Annual Surplus / (Deficit)	\$ 12,952	\$ 11,501	\$ 9,392	\$ 8,370	\$ 7,452	\$ 7,014	\$ 7,176	\$ 8,111	\$ 9,498	\$ 10,599

Statement of Cash Flow/Cash Receipts - Water

(\$000's)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Total Revenues	\$ 46,305	\$ 47,423	\$ 48,771	\$ 50,659	\$ 52,456	\$ 54,334	\$ 56,483	\$ 58,681	\$ 60,939	\$ 63,105
Cash Paid For										
Operating Costs	\$ (23,870)	\$ (24,500)	\$ (25,152)	\$ (25,826)	\$ (26,525)	\$ (27,248)	\$ (27,997)	\$ (28,774)	\$ (29,579)	\$ (30,414)
Debt Repayment - Debt Interest	(555)	(545)	(1,385)	(1,630)	(2,099)	(2,059)	(2,017)	(1,974)	(1,928)	(1,881)
Transactions	\$ 21,880	\$ 22,377	\$ 22,235	\$ 23,203	\$ 23,832	\$ 25,027	\$ 26,468	\$ 27,933	\$ 29,432	\$ 30,811
Capital Transactions										
Acquisition of TCA	\$ (69,791)	\$ (72,325)	\$ (75,046)	\$ (63,177)	\$ (67,407)	\$ (57,966)	\$ (35,895)	\$ (23,295)	\$ (28,607)	\$ (42,540)
Finance Transactions										
Proceeds from Debt Issues	\$ 13,884	\$ -	\$ 20,000	\$ 6,000	\$ 11,116	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds from DCs	12,208	6,753	29,863	44,305	11,370	45,216	12,357	5,359	189	1,500
Proceeds from Gas Tax Funding	-	-	-	-	-	-	-	-	-	-
Proceeds from Other Grant Funding	-	-	-	-	-	-	-	-	-	-
Debt Repayment - Principal	(248)	(257)	(610)	(733)	(946)	(986)	(1,028)	(1,072)	(1,118)	(1,165)
Increase / (Decrease) in Cash Equivaler	\$ (22,067)	\$ (43,453)	\$ (3,558)	\$ 9,597	\$ (22,035)	\$ 11,290	\$ 1,901	\$ 8,925	\$ (103)	\$ (11,394)
Cash and Cash Equivalents at Beginning Balance	\$ 81,000	\$ 58,933	\$ 15,480	\$ 11,922	\$ 21,520	\$ (516)	\$ 10,775	\$ 12,676	\$ 21,601	\$ 21,498
Cash and Cash Equivalents at Ending Bal:	\$ 58,933	\$ 15,480	\$ 11,922	\$ 21,520	\$ (516)	\$ 10,775	\$ 12,676	\$ 21,601	\$ 21,498	\$ 10,103

Note: The acquisition of TCA via capital projects can occur over several periods, however have been reflected in the year of budget approval for the purposes of this schedule.

Statement of Financial Position - Water

(\$000's)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Financial Assets										
Cash	\$ 58,933	\$ 15,480	\$ 11,922	\$ 21,520	\$ (516)	\$ 10,775	\$ 12,676	\$ 21,601	\$ 21,498	\$ 10,103
Liabilities										
Debt - Principal Outstanding	(33,793)	(33,535)	(52,925)	(58,192)	(68,362)	(67,375)	(66,347)	(65,275)	(64,157)	(62,992)
Net Financial Assets	\$ 25,140	\$ (18,055)	\$ (41,003)	\$ (36,672)	\$ (68,877)	\$ (56,601)	\$ (53,671)	\$ (43,674)	\$ (42,660)	\$ (52,889)
Non-Financial Assets										
Tangible Capital Assets	\$ 486,824	\$ 556,616	\$ 628,940	\$ 703,986	\$ 767,163	\$ 834,570	\$ 892,536	\$ 928,431	\$ 951,726	\$ 980,334
Additions to Tangible Capital Assets	69,791	72,325	75,046	63,177	67,407	57,966	35,895	23,295	28,607	42,540
Accumulated Amortization	(218,269)	(229,145)	(241,988)	(256,821)	(273,201)	(291,214)	(310,506)	(330,328)	(350,262)	(370,474)
Total Non-Financial Assets	\$ 338,347	\$ 399,795	\$ 461,999	\$ 510,342	\$ 561,369	\$ 601,322	\$ 617,926	\$ 621,398	\$ 630,071	\$ 652,400
Accumulated Surplus	\$ 363,487	\$ 381,741	\$ 420,995	\$ 473,670	\$ 492,492	\$ 544,721	\$ 564,255	\$ 577,724	\$ 587,412	\$ 599,511
Cash as a % of Net Fixed Assets	17.4%	3.9%	2.6%	4.2%	-0.1%	1.8%	2.1%	3.5%	3.4%	1.5%
Debt as a % of Net Fixed Assets	10.0%	8.4%	11.5%	11.4%	12.2%	11.2%	10.7%	10.5%	10.2%	9.7%

Wastewater Financial Statements (Not required as per O.Reg.453/07)

Statement of Financial Operations - Wastewater

(\$000's)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Wastewater Total Revenues										
Rate Revenues	\$ 72,234	\$ 76,568	\$ 81,163	\$ 86,032	\$ 91,194	\$ 96,666	\$ 102,466	\$ 108,614	\$ 115,131	\$ 122,039
Other Revenues	3,181	3,245	3,309	3,376	3,443	3,512	3,582	3,654	3,727	3,802
Interest Revenues	582	202	-	20	-	80	581	1,185	1,732	2,206
Total Revenues	\$ 75,997	\$ 80,015	\$ 84,472	\$ 89,428	\$ 94,637	\$ 100,258	\$ 106,629	\$ 113,453	\$ 120,590	\$ 128,046
Wastewater Expenses										
Compensation	\$ 9,584	\$ 9,776	\$ 9,972	\$ 10,171	\$ 10,375	\$ 10,582	\$ 10,794	\$ 11,010	\$ 11,230	\$ 11,454
Administrative	1,108	1,131	1,153	1,176	1,200	1,224	1,248	1,273	1,299	1,325
Operational & Supply	10,344	10,551	10,762	10,977	11,197	11,421	11,649	11,882	12,120	12,362
Occupancy & Infrastructure	11,716	12,302	12,920	13,573	14,262	14,991	15,761	16,574	17,433	18,341
Equipment, Vehicles & Technology	2,520	2,571	2,622	2,675	2,728	2,783	2,838	2,895	2,953	3,012
Partnerships, Rebate, Exemption	4,080	4,162	4,245	4,330	4,416	4,505	4,595	4,687	4,780	4,876
Intercompany Charges	7,100	7,242	7,386	7,534	7,685	7,839	7,995	8,155	8,318	8,485
Indirect Allocation	2,415	2,463	2,512	2,563	2,614	2,666	2,720	2,774	2,829	2,886
Total Operating Expenses	\$ 48,868	\$ 50,197	\$ 51,573	\$ 52,999	\$ 54,477	\$ 56,010	\$ 57,600	\$ 59,250	\$ 60,963	\$ 62,741
Debt Charges										
Debt Charges - Interest Payments	\$ 769	\$ 2,918	\$ 4,567	\$ 4,484	\$ 4,398	\$ 4,309	\$ 4,215	\$ 4,118	\$ 4,017	\$ 3,911
Amortization Expense										
Wastewater Assets	17,299	19,052	22,916	24,621	25,562	26,338	27,365	31,499	32,718	33,349
Total Expenses	\$ 66,936	\$ 72,167	\$ 79,055	\$ 82,104	\$ 84,437	\$ 86,656	\$ 89,180	\$ 94,867	\$ 97,697	\$ 100,001
Annual Surplus / (Deficit)	\$ 9,061	\$ 7,848	\$ 5,417	\$ 7,324	\$ 10,201	\$ 13,602	\$ 17,449	\$ 18,586	\$ 22,893	\$ 28,045

Statement of Cash Flow/Cash Receipts - Wastewater

(\$000's)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Total Revenues	\$ 75,997	\$ 80,015	\$ 84,472	\$ 89,428	\$ 94,637	\$ 100,258	\$ 106,629	\$ 113,453	\$ 120,590	\$ 128,046
Cash Paid For										
Operating Costs	\$ (48,868)	\$ (50,197)	\$ (51,573)	\$ (52,999)	\$ (54,477)	\$ (56,010)	\$ (57,600)	\$ (59,250)	\$ (60,963)	\$ (62,741)
Debt Repayment - Debt Interest	(769)	(2,918)	(4,567)	(4,484)	(4,398)	(4,309)	(4,215)	(4,118)	(4,017)	(3,911)
Transactions	\$ 26,360	\$ 26,901	\$ 28,333	\$ 31,945	\$ 35,762	\$ 39,940	\$ 44,814	\$ 50,085	\$ 55,610	\$ 61,393
Capital Transactions										
Acquisition of TCA	\$ (59,051)	\$ (111,040)	\$ (63,515)	\$ (47,015)	\$ (44,040)	\$ (50,800)	\$ (125,790)	\$ (60,515)	\$ (47,740)	\$ (34,890)
Finance Transactions										
Proceeds from Debt Issues	\$ 19,226	\$ 50,884	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds from DCs	2,278	9,850	5,400	22,005	10,555	33,025	51,180	44,910	36,350	-
Proceeds from Gas Tax Funding	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Proceeds from Other Grant Funding	-	-	-	-	-	-	80,000	-	-	-
Debt Repayment - Principal	(248)	(257)	(610)	(733)	(946)	(986)	(1,028)	(1,072)	(1,118)	(1,165)
Increase / (Decrease) in Cash Equivaler	\$ (8,434)	\$ (20,663)	\$ 12,608	\$ 9,202	\$ 4,331	\$ 24,178	\$ 52,176	\$ 36,408	\$ 46,103	\$ 28,338
Cash and Cash Equivalents at Beginning Balance	\$ 42,000	\$ 33,566	\$ 12,903	\$ 25,511	\$ 34,713	\$ 39,044	\$ 63,222	\$ 115,398	\$ 151,805	\$ 197,908
Cash and Cash Equivalents at Ending Bal:	\$ 33,566	\$ 12,903	\$ 25,511	\$ 34,713	\$ 39,044	\$ 63,222	\$ 115,398	\$ 151,805	\$ 197,908	\$ 226,246

Note: The acquisition of TCA via capital projects can occur over several periods, however have been reflected in the year of budget approval for the purposes of this schedule.

Statement of Financial Position - Wastewater

(\$000's)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Financial Assets										
Cash	\$ 33,566	\$ 12,903	\$ 25,511	\$ 34,713	\$ 39,044	\$ 63,222	\$ 115,398	\$ 151,805	\$ 197,908	\$ 226,246
Liabilities										
Debt - Principal Outstanding	(89,302)	(135,976)	(171,808)	(167,495)	(163,031)	(158,410)	(153,626)	(148,670)	(143,536)	(138,216)
Net Financial Assets	\$ (55,737)	\$ (123,073)	\$ (146,297)	\$ (132,782)	\$ (123,987)	\$ (95,188)	\$ (38,228)	\$ 3,135	\$ 54,372	\$ 88,030
Non-Financial Assets										
Tangible Capital Assets	\$ 792,900	\$ 851,951	\$ 962,991	\$ 1,026,506	\$ 1,073,521	\$ 1,117,561	\$ 1,168,361	\$ 1,294,151	\$ 1,354,666	\$ 1,402,406
Additions to Tangible Capital Assets	59,051	111,040	63,515	47,015	44,040	50,800	125,790	60,515	47,740	34,890
Accumulated Amortization	(398,162)	(417,215)	(440,130)	(464,751)	(490,313)	(516,651)	(544,016)	(575,514)	(608,232)	(641,581)
Total Non-Financial Assets	\$ 453,789	\$ 545,777	\$ 586,376	\$ 608,770	\$ 627,248	\$ 651,711	\$ 750,136	\$ 779,152	\$ 794,174	\$ 795,716
Accumulated Surplus	\$ 398,052	\$ 422,704	\$ 440,079	\$ 475,988	\$ 503,261	\$ 556,522	\$ 711,908	\$ 782,287	\$ 848,546	\$ 883,745
Cash as a % of Net Fixed Assets	7.4%	2.4%	4.4%	5.7%	6.2%	9.7%	15.4%	19.5%	24.9%	28.4%
Debt as a % of Net Fixed Assets	19.7%	24.9%	29.3%	27.5%	26.0%	24.3%	20.5%	19.1%	18.1%	17.4%

WATER & WASTEWATER:

Infrastructure

Planning for the future

Water and Wastewater Current State

Current replacement value of infrastructure

- **Water assets \$1.5B**
- **Wastewater assets \$2.9B**

609 million litres of water treated per day capacity

329 million litres of wastewater treated per day capacity

Water and Wastewater Current State

We have no redundancies for proper maintenance

No redundancies for equipment failures

Need to keep our current system functioning

No Plan B if system fails



Environmental Changes and Emerging Issues:

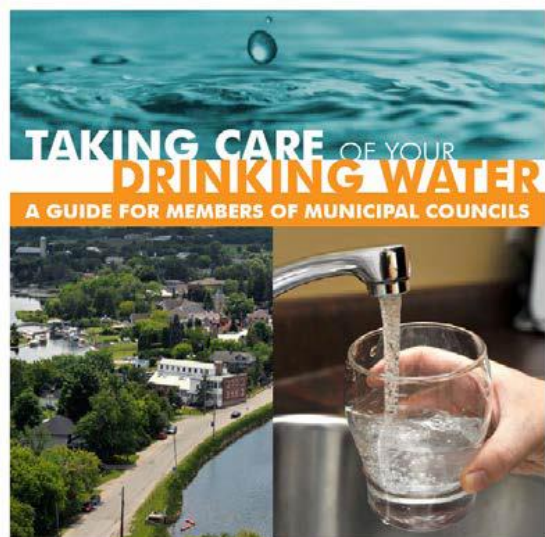
Increase in severe weather events

Warmer temperatures can lead to increases in algae and other contaminants

Rise in pharmaceuticals in our water



Changing Provincial & Federal regulations



www.ontario.ca/drinkingwater

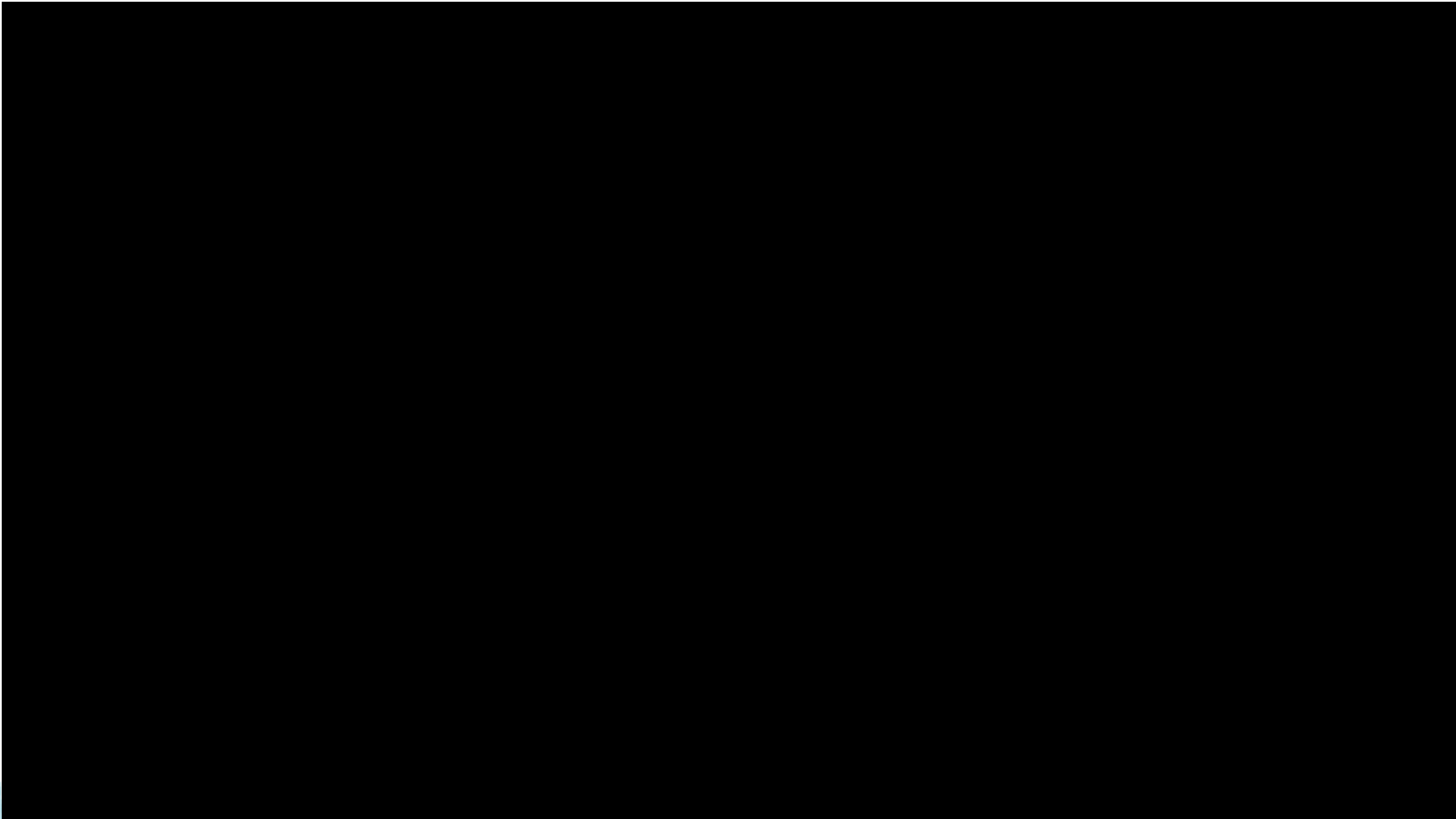


Standards of Care

- **Wastewater is much further behind than Water**
- **More of the incremental transfer is allocated here**
- **Lower reserve balances causes a higher reliance on debt**

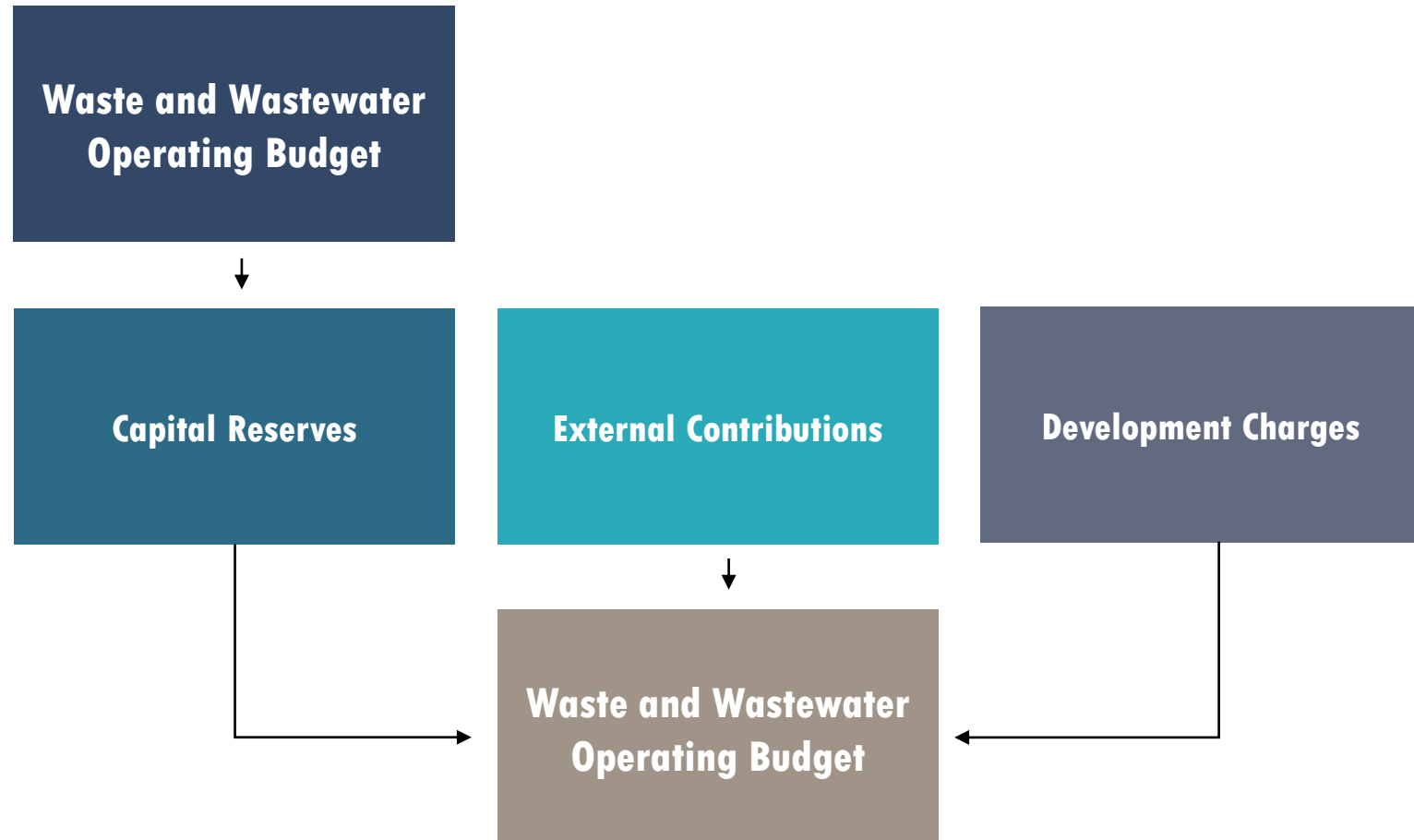


Water and Wastewater

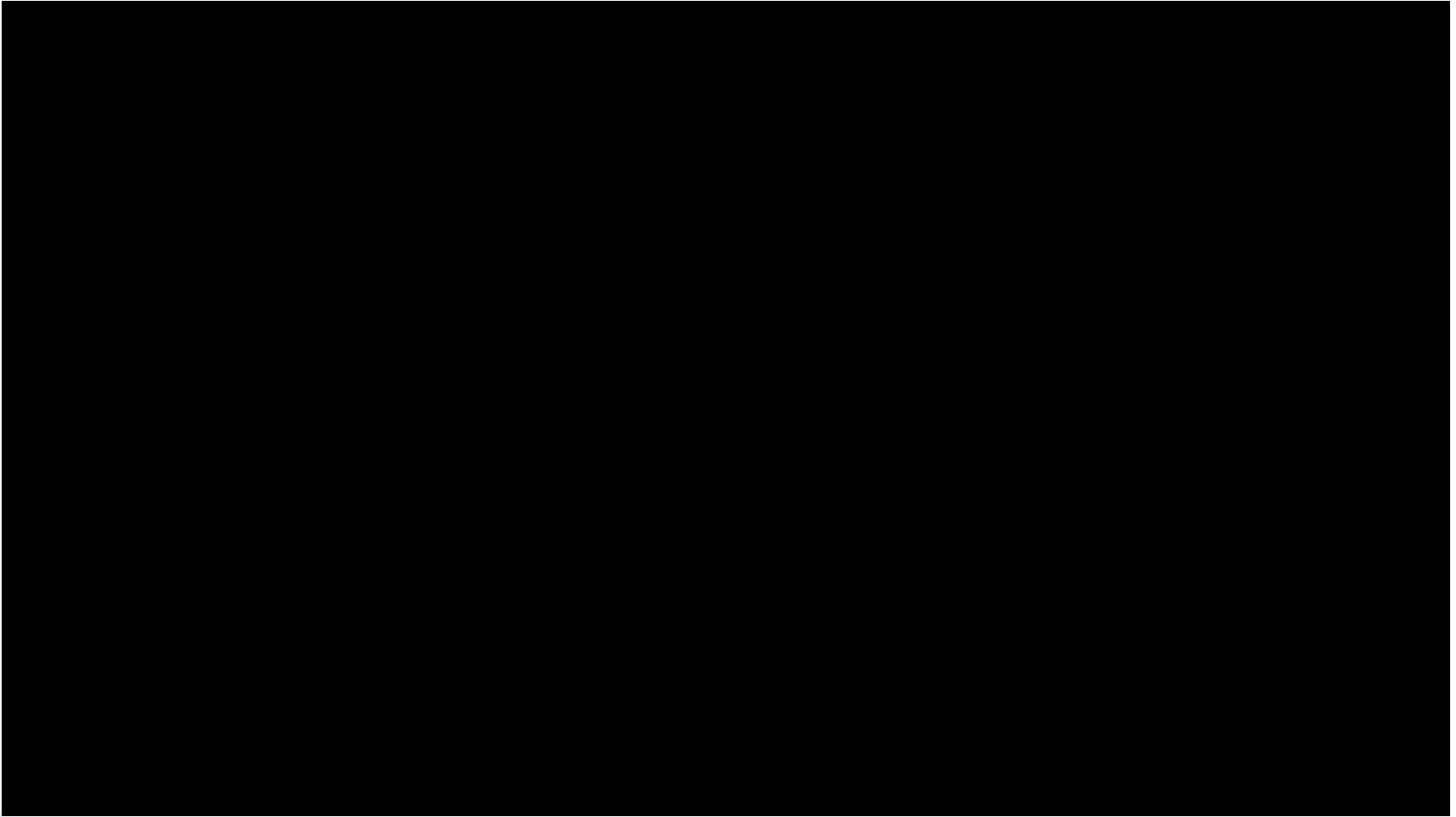


<https://www.youtube.com/watch?v=l709NKHfQ7Q&feature=youtu.be>

How Water and Wastewater Projects are Funded



Water and Wastewater



<https://www.youtube.com/watch?v=I7c9sbuKeGM&feature=youtu.be>

Some Current Repair/ Replacement Projects

Niagara Falls Wastewater Treatment Plant

- Current MECP non-compliance order
- Replacement of secondary treatment and digesters

Port Dalhousie Wastewater Treatment Plant

- Aeration system in continuous service since late 1960s
- New technology needed to improve the process and save energy

Welland Water Treatment Plant Phase Two Upgrade

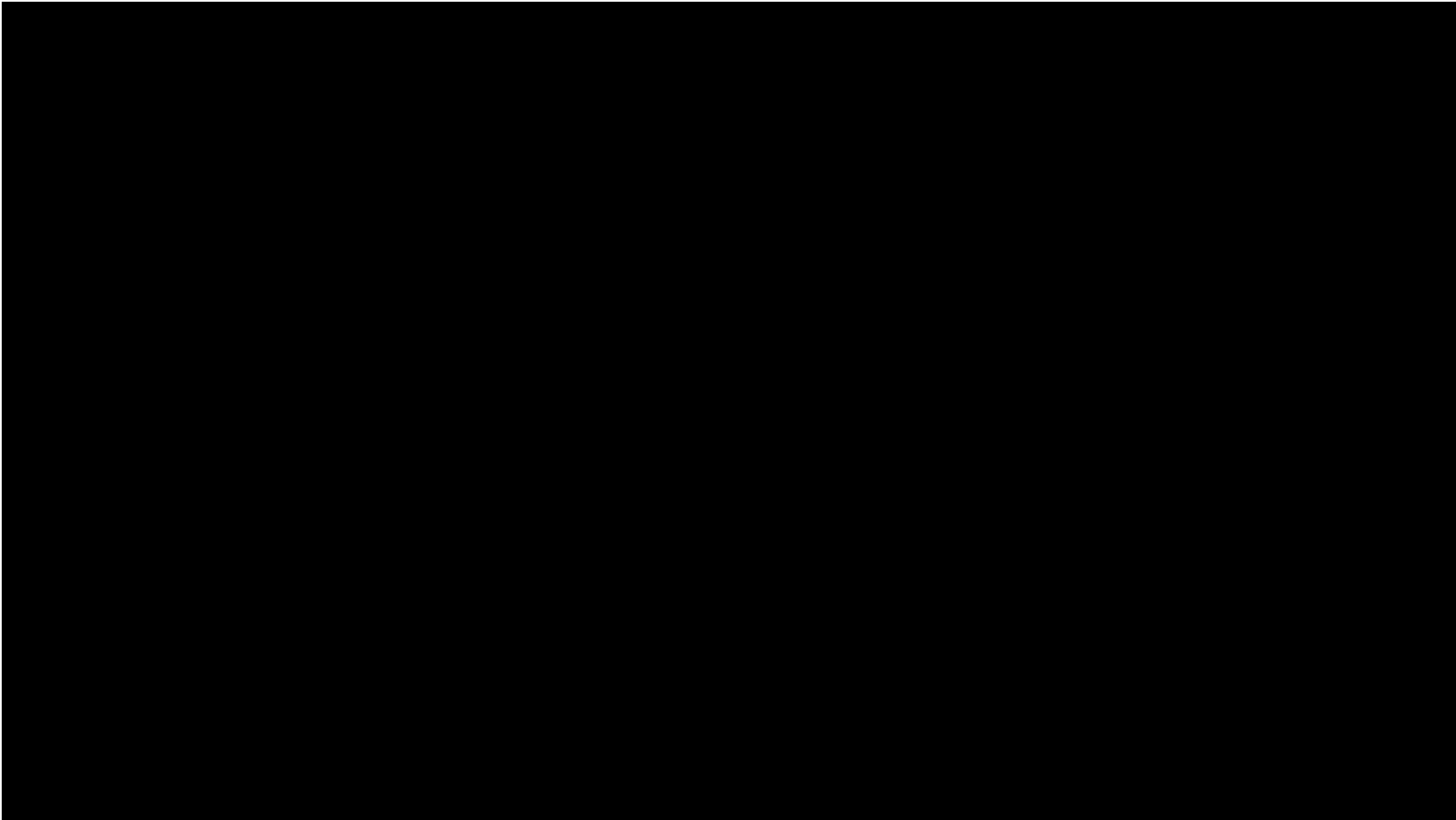
- Original plant = 1926, expanded in 1956
- Complete replacement of original plant and process train



Risk & Funding Challenges

- **Current rate requisitions does not meet future needs**
- **Potential reductions or cuts to existing programs**
- **Increased financial risk if further infrastructure failures**
- **Increased risk of non-compliance due to aged and failing infrastructure**
- **No quick fixes**

Water and Wastewater



<https://www.youtube.com/watch?v=dn3TR900vio&feature=youtu.be>

Not just a Niagara Problem

York Region

York Council approved the first 6 years of rate increases for the phase in of full cost recovery pricing beginning April 1, 2016 as follows:

2016	2017	2018	2019	2020	2021
9.0%	9.0%	9.0%	9.0%	9.0%	9.0%

- Forecasted increases beyond the 6 years are \$47M in 2022, \$48M in 2023, \$29M in 2024 and \$51M in 2025 or 2.9% a year
- Targeted rate increases are part of a comprehensive Water and Wastewater financial sustainability Plan

Next Steps

Safe Drinking Water Act Financial Plan

Water and Wastewater Capital and Operating budgets

Asset Management



2019

January 8



WATER & WASTEWATER TEN YEAR FINANCIAL PLAN

Purpose

To provide a sustainable financial strategy to address our infrastructure funding shortfalls over the next 10 years

Guiding Principles:

- Smooth the rate increases over the 10 year period
- Incorporate water and wastewater asset sustainability requirements
- Maintain minimum reserve balance at 2% of current asset value
- Balance the use of debt with needs of the Levy supported programs
- Use of reserves/pay-as-you-go for existing assets sustainability
- Use of debt for Region portion of growth related infrastructure



Why do we need a Financial Plan now?

Our assets have a \$4.4B replacement value

Without a solid and viable financial plan we will not be able to afford our sustainability and lifecycle infrastructure needs moving forward, nor will we be able to afford future growth

A large portion of our infrastructure will require some level of upgrade or replacement within the next 5 to 15 years

It's the law; required for our water treatment license renewal as mandated by the Safe Drinking Water Act

How did we get here?

**Asset
Management
Plan**

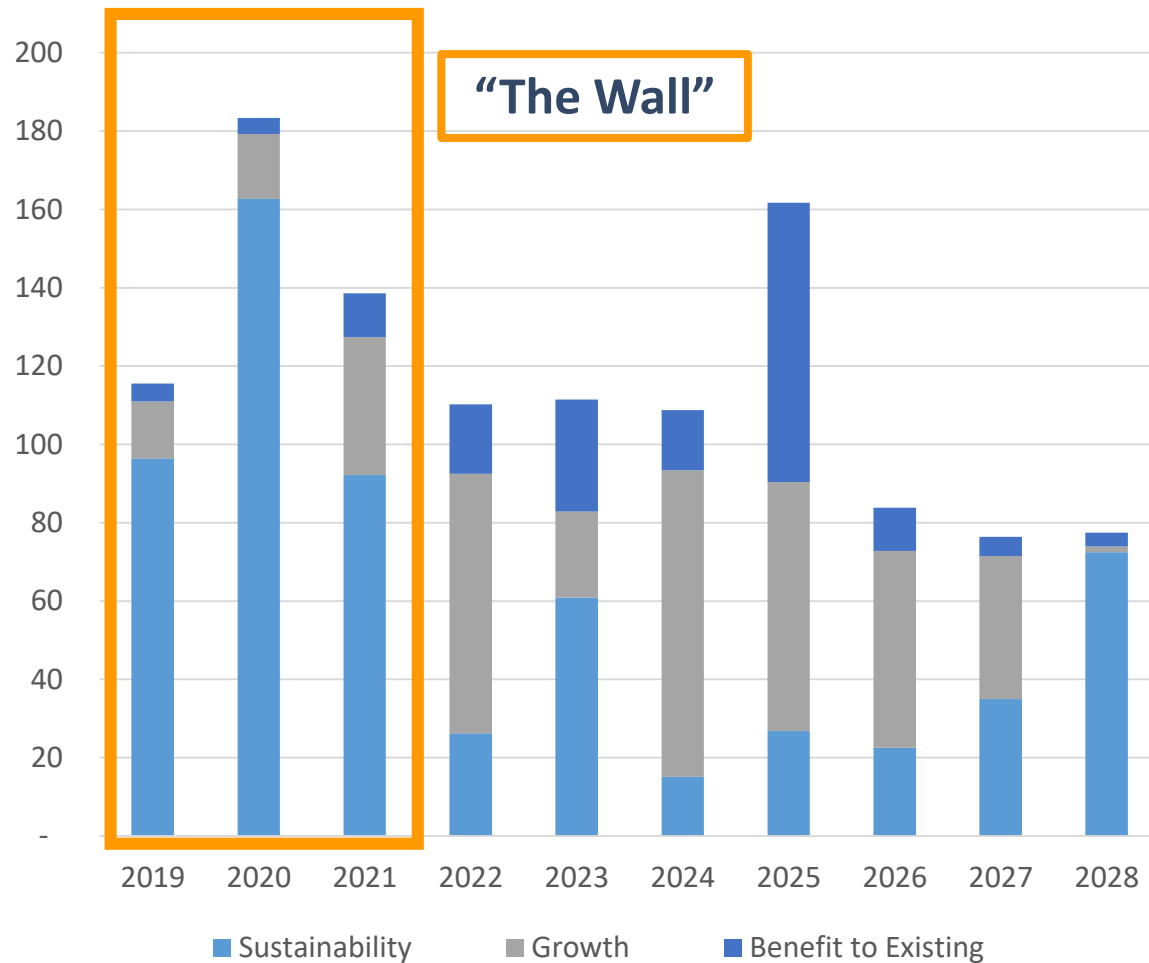
**Master Servicing
Plan**

Financial Plan



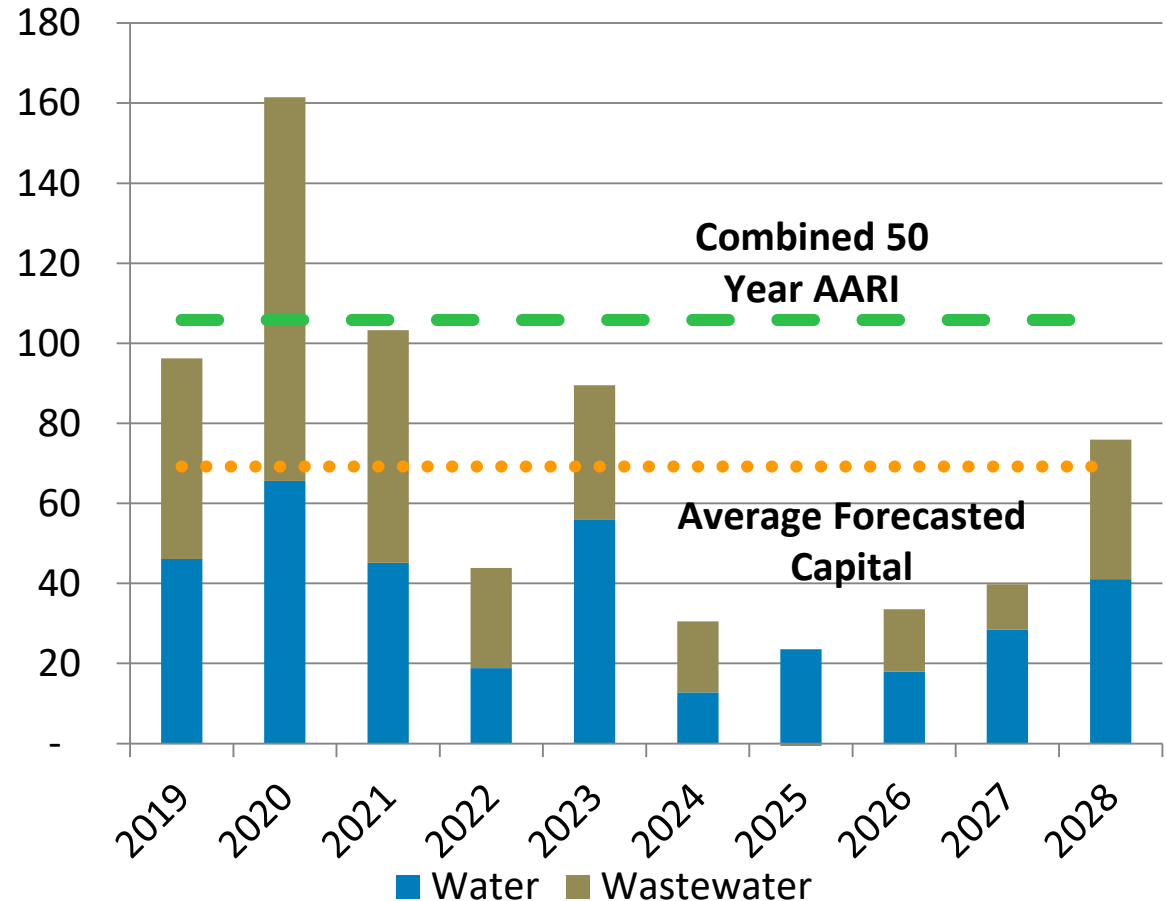
Proposed 2019 Capital Budget and Forecast

- Total capital request based on 2019 proposed
- The Wall in 2019, 2020 and 2021 is a product of previous deferrals and will continue to grow without a proper plan in place today
- There are large projects in the future to be considered such as in 2025 for the South Niagara Falls Wastewater Treatment Plant



Average Annual Renewal Investment (AARI)

- The Average Annual Renewal Investment identified in the AMP is \$106M annually
- This is the amount required each year to sustain our existing infrastructure
- Our average ask for sustainability related capital in the budget currently is only \$69M annually



Our Action Plan

Smooth Rate Increases

Provide smooth annual increases to the water and wastewater requisitions over the 10 year forecast period

Increase our Annual Capital Contribution

Move towards an Annual Average Renewal Investment that achieves \$106M over 50 years

Maintain Minimum Reserves

Maintain balances at 2% of current asset value

Change our Funding Practices

Use the right type of financing for the right type of asset

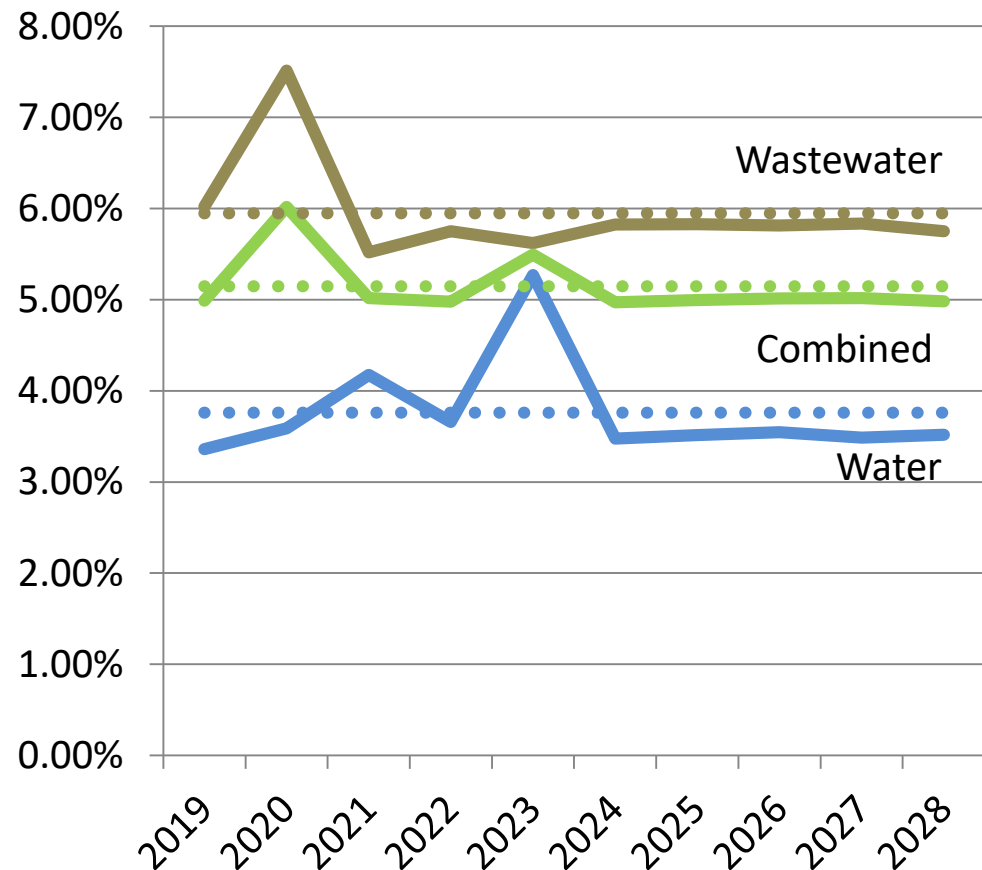
Maintain Debt Levels

As per provincial guidelines while maintaining credit rating

Smooth Rate Increases

Combined increase of 5.15% per year

- **Operating expenses assumed to increase at the rate of inflation, 2% annually**
 - **Excludes utilities and capital financing**
- **Largest impact to fund capital in accordance with the Council approved AMP and MSP**
- **Water average increase of 3.8%**
- **Wastewater average increase of 6.0%**



Municipal Comparators

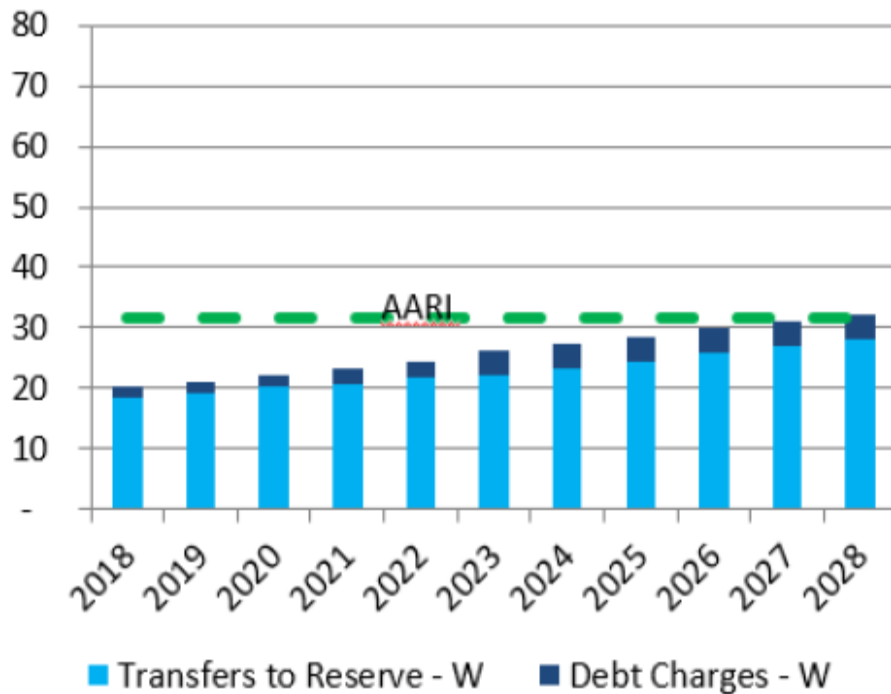
- We aren't alone in these increase requirements
- Our peers have seen or are planning similar increases

Municipality	2015 Rate Increase	2016 Rate Increase	2017 Rate Increase	2018 Rate Increase	Proposed 2019 Rate Increase
Hamilton	4.20%	4.70%	4.85%	4.30%	4.62% / 4.71%
Toronto	8.00%	8.00%	5.00%	5.00%	n/a
Sudbury	4.00%	7.40%	7.40%	7.40%	7.40%
Peel	7.00%	9.00%	4.20%	5.00%	6.50%
York	n/a	9.00%	9.00%	9.00%	9.00%
Niagara	-0.41%	0.84%	-0.03%	2.05%	5.15%

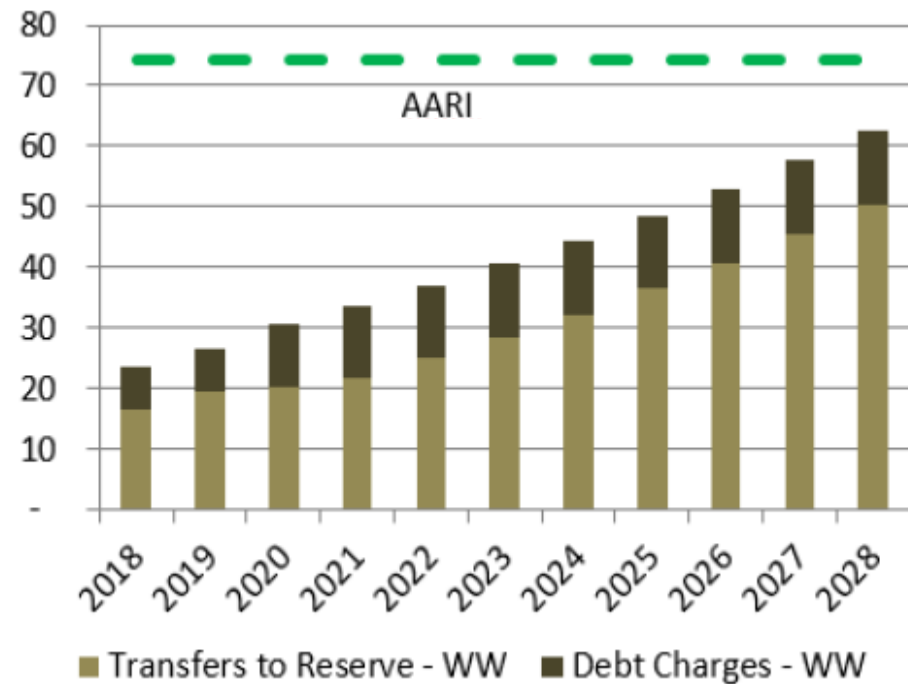
Increase Our Annual Capital Contribution

Summary of Internal Capital Funding From Operating

Water

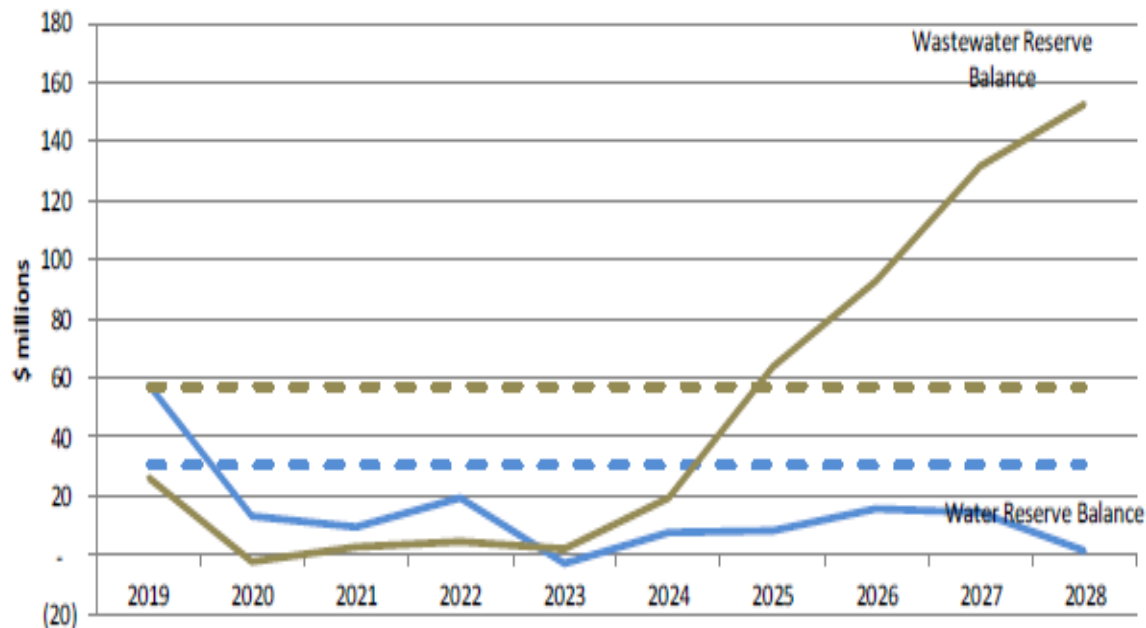


Wastewater



Maintain Minimum Reserve Balances

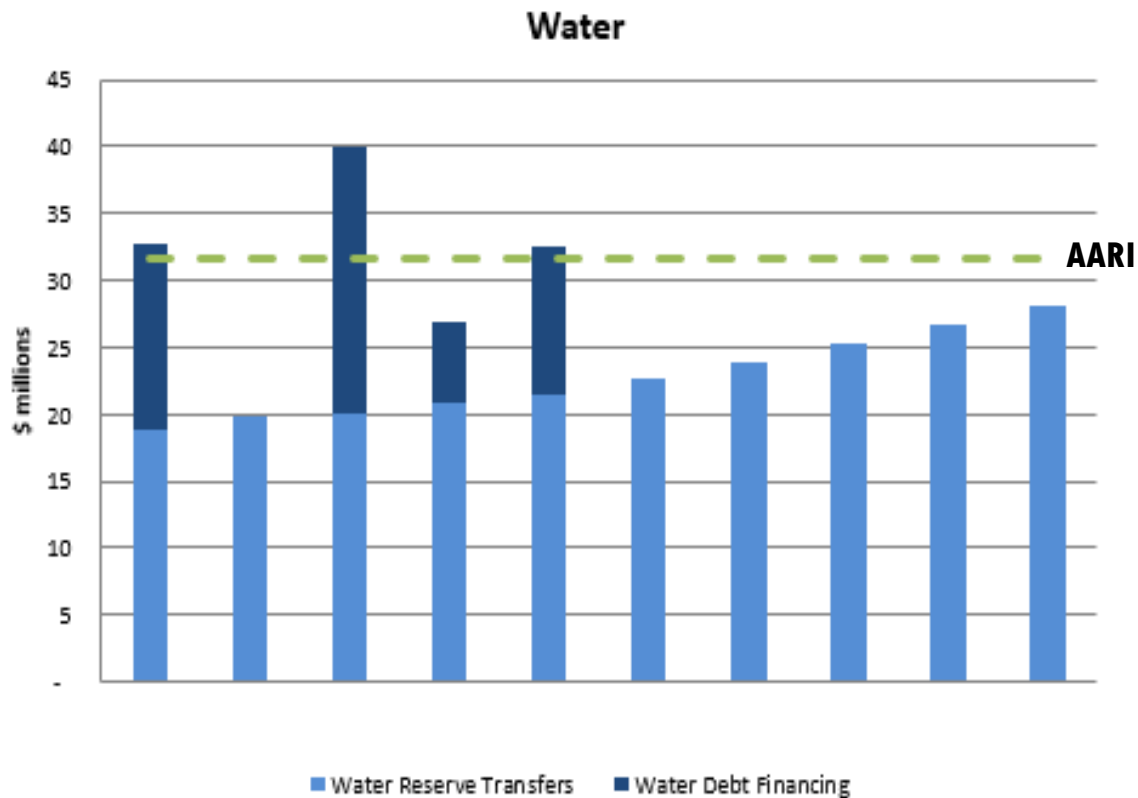
- Reserve targets (dotted) set at 2% of replacement value
- Water below our target balance
- Wastewater starts below our target balance but by 2025 starts to exceed the balance
- Risk of being below our target can limit flexibility and impact our credit rating



Change Our Funding Practices

Debt Use to Supplement Reserve Financing

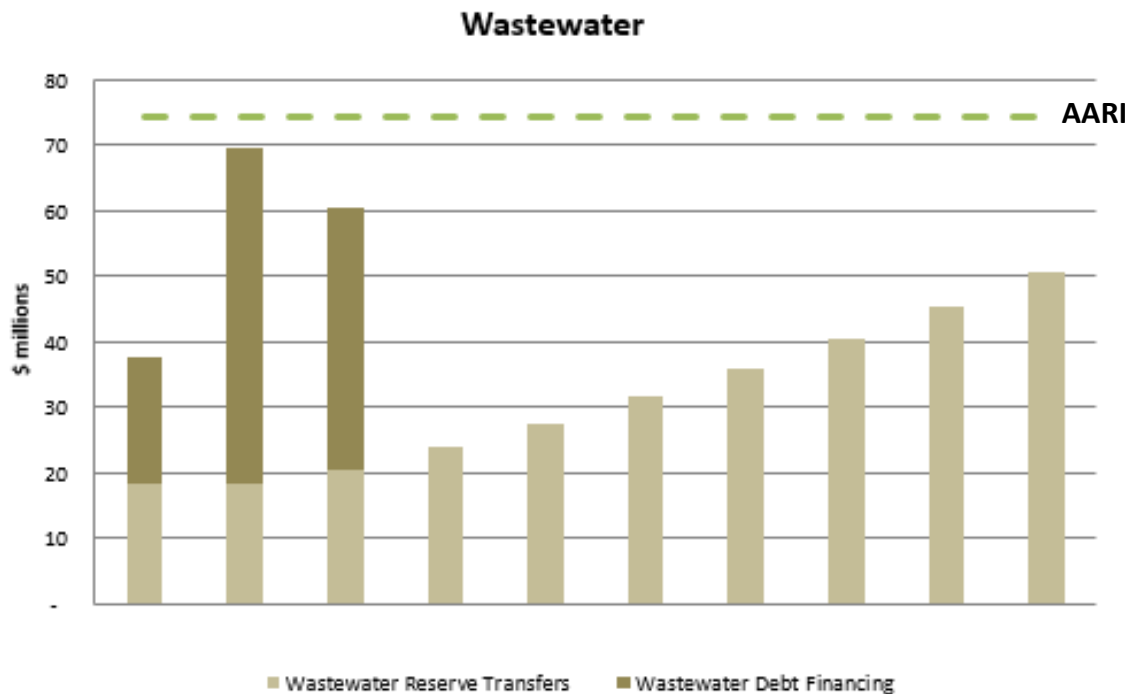
- Target reserve transfers to catch up to the \$32M AARI from 2016 AMP
- Capital is currently predominately funded through reserves
- Debt will fill the gap for the capital forecast in years where reserve funds cannot do it on their own



Change our Funding Practices

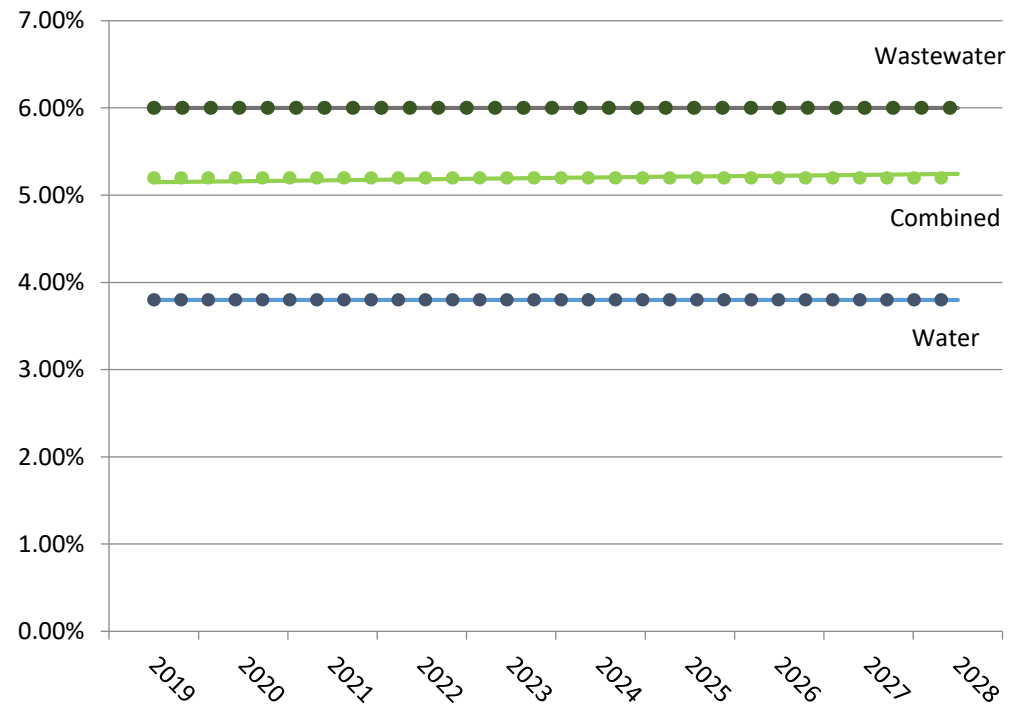
Debt Use to Supplement Reserve Financing

- Target reserve transfers to catch up to the \$74M AARI from 2016 AMP
- Capital is currently predominately funded through reserves
- Debt will fill the gap for the capital forecast in years where reserve funds cannot do it on their own
- \$3M of Federal Gas Tax annually



Required Rate Increases

- **Combined 5.15% per year**
 - Water average increase of 3.8%
 - Wastewater average increase of 6.0%
- **Provides a viable and sustainable financial plan for the next 10 years**
- **Satisfies legislative requirements of the Safe Drinking Water Act**
- **Maintain level of service**



Next Steps

January 2019

- **Capital Budget – BRCOTW (Jan 10)**
- **Safe Drinking Water Act Financial Plan approval - Council (Jan 17)**
- **Rate Budget Workshop (Jan 17)**
- **Rate Operating Budget - BRCOTW (Jan 24)**

February 2019

- **Rate budget approval - Council (Feb 8)**
- **Looking to book a special council meeting for by-law approval (before Levy BRC) (Feb 14)**
- **Submit Financial Plan and License renewal requirements to appropriate Provincial Ministries (Feb 18-22)**
- **Capital Budget approval – Council (Feb 28)**

An abstract graphic featuring a network of interconnected nodes and lines, resembling a molecular or digital structure, set against a dark background. The nodes are represented by circles of varying sizes, and the lines are thin and light gray.

MOVING TRANSIT FORWARD

Presentation to Public Works Committee
January 8, 2019

Agenda

- Overview: Where We've Been
- Successes: What We've Achieved
- Workplan: What's Next
- Moving Transit Forward: Where We're Going
- NST: Growing Ridership



MOVING
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FORWARD

Inter-Municipal Transit (IMT)

- Routes travelling between municipalities
- Primarily provided by Region (non-exclusive)
- 'Hub-to-hub' connections

Niagara Regional Transit (NRT)

- Operates defined IMT service
- Service delivery contracted by Region to Niagara transit providers (WL, STC, NF)



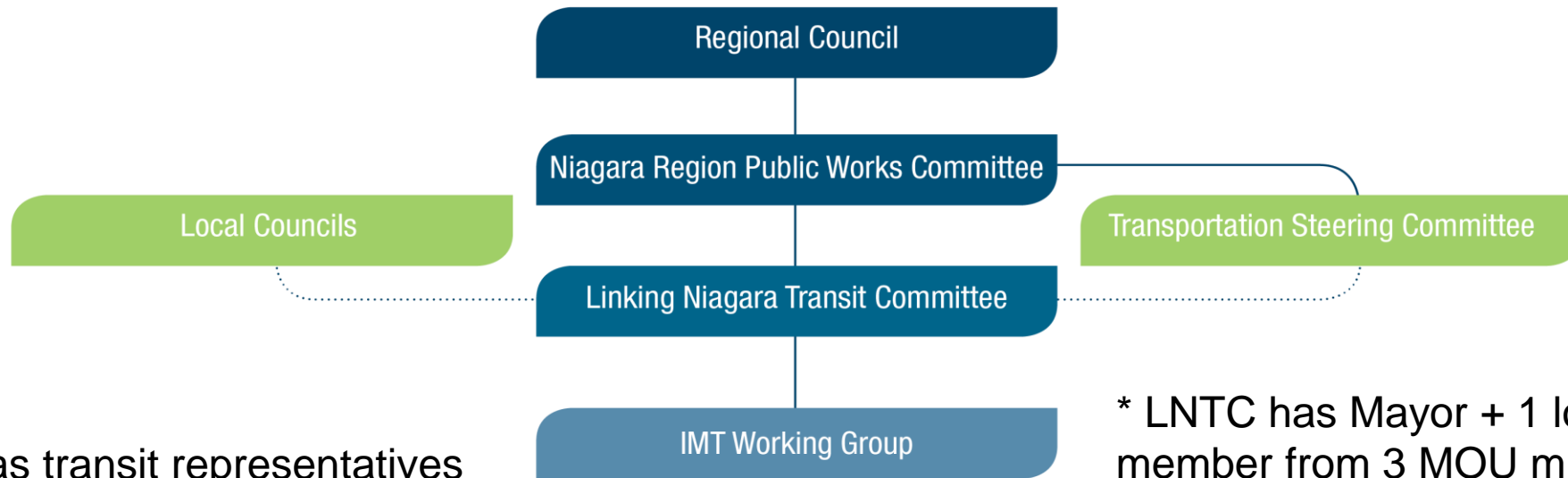
Overview: Where We've Been

Key Inter-Municipal Transit Milestones:

2011-2017	NRT IMT pilot service
Feb. 2017	Niagara Transit Service Delivery and Governance Strategy Report (Dillon Consulting, "Dillon Report")
June 2017	Unanimous 'triple majority' achieved
Dec. 2017	Unanimous transit MOU (STC/NR/NF/WE)
May 2018	Unanimous 3-year ext. of NRT service
Sept. 2018	IMT Service Implementation Strategy



IMT Reporting Structure



* IMTWG has transit representatives from all 13 municipalities

* LNTC has Mayor + 1 local Council member from 3 MOU municipalities + 4 Regional Councillors (10 total members)

Milestones: What We've Achieved

LNTC/IMTWG focus is on numerous customer-facing system improvements:

- 3-year NRT operating extension – now 'permanent' service with triple majority
- Post-secondary student union contracts (U-Pass agreements)
- Sept. 2018 NRT service enhancements
- Single mobile platform for all systems – Transit App
- Common Service Guidelines – consistency/standardization across all systems
- Distinct route numbers to avoid customer confusion
- Backend on/off board technology merger to single provider
- Consolidated after hours customer service provider
- “Moving Transit Forward” – public awareness campaign



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transit

= CONNECTING MORE PEOPLE
TO MORE POSSIBILITIES

DOWNLOAD  IN THE

Hello, Niagara Region

Download **Transit** and become
connected to more possibilities

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Hello, Niagara Region

Are you ready for daily **GO Trains**
and **improved Transit**?

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VISIT [NIAGARAREGION.CA/TRANSIT](https://niagararegion.ca/transit) TO LEARN MORE

Niagara  Region

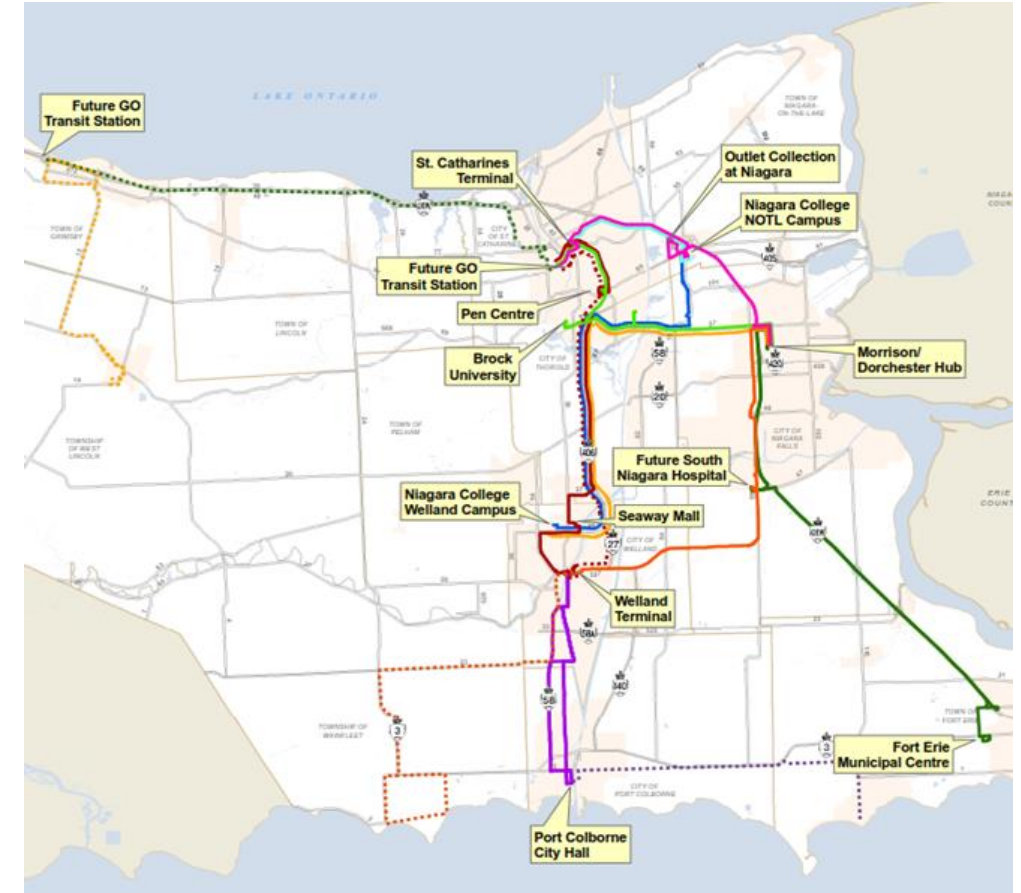
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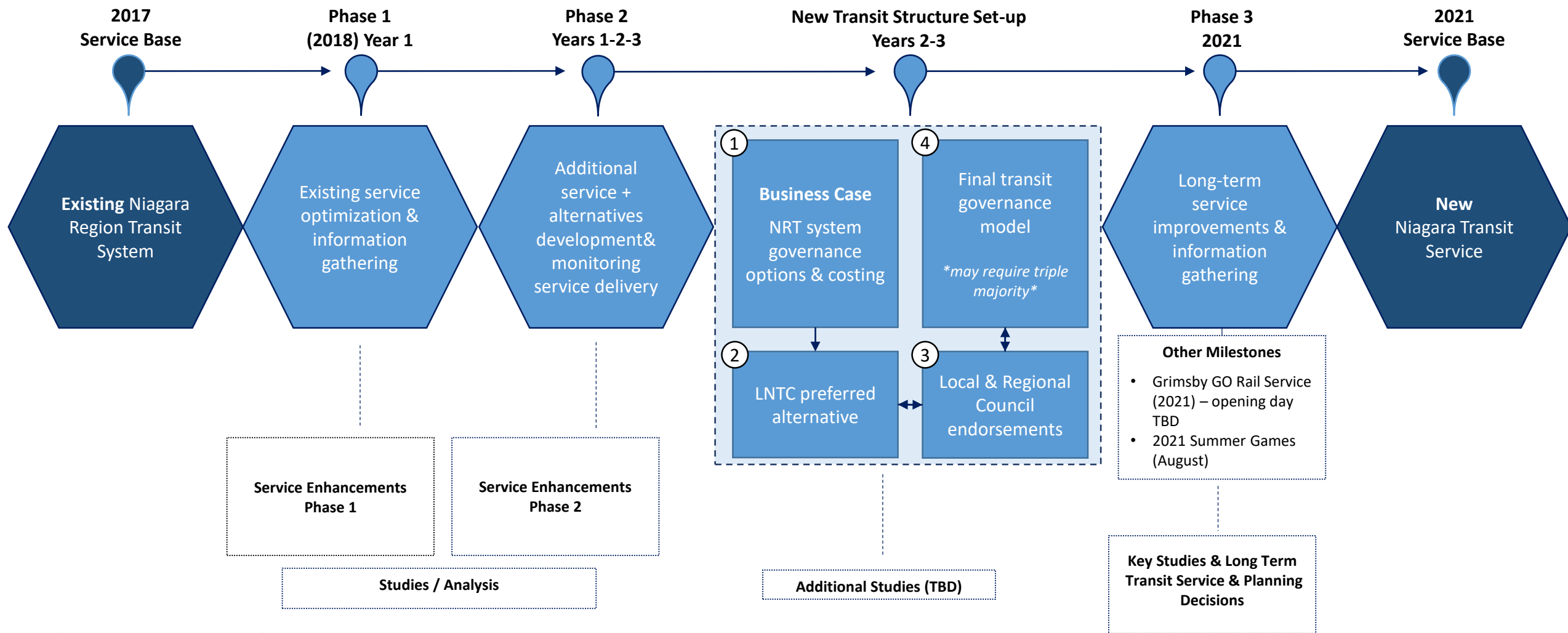
Workplan: What's Next

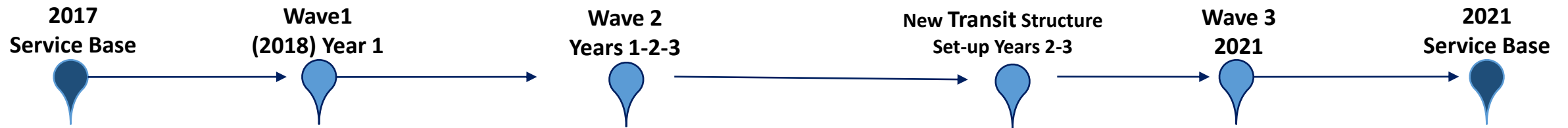
TASK	TIMING
Launch Common Universal Support Person Pass	January 2019
Initiate Specialized Transit Review (9 months)	January 2019
Real-time GPS-enabled fleet go-live	January 2019
Common Fare Strategy	January 2019
Harmonize GTFS data (Google feed for web-based trips)	February 2019
MTO response to PGT operating/consolidation impacts	Q1 2019
Consolidated customer service call centre strategy	Q1 2019
Financial and asset valuation for governance options	End of Q1, 2019
Integrated route map/rider guide	Q2/Q3 2019

Moving Transit Forward: Where We're Going

- Rationalization of duplicate post-secondary routes for efficiency
- Better integration with municipal transit i.e. 30 minute Service, Sunday and Holiday Service
- New Niagara-West IMT link (integration with GO Transit – bus + train)
- New dynamic transit services for low-demand areas
- Improved connections to GO Train service
- Integrated fares and payment technology i.e. mobile ticketing
- New or enhanced amenities, e.g. Wi-Fi, bus shelters







Customer Service Enhancements

Studies/ Analysis

- Uniform customer service policies
- Support person pass
- Single point after-hour call handling

- One Customer Call Centre

- Gas Tax impacts
- Specialized Transit Study
- Branding Strategy & communications approach

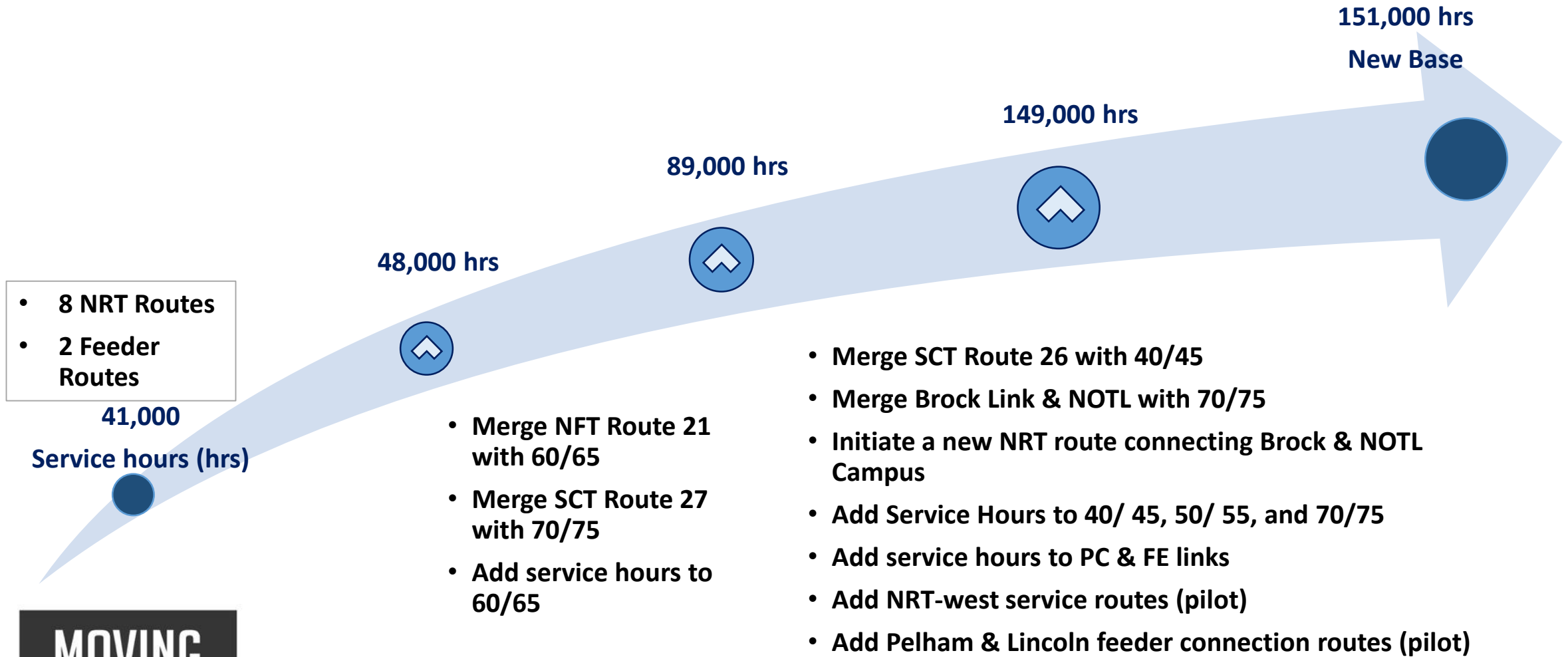
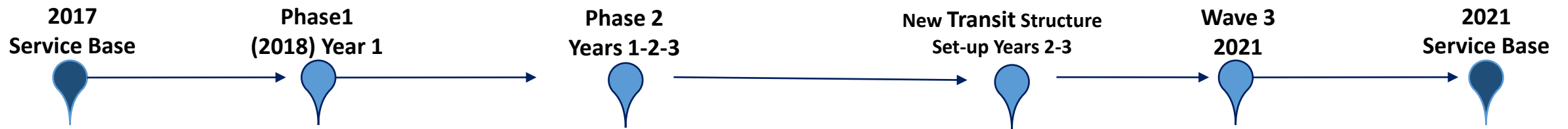
- Transit Assets Inventory Study
- Financial Study/ Operations Study
- Human Resources Study
- Business case development

Governance Decision

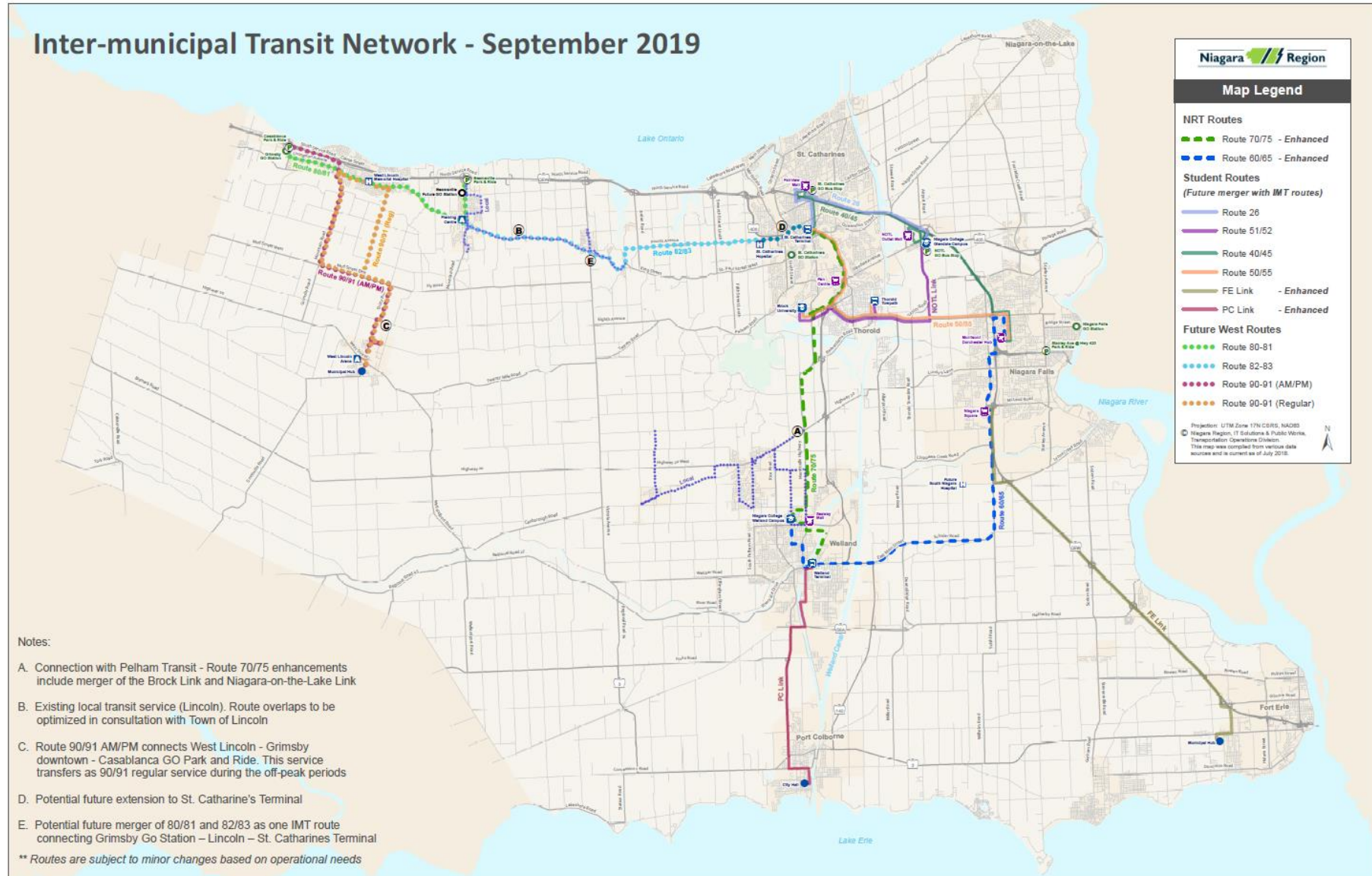
- Additional Studies if Required

- Wave 3 Customer Service Improvements

- 10-Year Strategic Plan
- Fare box integration
- Transit maintenance garage and operations centre
- Transit ITS improvements
- Mobility management initiatives (first & last mile)

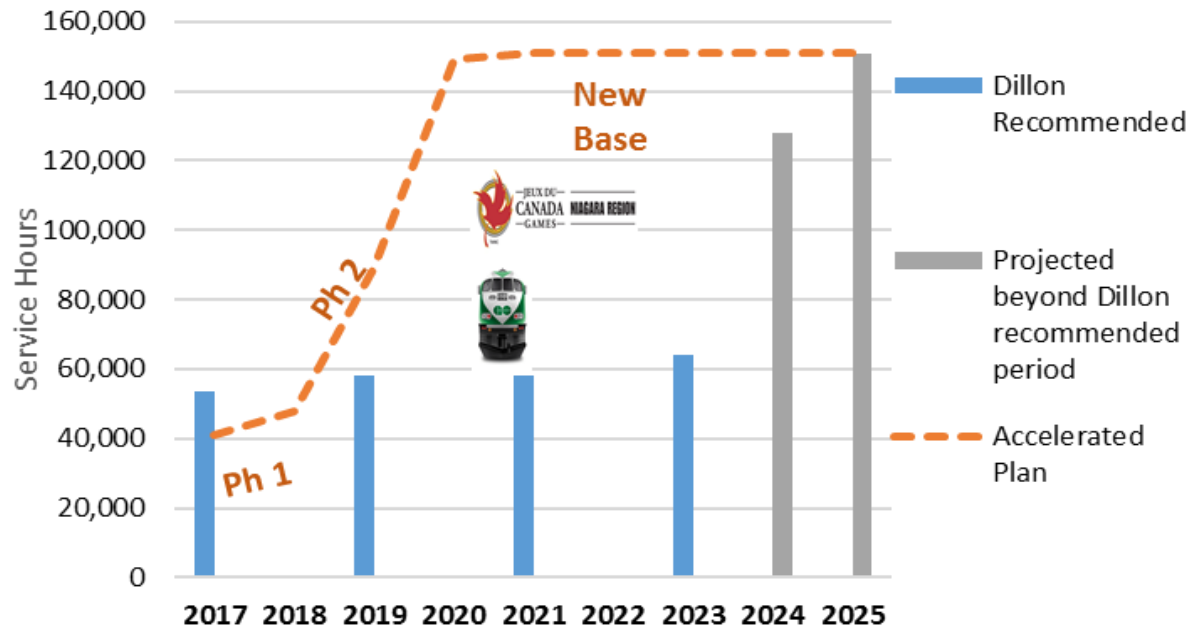


Inter-municipal Transit Network - September 2019



An Accelerated Path to Connectivity

Daily GO Train Expansion to Niagara (2021-2023)



LNTC - Transit Coordination and Working Group Deliberations

- 30 minute IMT Mainline Service | Weekend & Holiday Service
- IMT West Niagara Service
- Feeders
- Customer Service improvements
- Business case for governance decision

Post-Secondary Student Union Negotiations

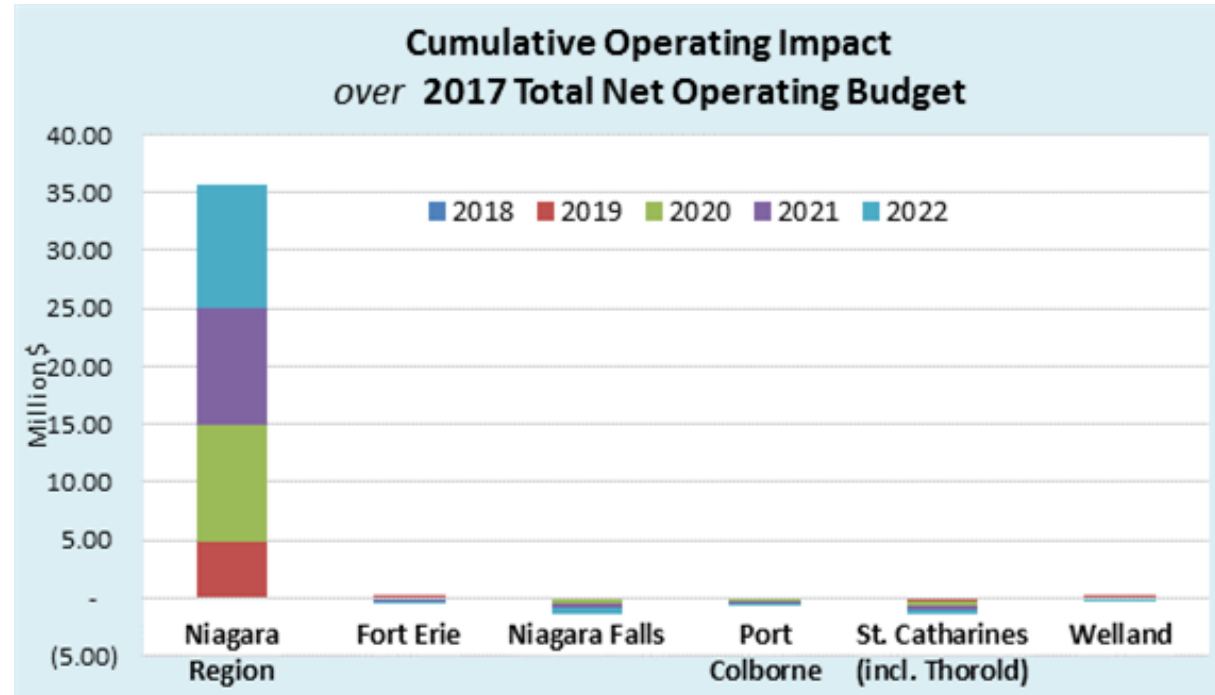
Region Equal Partner in Governance Discussions

**MOVING
TRANSIT
FORWARD**

Operating Impact: 2018 – 2022 Outlook

By 2022,
Niagara Region
Transit will
require a
budget increase
of **\$11.5M**

Local Transit
savings
5% - 70% for
reinvestment in
Transit



Required
increase to the
general levy
to fund service
enhancements:

1.5% in Year1

plus an
additional

1.53% in Year2

Niagara Region total investment of **\$31.2M Operating** (+\$8.6M Financing /OH)

Local Transit net operating and capital opportunity of **\$4.6M** to be re-invested in local transit
(realized through increased revenues and capital redeployment)

Capital Impact: 2018 – 2022 Outlook

The estimated five year total NRT capital cost is **\$28.7M**

2018: **\$3.3M** refurbishment of three 40-foot buses, one new 40-foot bus & two 60-foot articulated buses

2019: **\$13.9M** four 60-foot articulated buses, ten 40-foot buses, smartcard farebox, transit stop upgrades and ITS components (mobile ticketing and Wi-Fi)

2020-2022: **\$11.5M** existing fleet lifecycle replacement

Niagara Region Transit does not have sufficient fleet to service existing NRT routes or service expansions

- 20 additional buses are required for proposed service strategy (increasing fleet size from 11 to 31)
 - 10 buses required to replace locally supplied buses on existing IMT routes
 - 10 buses needed for service enhancements and expansions
- Route rationalization/consolidation results in a transfer of PGT from local operators to Region
- Increased NRT fleet will allow local operators to redeploy their fleet to meet pressures for planned local service expansions without incremental capital expenditures

NRT 2019 Budget Strategy

Support regional integration, daily GO Train Service and Economic Development through a separate levy

- \$11.5M Total Operating budget to support NRT service enhancements

2.30% in **Year 1**
*plus an
additional*
0.73% in **Year 2**

2019 Budget Consideration

- Increase of \$7.9M or 2.3% separate levy for operating and capital costs
 - \$3.5 will support the \$13.9M of capital assets in 2019
 - \$2.2M reserve transfer for 2019 and \$1.3M to support debt over 10 years
- Strategy in support of \$214M Council term infrastructure deficit and 2020 long term care home redevelopment pressure requiring consideration of separate levy in excess of inflation

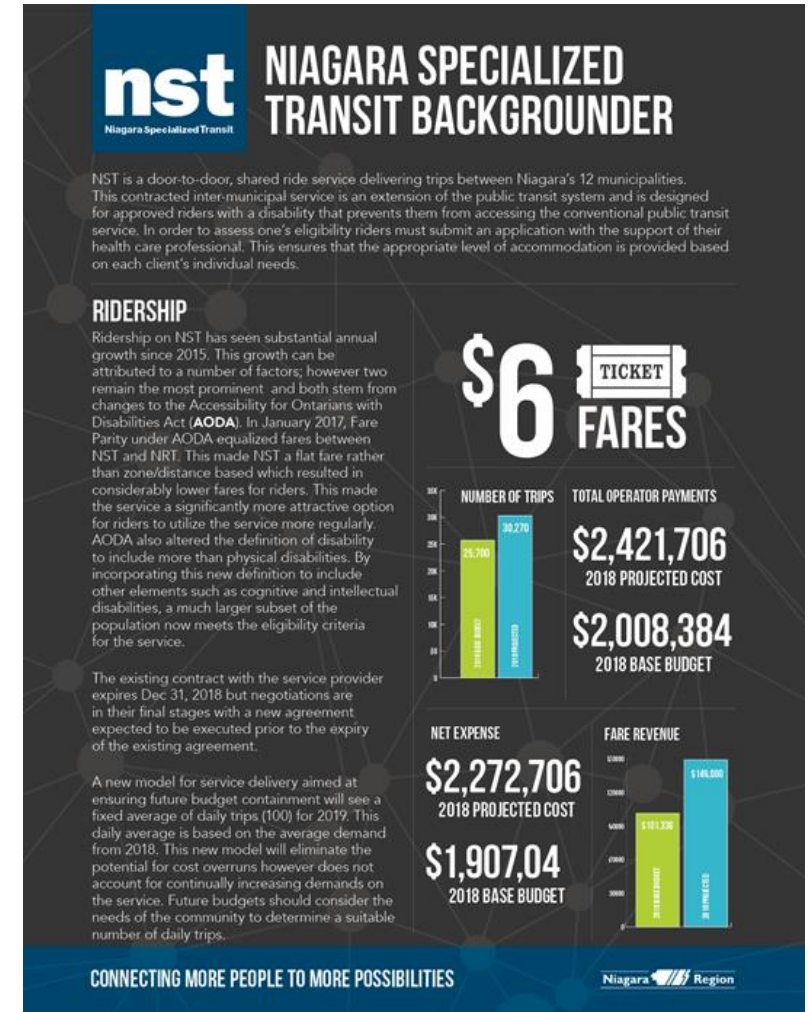
Jurisdictional Comparison – Transit

2016 CUTA Transit Statistics	Durham	Waterloo Region	Hamilton	Current Niagara System	Proposed
Census Population 2011	608,124	507,096	519,949	431,346	431,346
Service Area Population	567,421	452,687	490,673	358,805	427,016
% Population Served	93%	89%	94%	83%	99%
Service Area Size (km2)	405.9	231.3	243	555	555
Full Time Student Population	21,000	52,000	41,000	27,000	
% of Population	3%	10%	8%	6%	
Active Vehicles	186	249	251	147	164
Boardings (conventional + specialized)	12,225,693	27,014,641	29,919,658	9,719,612	-
Ridership (conventional + specialized)	10,372,806	20,047,652	22,232,666	8,851,698	-
Total Direct Operating Expenses	66,445,883	82,213,957	79,135,506	43,323,017	53,925,439
Total Operating Revenues	25,843,151	32,063,197	39,603,830	21,861,798	\$ 23,266,663
Net Operating Costs	\$ 40,602,732	\$ 50,150,760	\$ 39,531,676	\$ 21,461,219	\$ 30,658,777
R/C Ratio	39%	39%	50%	50%	43%

Niagara Specialized Transit (NST)

- Launched in 2006
- Provides accommodations for riders with disabilities – requires application
- Door-to-door IMT trips in Niagara and to Hamilton
- Partnership with DARTS (Hamilton)
- Service levels, ridership and costs have grown exponentially
- Contracted service (currently The BTS Network)
- Specialized Transit Study underway
 - Customer service review
 - Operational review + Demand forecast
 - Governance options + jurisdictional review

MOVING
TRANSIT
FORWARD



NST: Managing Growth, Meeting Demand

2018 Service

- Tracking for 30,000 individual rides
- Estimated total expenditure - \$2.4M
- 2018 ridership exceeding budget capacity at start of Q4 (Sept.)
- Additional funding support (\$500k) required in September to maintain service levels and customer stability
- Council direction for customer service review

2019 Service

- Focus on stability for riders and continuity of service
- Maintain daily 2018 ridership average (100/day or 600/week)
- Requires additional new investment of approx. \$450k to maintain these levels
- 2019 projections do not account for increasing demand

A background network diagram consisting of a series of interconnected nodes and lines, forming a complex web-like structure. The nodes are represented by small circles, and the lines are thin, connecting the nodes in a non-uniform pattern. The overall color scheme is dark gray with teal accents.

MOVING TRANSIT FORWARD

THANK YOU - QUESTIONS?

MEMORANDUM**PWC-C 2-2019****Subject: Inter-Municipal Transit (IMT) Update****Date: January 8, 2019****To: Public Works Committee****From: Matt Robinson, GO Implementation Office**

This memorandum provides supplementary information to the *Moving Transit Forward* presentation on the January 8, 2019, PWC agenda. A summary of the key Council-endorsed reports is provided below and, combined with the Moving Transit Forward presentation, comprises the core of the transit consolidation efforts thus far, including the 2019 transit budget submission.

- **Niagara Transit Service and Governance Study Report, 2017** by Dillon Consulting (Dillon Report) - ([Full report, with Executive Summary](https://www.niagararegion.ca/priorities/documents/transit-service-and-governance-strategy-final-report.pdf))
<https://www.niagararegion.ca/priorities/documents/transit-service-and-governance-strategy-final-report.pdf>

This key study formed the basis for Niagara Region obtaining *triple-majority*¹ with non-exclusive jurisdiction to operate inter-municipal transit. This study was initiated jointly by the three major transit operating municipalities (St. Catharines, Niagara Falls, and Welland) in conjunction with Niagara Region. It made strategic recommendations for an inter-municipal transit service plan, an investment plan, as well as the steps for transitioning towards a consolidated transit model.

Following the triple-majority process in June 2017, the Linking Niagara Transit Committee (LNTC) was formed and a Memorandum of Understanding (MoU) was signed between the above four major transit operating municipalities. This MoU led to the LNTC endorsing a workplan that included the development of the IMT Service Delivery Strategy and Financial Impact Analysis as outlined in the reports below.

[LNTC Reports: LNTC 21-2018, LNTC 22-2018, LNTC 23-2018](https://www.niagararegion.ca/council/Council%20Documents/2018/LNTC-agenda-sep-12-2018.pdf)
<https://www.niagararegion.ca/council/Council%20Documents/2018/LNTC-agenda-sep-12-2018.pdf>

¹ Triple Majority as prescribed by the Municipal Act: a majority on Regional Council, representing a majority of Niagara municipalities representing a majority of the population.

- **LNTC 21-2018: IMT Service Delivery Strategy Report**

This report proposed a framework with timelines for governance discussions. The report stages the various studies required to enable successful governance discussions and outlines necessary upgrades to the IMT service levels between 2017 and 2021. The report also recommends an accelerated implementation of IMT service enhancements outlined in the Dillon Report with a phasing plan. With the announcement of daily GO trains to St. Catharines and Niagara Falls effective January 7, 2019, this adds further impetus for transit investment to ensure effective IMT connectivity, frequency and seamless transfers between IMT and local systems to fully leverage the GO rail network and enable ridership to grow.

- **LNTC 22-2018: Inter-Municipal Transit Financial Impact Analysis Report**

This report analyzes the estimated financial impacts resulting from the proposed service enhancements outlined in LNTC 21-2018. Additionally, this report highlights the need for a separate general levy of 1.5% in year one, plus 1.53% in year two, in order to fund the proposed IMT service delivery strategy; the five year net operating impact is estimated at \$39.8 million (M).

- **LNTC 23-2018: Inter-Municipal Transit Capital Plan, 2019 Report**

This report summarizes the forecasted IMT capital cost requirements resulting from the proposed implementation strategy outlined in LNTC-C 21-2018; the estimated five-year capital cost is \$28.7M.

Should Committee desire additional information on the reports above, please feel free to contact the undersigned directly at matt.robinson@niagararegion.ca or ext. 3198.

Respectfully submitted and signed by

Matt Robinson
Director, GO Implementation Office

MEMORANDUM

PWC-C 1-2019

Subject: Emterra Collection Contract Update

Date: Tuesday, January 8, 2018

To: Public Works Committee

From: Sherri Tait, Acting Associate Director, Collection & Diversion Operations

This memorandum is to provide members of the Public Works Committee (PWC) an update on Emterra Environmental's (Emterra) performance and negotiations related to the Collection/Haulage of Garbage, Recyclables, Organic Waste and White Goods Contract 2009-RFP-44 (Contract) since last reported in the confidential report PW 31-2018 and presented to PWC on September 4, 2018.

Background

As a result of unsatisfactory service delivery provided by Emterra in 2017 and early 2018, and in particular, during the weeks following the Holiday break (December 26, 2017 to January 12, 2018), Emterra developed an Operations Enhancement Action Plan to achieve full compliance with the requirements of the Contract.

Staff met regularly with Emterra (and continue to do so) to review performance metrics and resources in place to meet the Contract terms. Despite these regular meetings and Emterra's Operations Enhancement Action Plan, Emterra still fell short during 2018 on meeting key deliverables, in particular those related to hours of collection and customer service/relations (missed collections). An update on Emterra performance related to key contract deliverables is found in Appendix A.

On July 17, 2018 PWC passed the following motion related to PW 32-2018:

- That staff **CONSIDER** all remedies to address default in accordance with the contract, including negotiation of the removal of portions of the work from the contract, to be tendered to an alternative service provider and provide a recommendation at the September 4, 2018 Public Works Committee meeting.

In response to the above noted-motion and the subsequent confidential report (PW 31-2018) to PWC on September 4, 2018, Emterra and Niagara Region met on several occasions and subsequently exchanged confidential correspondence.

Niagara Region and Emterra, through the negotiations, have been actively discussing potential solutions aimed at enabling Emterra to continue to fulfil its obligations pursuant to the Contract without default. It was concluded that specific amendments to the

Contract were required to assist Emterra in fulfilling all its responsibilities for the remaining term of the Contract.

Public Works Committee members were provided an update at the September 4, 2018 Public Works Committee via the confidential report PW 31-2018 on the negotiations. This report was received for information.

Niagara Region and Emterra have finalized amendments related to the removal of routes and Liquidated Damages, which are described below in more detail. Details of negotiations that are still being finalized are found in the confidential report PW 6-2019.

1. Removal of Routes

Niagara Region and Emterra have agreed that Emterra's deficiencies amount to a Tier Two Event of Default, which allows for the carving off of routes from Emterra. Niagara Region and Emterra have agreed to carve off routes in the Town of Lincoln and Township of West Lincoln in order to increase Emterra's available internal resources for use in areas where the majority of specific events of non-collection and/or late collection have occurred (i.e. urban areas of St. Catharines and Niagara Falls).

From August 1 to September 17, 2018, Emterra failed to provide regularly scheduled collection services to approximately 5,200 low density residential dwellings on an average day. There were additional delays outside of this time frame, including during the spring and fall dedicated leaf and yard waste collection. The routes removed represent approximately 3,000 low density residential dwellings per day and although less than the average not completed by Emterra, they were agreed upon as they are stand alone and are not in high urban areas, as requested by Emterra. This will ensure there is no cross-over between Emterra and the new service provider. Another consideration was the availability of used collection vehicles in the current marketplace. The Town of Lincoln and Township of West Lincoln are serviced by six (6) to eight (8) collection vehicles which staff felt a new service provider could secure or currently have within their existing fleet.

Niagara Region issued a Request for Tender for the curbside collection of garbage, recycling, organics and white goods for Lincoln and West Lincoln (excluding front-end garbage collection at approximately 11 properties in both municipalities). The tender closed on November 20, 2018 and was awarded to the lowest bidder, Canadian Waste Management Inc. at \$4,292,717.80 for the contract period of January 2, 2019 to March 7, 2021.

Staff will utilize a variety of methods to inform residents of the Town of Lincoln and Township of West Lincoln of the change in service provider.

2. Liquidated Damages

Amendments to the liquidated damages provisions of the original Contract were also agreed upon. Amendments are to focus liquidated damages on specific deficiencies and thereby increase Emterra's ability to identify and fund solutions (by the anticipated reduction in the aggregate liquidated damages as the level of service improves, notwithstanding the potential of certain continued events of default).

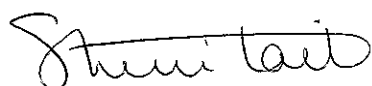
The previous liquidated damages structure was \$1,000 for the first occurrence, \$2,000 for the second occurrence and \$5,000 for the third and subsequent occurrences regardless of the type of default.

The updated liquidated damages are found in Appendix B and are based on the type of default.

Next Steps

At the time of this report being authored, Niagara Region continues to meet with Emterra on a regular basis to discuss operational details and performance. Negotiations and remaining amendments to the Contract are being finalized. Niagara Region will continue to enforce the Contract terms and conditions to ensure compliance.

Respectfully submitted and signed by



Sherri Tait
Associate Director, Collection & Diversion Operations

Appendix A	Update on Key Contract Deliverables	4 - 7
Appendix B	Chart of Liquidated Damages Amounts	8 - 9

Appendix A – Update on Key Contract Deliverables

1) Hours of Collection

Emterra has experienced difficulties completing collection as per the Contract requirements (by 5 p.m.).

In February, Niagara Region approved a request by Emterra to extend the daily end time from 5 p.m. to 6:30 p.m. while Emterra acquired additional vehicle and personnel resources. This temporary extension expired on March 18, 2018.

Niagara Region agreed to extend the hours of collection to 6 p.m. on August 21, 2018 for the remainder of the contract outside of dedicated leaf and yard waste and to 7 p.m. during dedicated leaf and yard waste collection which ran from October 29 to November 23 in the fall of 2018. The table below summarizes the collection end times as reported by Emterra.

Table 1 – Reported End Times

Timeframe	Collection End Time	Number of Days (and Percent of Days) Collection Completed On or Before End Time
March 19 to August 21, 2018	5 p.m.	7 (6%)
August 22 to October 26, 2018	6 p.m.	8 (17%)
October 29 to November 23, 2018	7 p.m.	8 (40%)
November 26 to November 30, 2018	6 p.m.	0 (0%)

Despite extending the hours of collection as noted above, Emterra still experienced difficulties completing collection on time.

In 2017, based on GPS records, Emterra was only able to complete collection by 5 p.m. on 14 days out of 259 days (5%).

2) Customer Relations/Service (Missed and Incomplete Collections)

a) Missed Collections

The table below summarizes the number of incidents of missed collection that were reported to the Niagara Region's Waste Info-Line. This does not include all calls

received directly by Emterra, as they have not been consistently tracking this information.

Table 2 – Missed Collections Reported to the Region’s Waste Info-Line

Timeframe	Number of Incidents 2017	Number of Incidents 2018
August 22 to November 30	1,071	1,567
January 1 to November 30	2,107	3,554

Niagara Region also continues to receive complaints from residents that material are consistently being missed from their particular address over the course of a number of weeks despite Niagara Region’s repetitive correspondence with Emterra on the issue.

Some examples include three set out service addresses missed five (5) times (33%) between August 22 to November 30, 2018. One of these addresses has been missed 14 times (6%) in 2018.

b) Incomplete Routes

Emterra has also not been able to consistently finish daily collection (i.e. entire or partial routes). Table 3 outlines the number of times Emterra was not able to finish daily collections.

Table 3 – Incomplete Routes

Timeframe	Number of Days	Percentage of Days
August 22 to November 30, 2018	35	48%
January 1 to November 30, 2018	76 (includes a winter storm on March 2, 2018).	32%
January 1 to December 31, 2017	23	9%

Of the 35 occasion between August 22 and November 30, 2018, 12 were during dedicated leaf and yard waste collection which occurred from October 29 the November 23, 2018. Although there was approximately a 140% increase in leaf and yard waste tonnages over 2017, Emterra had difficulties deploying daily the 12 dedicated trucks they committed for leaf and yard waste collection. A third party contractor Emterra indicated they secured to assist with five (5) trucks was only able to provide one truck and not on a consistent basis. In addition, Emterra was unable to put out all their owned or rental trucks due to internal resource shortage.

3) Contractor's Personnel

As per the Contract, Emterra is to ensure that at all times, at least 80% of their work force undertaking the work under this Contract shall be full time employees of the Contractor.

Table 4 summarizes the percentage of full-time staff as provided by Emterra including those previously reported to PWC on July 17 (PW 32-2018) and September 4, 2018 (PW 31-2018).

Table 4 – Percentage of Full-Time Employees as Reported by Emterra

Month Reported	Percentage of Full-Time Employees
November 2018	72%
August 2018	77%
June 2018	84%

The Region also calculates the daily average based on daily line-ups provided by Emterra. The daily average in the third quarter of this year was approximately 71% which is up from 70% between June 20 and August 13, 2018.

The daily average of full-time employees working has been around 69% since January 1, 2018 based on information provided by Emterra. Niagara Region started tracking this information in August 2017 and between August 2017 and December 2017, the daily average of full-time employees working was around 61%.

Emterra has indicated they are holding job fairs to hire additional staff to meet the required 80% full time employee requirement.

4) Maintenance of Equipment

To address maintenance issues, Emterra provided an initial refurbishment plan to Niagara Region in September 2017. A revised refurbishment plan was submitted to Niagara Region in October 2017, which noted that all necessary vehicle refurbishments would be completed by January 2018. Due to the extent of the repairs and maintenance required on some vehicles, Emterra is still working towards completion of the refurbishment plan. Emterra has committed to completing the refurbishment of three (3) trucks per month and all drivetrain work prior to the start of the fall dedicated leaf and yard waste collection which started on October 29, 2018. All scheduled drivetrain work has been completed.

Based on a review of the most recent refurbishment plan submitted by Emterra, 41 trucks have at least one (1) repair listed as either "to be expedited" or "to be complete".

5. Event of Default

Niagara Region has issued \$770,000, in liquidated damages since the beginning of the contract for failure to comply with the Contract terms and conditions. \$585,000 have been issued since Jan 1, 2018 to November 30th of which \$134,000 were issued between August 14 to November 30, 2018.

Appendix B – Chart of Liquidated Damages Amounts

Item #	Default	Liquidated Damage
1	GPS not functioning	\$50.00 per day per vehicle
2	Failure to submit required reports as required by 9 am each business day	\$50.00 per day
3	Non-completion of a map Failure to report an incomplete map	\$300.00 per map per commodity \$350 per map
4	Late completion of service	\$200.00 per map per commodity
5	Mixing waste streams in load or collecting unacceptable waste	\$250.00 per load
6	Failure to clean up spillage	\$50.00 per occurrence per day beyond the date of occurrence
7	Failure to report spill	\$50.00 per occurrence
8	Failure to report claims of damage or incidents as is required by the Region	\$50.00 per occurrence per day beyond 24 hours
9	Failure to resolve claims, damages or incidents as required	\$25 per day per occurrence beyond 72 hours
10	Improper placement of containers	\$150.00 per vehicle per day
11	Improper tagging of containers	\$150.00 per vehicle per day
12	Failure to submit completed tote run sheets by 9 am each business day	\$50.00 per day
13	Collection on wrong side of road	\$100.00 per vehicle
14	Over the limit collection	\$150.00 per vehicle per reported incident
15	Non-supply of dedicated service vehicle for each of White Goods and Parks collection	\$50.00 per dedicated service per day
16	Incompletion of set out service	\$25.00 per per occurrence per address

Item #	Default	Liquidated Damage
17	Failure to collect street litter receptacles	\$10 per container
18	Exceedence of compaction ratios	\$50 per truck per occurrence
19	Failure to resolve issues within timeframe	\$50 per occurrence
20	Failure to provide FTE/Temp Ratio (80/20)	\$50 per percentage point difference per quarter
21	Violations with site procedures & policies	\$100 per truck per occurrence
22	Failure to dispose at designated facilities	\$250 per vehicle
23	Repeated missed collections	\$50 per address missed greater than 3 times within a calendar year
24	Failure to provide interim on-road dedicated supervisory staff	\$25 per collection day beyond one week grace period
25	Failure to fill a vacant permanent supervisor role within 2 months of position becoming vacant	\$50 per collection day beyond 2 month period
26	Failure to meet spare ratio	\$100 per occurrence (per day)
27	Failure to collect within DBAs during the specified collection times	\$100 per occurrence
28	Collection before 7 am	\$100 per occurrence
29	Collecting from new developments without permission from the Region	\$100 per occurrence
30	Collection on private property without approval from the Region	\$50 per occurrence
31	Failure to decal new trucks or rentals with Region logo prior to servicing routes	\$25 per truck per day
32	Failure to return to an impassable obstruction before end of day on collection day	\$50 per occurrence

MEMORANDUM

PWC-C 3-2019

Subject: 2018 U-Pass Agreements

Date: January 8, 2019

To: Public Works Committee

From: Matt Robinson, Director – GO Implementation Office

The purpose of this memo is to provide an update on Niagara Region's fall 2018 U-Pass agreements with the Niagara College Student Administrative Council (NCSAC) and the Brock University Student's Union (BUSU) as directed by Regional Council (PW 26-2018).

The operating costs resulting from the fall 2018 service enhancements and reflected in the U-Pass agreement will not result in changes to the previously approved Niagara Region Transit (NRT) 2018 net operating budget. The proposed 2019 NRT operating budget forecast includes previously agreed upon service improvements under proposed program changes.

NCSAC – Niagara Region Agreement

The payments negotiated between NCSAC and Niagara Region for 2018-2019 academic year U-Pass privileges are presented in Table 1.

Table 1: NCSAC – Niagara Region Agreement Payments for U-Pass privileges		
Item	Amount	Period
NRT Routes		Sept. 2018 – Aug. 2019
Routes 40/45	\$481,301	
Routes 50/55	\$44,625	
Routes 60/65	\$893,537	
Routes 70/75	\$200,280	
Feeder Routes	\$13,388	
NRT Routes: Sub-total	\$1,633,131	
Feeder systems (paid through Niagara Region)		Sept. 2018 – Apr. 2019
Fort Erie	\$19,000	
Port Colborne	\$7,000	
NOTL	\$18,000	
Feeders: Sub-total	\$44,000	
Total Agreement Value	\$1,677,131	
Feeder System U-Pass Agreements outside of the Regional agreement		Sept. 2018 – Apr. 2019
Pelham*	\$10,000	
Total Value	\$1,687,131	
* NCSAC and Pelham entered into a separate agreement as the discussions had advanced earlier		

The financial contribution from NCSAC was based on previous U-Pass payments for access to existing NRT routes, plus payments allocated to the local post-secondary routes (which have since been consolidated with NRT routes effective September 2018) and then adjusted for inflation. The final NCSAC payment was based on an agreed upon level of service and the schedule was published as the NRT schedule effective September 4, 2018. For this contribution, students (through the U-Pass) were granted unlimited access to the public transit system, which is subject to change as per the Region's discretion.

NCSAC – September Service Pressures

The September 2018 peak-period ridership on NRT Routes 40/45A (Niagara Falls – Glendale Campus corridor) and 60/65 (Niagara Falls - Welland corridor) surged due to higher than anticipated overall post-secondary enrolments. As a result, NCSAC agreed to purchase an additional \$417,600 of incremental service to meet the excess demand between September 2018 and April 2019. Niagara Region and the local transit operators developed the estimated increased cost of service.

Supplementary outcomes from negotiations

The local transit providers receive additional revenue from NCSAC through the utilization of the U-Pass on local transit service, known as “tap” revenue. Previously, the tap revenue, which was based on a per ride fee, was set independently by each transit provider and ranged from \$0.25 to \$0.60 per tap. In addition to Niagara Region U-pass payments provided above, a separate agreement was reached to apply a uniform tap rate of \$0.60/tap between September 2018 and April 2019 for all local transit operators enrolled in the U-Pass system.

BUSU – Niagara Region Agreement

The payments negotiated between BUSU and Niagara Region for U-Pass privileges are presented in Table 2. Similar to the NCSAC agreement, BUSU's payments are based on a level of service as published under the NRT Schedule effective September 4, 2018, with the Region having discretion to amend the routes and schedules. Under the terms of this agreement, Niagara Region collects the amounts for local tap revenue on behalf of Niagara Falls, as described under the “Supplementary outcomes from negotiations” section of this memorandum. The flow through amounts for feeder systems are included to reflect the full service cost paid by BUSU.

Table 2: BUSU – Niagara Region Agreement Payments for U-Pass privileges		
Item	Total	Period
NRT Routes		Sept. 2018 – Apr. 2019
Route 50/55	\$159,209	
Routes 40/45, 60/65, 70/75, PC Link and FE Link	\$70,639	
NRT Routes: Sub-total	\$229,848	
Feeder systems (paid through Niagara Region)		Sept. 2018 – Apr. 2019
Fort Erie	\$7,000	
Port Colborne	\$7,000	
NOTL	\$3,500	
Feeders: Sub-Total	\$17,500	
Total Agreement Value	\$247,348	
Feeder System U-Pass Agreements outside of the Regional agreement		Sept. 2018 – Apr. 2019
Pelham	\$5,000	
Total Value	\$252,348	

Negotiations for U-Pass academic year September 2019 - August 2020 will commence early in 2019, with NRT staff providing additional updates to Public Works Committee in the lead up to finalizing those agreements.

Respectfully submitted and signed by,

Matt Robinson
Director, GO Implementation Office

Minute Item No. 5.1

Closure of EarlyON Site in Fenwick, Town of Pelham

That the Co-Chairs of the Public Health and Social Services Committee **BE DIRECTED** to send a letter to Family and Children's Services Niagara expressing the Committee's concern regarding the slated closure of the Fenwick EarlyON Centre and requesting they consider keeping the centre open.

Minute Item No. 6.1

PHD 01-2019

Cannabis Legalization

That Report PHD 01-2019, dated January 8, 2019, respecting Cannabis Legalization, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That staff **BE DIRECTED** to report back on Niagara Region Public Health & Emergency Services' (NRPH & ES) response to cannabis legalization in Q4 of 2019.

Minute Item No. 6.2

PHD 02-2019

Outdoor Second-hand Smoking By-law Amendment

That PHD 02-2019 **REVISED**, dated January 8, 2019, respecting Outdoor Second-hand Smoking By-Law Amendment - **REVISED**, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That By-law No. 112-2013 **BE AMENDED** to harmonize with the *Smoke Free Ontario Act* to include vaping and cannabis, as an interim measure for consistency, with an appropriate sunset clause;
2. That staff **BE DIRECTED** to consult with the Local Area Municipalities (LAMs) and the public to build a consensus on an updated Regional By-law to protect children and vulnerable persons from exposure to outdoor second-hand smoke; and
3. That staff **BE DIRECTED** to report back to the Public Health and Social Services Committee in a timely manner on the learnings from this consultation with the recommended next steps.

Minute Item No. 6.3

PHD 03-2019

Preventing Deaths by Suicide on Public Infrastructure

That Report PHD 03-2019, dated January 8, 2019, respecting Preventing Deaths by Suicide on Public Infrastructure, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council, as the Board of Health, **RESOLVES** that current public discourse around suicide has caused contagion and **REQUESTS** local media and others with a public audience to adhere to the Canadian Psychiatry Association's 2017 "Media Guidelines for Suicide Reporting" to prevent further contagion of suicide;
2. That Regional Council as the Board of Health **ENDORSE** the proposed framework for preventing suicides on public infrastructure;
3. That Regional Council as the Board of Health **APPROVE** a barrier at the location of multiple recent deaths by suicide and **DIRECT** staff to proceed with planning for such a barrier for installation in 2019, reporting back by spring 2019 with a final recommendation, detailed cost estimates, and incorporation in the 2019 Capital Budget;
4. That Regional Council as the Board of Health **DIRECT** staff to develop and report back in spring 2019 with detailed cost-estimates and budget options for:
 - a. Suicide identification/intervention training
 - b. Suicide risk assessment capacity-building
 - c. Support for a Mental Health Hub/Clubhouse in St. Catharines;
5. That Regional Council **DIRECT** staff to engage with the Ministry of Transportation on opportunities for provincial funding to support possible infrastructure barriers as in recommendation #2; and
6. That Regional Council **DIRECT** staff to include consideration of barriers on any future major infrastructure projects, and to include details of their consideration in reports to Council for approval of such projects.

That staff **BE DIRECTED** to bring a report to the Public Health and Social Services Committee meeting, being held on February 19, 2019, proposing a framework for preventing death by suicide through other methods.

Minute Item No. 6.4

COM 01-2019

**Community Homelessness Prevention Initiative Investment
Plan 2019-20**

That Report COM 01-2019, dated January 8, 2019, respecting Community Homelessness Prevention Initiative Investment Plan 2019-20, **BE RECEIVED** and the following recommendation **BE APPROVED**:

That the Ministry mandated Community Homelessness Prevention Initiative investment plan for the 2019-20 funding allotment **BE APPROVED**.

Minute Item No. 7.1

NRH 15-2018

**Niagara Regional Housing Quarterly Report (Q3)
July 1 to September 30, 2018**

That Correspondence Item NRH 15-2018, being a letter from Henry D'Angela, Niagara Regional Housing Board Chair, dated November 16, 2018, respecting Niagara Regional Housing Quarterly Report July 1 to September 30, 2018, **BE RECEIVED** for information.

Minute Item No. 7

Consent Items for Information

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

CWCD 330-2018

A memorandum from Dr. Andrea Feller, Associate Medical Officer of Health, dated October 5, 2018, respecting Opioid Work Update.

CWCD 353-2018

A memorandum from Dr. Andrea Feller, Associate Medical Officer of Health, dated October 26, 2018, respecting Opioid Work Update.

CWCD 379-2018

A memorandum from Dr. Andrea Feller, Associate Medical Officer of Health, dated November 16, 2018, respecting Opioid Work Update.

CWCD 407-2018

A memorandum from Dr. Andrea Feller, Associate Medical Officer of Health, dated December 7, 2018, respecting Opioid Work Update.

CWCD 440-2018

A memorandum from Dr. Andrea Feller, Associate Medical Officer of Health, dated December 28, 2018, respecting Opioid Work Update.

That staff **PROVIDE** updates respecting Opioid Work on a quarterly basis.

**THE REGIONAL MUNICIPALITY OF NIAGARA
PUBLIC HEALTH & SOCIAL SERVICES COMMITTEE
OPEN SESSION**

**PHSSC 1-2019
Tuesday, January 8, 2019
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bellows, Butters, Chiocchio, Darte, Gale, Gibson, Greenwood, Insinna, Ip, Jordan, Nicholson, Rigby, Sendzik, Villella, Whalen

Absent/Regrets: Regional Chair Bradley, Diodati, Heit

Staff: A. Biscaro, Director, Family Health, H. Chamberlain, Director, Financial Management and Planning/ Deputy Treasurer, C. Cousins, Director, Homelessness and Community Engagement, D. Edgar, Director, Children's Services, R. Faber, Manager, Chronic Disease and Injury Prevention, Dr. A. Feller, Associate Medical Officer of Health, T. Harrison, Commissioner/Treasurer, Enterprise Resource Management Services, Dr. M. Hirji, Acting Medical Officer of Health, A. Jugley, Commissioner, Community Services, S. Kearns, Director, Environmental Health, K. Lotimer, Legislative Coordinator, D. Lorenzo, Associate Director, Chronic Disease and Injury Prevention, A.-M. Norio, Regional Clerk, K. Smith, Chief/Director, Emergency Medical Services, M. Trennum, Deputy Regional Clerk, R. Tripp, Acting Chief Administrative Officer

1. CALL TO ORDER

Ann-Marie Norio, Regional Clerk, called the meeting to order at 1:03 p.m.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. SELECTION OF COMMITTEE CO-CHAIRS

3.1 Call for Nominations for Committee Co-Chair aligned to Public Health

Ann-Marie Norio, Regional Clerk, called for nominations for the position of Co-Chair of the Public Health and Social Services Committee aligned to the Public Health Department for the 2019-2020 term.

Moved by Councillor Sendzik
Seconded by Councillor Chiocchio

That Councillor Greenwood **BE NOMINATED** as Co-Chair of the Public Health and Social Services Committee aligned to the Public Health Department for a two-year term (2019-2020).

Carried

3.2 Motion to Close the Nominations for Committee Co-Chair aligned to Public Health

Ann-Marie Norio, Regional Clerk, called a second and third time for nominations for the position of Public Health and Social Services Committee Co-Chair aligned to the Public Health Department. There being no further nominations it was:

Moved by Councillor Rigby
Seconded by Councillor Dart

That nominations for the position of Co-Chair of the Public Health and Social Services Committee aligned to the Public Health Department for the 2019-2020 term, **BE CLOSED**.

Carried

3.3 Voting for Committee Co-Chair aligned to Public Health

There being only one nominee for the position, the Regional Clerk announced that Councillor Greenwood would be the Public Health and Social Services Committee Co-Chair aligned to the Public Health Department for the 2019-2020 term.

3.4 Call for Nominations for Committee Co-Chair aligned to Community Services

Ann-Marie Norio, Regional Clerk, called for nominations for the position of Co-Chair of the Public Health and Social Services Committee aligned to the Community Services Department for the 2019-2020 term.

Moved by Councillor Sendzik
Seconded by Councillor Villella

That Councillor Chiocchio **BE NOMINATED** as Co-Chair of the Public Health and Social Services Committee aligned to the Community Services Department for a two-year term (2019-2020).

3.5 Motion to Close the Nominations for Committee Co-Chair aligned to Community Services

Ann-Marie Norio, Regional Clerk, called a second and third time for nominations for the position of Public Health and Social Services Committee Co-Chair aligned to the Community Services Department. There being no further nominations it was:

Moved by Councillor Darte
Seconded by Councillor Insinna

That nominations for the position of Co-Chair of the Public Health and Social Services Committee aligned to the Community Services Department for the 2019-2020 term, **BE CLOSED**.

Carried

3.6 Voting for Committee Co-Chair aligned to Community Services

There being only one nominee for the position, the Regional Clerk announced that Councillor Chiocchio would be the Public Health and Social Services Committee Co-Chair aligned to the Community Services Department for the 2019-2020 term.

At this point in the meeting, Committee Co-Chairs Greenwood and Chiocchio assumed the chair.

4. **PRESENTATIONS**

There were no presentations.

5. **DELEGATIONS**

Moved by Councillor Darte
Seconded by Councillor Insinna

That Paul Bryant, Resident, Town of Pelham, and Jennifer Ziraldo, Resident, Town of Pelham, **BE PERMITTED** to appear as delegates with respect to the EarlyON site in Fenwick, Town of Pelham.

Carried

5.1 Closure of EarlyON Site in Fenwick, Town of Pelham

Paul Bryant, Resident, Town of Pelham, along with Jennifer Ziraldo, Resident, Town of Pelham, appeared before Committee to provide information respecting their personal experience with the EarlyON site and expressed their concern with the impending closure of this site.

Moved by Councillor Sendzik
Seconded by Councillor Insinna

That the Co-Chairs of the Public Health and Social Services Committee **BE DIRECTED** to send a letter to Family and Children's Services Niagara expressing the Committee's concern regarding the slated closure of the Fenwick EarlyON Centre and requesting they consider keeping the centre open.

Carried

6. ITEMS FOR CONSIDERATION

6.1 PHD 01-2019

Cannabis Legalization

David Lorenzo, Associate Director, Chronic Disease and Injury Prevention and Renata Faber, Manager, Chronic Disease and Injury Prevention, provided Committee members with information respecting Cannabis Legalization. Topics of the presentation included:

- Cannabis Legalization
- Data and Health Impacts
- Financial Considerations
- Community Impact
- Areas of Work for Niagara Region Public Health & Emergency Services

Moved by Councillor Rigby
Seconded by Councillor Jordan

That Report PHD 01-2019, dated January 8, 2019, respecting Cannabis Legalization, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That staff **BE DIRECTED** to report back on Niagara Region Public Health & Emergency Services' (NRPH & ES) response to cannabis legalization in Q4 of 2019.

Carried

6.2 PHD 02-2019

Outdoor Second-hand Smoking By-law Amendment

Moved by Councillor Darte

Seconded by Councillor Bellows

That PHD 02-2019 **REVISED**, dated January 8, 2019, respecting Outdoor Second-hand Smoking By-Law Amendment - **REVISED**, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That By-law No. 112-2013 **BE AMENDED** to harmonize with the *Smoke Free Ontario Act* to include vaping and cannabis, as an interim measure for consistency, with an appropriate sunset clause;
2. That staff **BE DIRECTED** to consult with the Local Area Municipalities (LAMs) and the public to build a consensus on an updated Regional By-law to protect children and vulnerable persons from exposure to outdoor second-hand smoke; and
3. That staff **BE DIRECTED** to report back to the Public Health and Social Services Committee in a timely manner on the learnings from this consultation with the recommended next steps.

Carried

6.3 PHD 03-2019

Preventing Deaths by Suicide on Public Infrastructure

Dr. Mustafa Hirji, Acting Medical Officer of Health/Acting Commissioner, Public Health provided Committee members with information respecting Preventing Deaths by Suicide on Public Infrastructure. Topics of the presentation included:

- Contagion
- Statistics on Suicide in Niagara
- Recent Events in Context
- Framework for Suicide Prevention
- Summary of Recommendations

Moved by Councillor Whalen
Seconded by Councillor Ip

That Report PHD 03-2019, dated January 8, 2019, respecting Preventing Deaths by Suicide on Public Infrastructure, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council, as the Board of Health, **RESOLVES** that current public discourse around suicide has caused contagion and **REQUESTS** local media and others with a public audience to adhere to the Canadian Psychiatry Association's 2017 "Media Guidelines for Suicide Reporting" to prevent further contagion of suicide;
2. That Regional Council as the Board of Health **ENDORSE** the proposed framework for preventing suicides on public infrastructure;
3. That Regional Council as the Board of Health **ENDORSE** the importance of considering a barrier at the location of multiple recent deaths by suicide and **DIRECT** staff to proceed with planning for such a barrier for installation in 2019, reporting back by spring 2019 with a final recommendation, detailed cost estimates, and budget options;
4. That Regional Council as the Board of Health **DIRECT** staff to develop and report back in spring 2019 with detailed cost-estimates and budget options for:
 - a. Suicide identification/intervention training
 - b. Suicide risk assessment capacity-building
 - c. Support for a Mental Health Hub/Clubhouse in St. Catharines
5. That Regional Council **DIRECT** staff to engage with the Ministry of Transportation on opportunities for provincial funding to support possible infrastructure barriers as in recommendation #2; and
6. That Regional Council **DIRECT** staff to include consideration of barriers on any future major infrastructure projects, and to include details of their consideration in reports to Council for approval of such projects.

Moved by Councillor Sendzik
Seconded by Councillor Ip

That Clause 3 of the motion **BE AMENDED** as follows:

3. That Regional Council as the Board of Health **ENDORSE APPROVE** ~~the importance of considering~~ a barrier at the location of multiple recent deaths by suicide and **DIRECT** staff to proceed with planning for such a barrier for installation in 2019, reporting back by spring 2019 with a final recommendation, detailed cost estimates, and budget options **incorporation in the 2019 Capital Budget**.

Recorded Vote:

Yes (11): Bellows, Butters, Chiocchio, Darte, Gibson, Greenwood, Ip, Jordan, Sendzik, Villella, Whalen,

No (2): Insinna, Rigby

Carried

Committee Co-Chair Greenwood called the vote on the motion, as amended, as follows:

That Report PHD 03-2019, dated January 8, 2019, respecting Preventing Deaths by Suicide on Public Infrastructure, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council, as the Board of Health, **RESOLVES** that current public discourse around suicide has caused contagion and **REQUESTS** local media and others with a public audience to adhere to the Canadian Psychiatry Association's 2017 "Media Guidelines for Suicide Reporting" to prevent further contagion of suicide;
2. That Regional Council as the Board of Health **ENDORSE** the proposed framework for preventing suicides on public infrastructure;
3. That Regional Council as the Board of Health **APPROVE** a barrier at the location of multiple recent deaths by suicide and **DIRECT** staff to proceed with planning for such a barrier for installation in 2019, reporting back by spring 2019 with a final recommendation, detailed cost estimates, and incorporation in the 2019 Capital Budget;

4. That Regional Council as the Board of Health **DIRECT** staff to develop and report back in spring 2019 with detailed cost-estimates and budget options for:
 - a. Suicide identification/intervention training
 - b. Suicide risk assessment capacity-building
 - c. Support for a Mental Health Hub/Clubhouse in St. Catharines
5. That Regional Council **DIRECT** staff to engage with the Ministry of Transportation on opportunities for provincial funding to support possible infrastructure barriers as in recommendation #2; and
6. That Regional Council **DIRECT** staff to include consideration of barriers on any future major infrastructure projects, and to include details of their consideration in reports to Council for approval of such projects.

Carried

Moved by Councillor Rigby
Seconded by Councillor Bellows

That staff **BE DIRECTED** to bring a report to the Public Health and Social Services Committee meeting, being held on February 19, 2019, proposing a framework for preventing death by suicide through other methods.

Carried

6.4 COM 01-2019

Community Homelessness Prevention Initiative Investment
Plan 2019-20

Moved by Councillor Ip
Seconded by Councillor Whalen

That Report COM 01-2019, dated January 8, 2019, respecting Community Homelessness Prevention Initiative Investment Plan 2019-20, **BE RECEIVED** and the following recommendation **BE APPROVED**:

That the Ministry mandated Community Homelessness Prevention Initiative investment plan for the 2019-20 funding allotment **BE APPROVED**.

Carried

7. CONSENT ITEMS FOR INFORMATION

7.1 NRH 15-2018

Niagara Regional Housing Quarterly Report (Q3)
July 1 to September 30, 2018

Moved by Councillor Insinna
Seconded by Councillor Jordan

That Correspondence Item NRH 15-2018, being a letter from Henry D'Angela, Niagara Regional Housing Board Chair, dated November 16, 2018, respecting Niagara Regional Housing Quarterly Report July 1 to September 30, 2018, **BE RECEIVED** for information.

Carried

7. CONSENT ITEMS FOR INFORMATION

Moved by Councillor Ip
Seconded by Councillor Butters

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

CWCD 330-2018

A memorandum from Dr. Andrea Feller, Associate Medical Officer of Health, dated October 5, 2018, respecting Opioid Work Update.

CWCD 353-2018

A memorandum from Dr. Andrea Feller, Associate Medical Officer of Health, dated October 26, 2018, respecting Opioid Work Update.

CWCD 379-2018

A memorandum from Dr. Andrea Feller, Associate Medical Officer of Health, dated November 16, 2018, respecting Opioid Work Update.

CWCD 407-2018

A memorandum from Dr. Andrea Feller, Associate Medical Officer of Health, dated December 7, 2018, respecting Opioid Work Update.

CWCD 440-2018

A memorandum from Dr. Andrea Feller, Associate Medical Officer of Health, dated December 28, 2018, respecting Opioid Work Update.

Carried

Moved by Councillor Ip
Seconded by Councillor Butters

That staff **PROVIDE** updates respecting Opioid Work on a quarterly basis.

Carried

8. OTHER BUSINESS

8.1 EMS Paramedics and Dispatchers

Councillor Butters raised concerns of a resident respecting the working conditions of EMS staff and dispatchers.

Kevin Smith, Chief/Director Emergency Medical Services, advised that EMS has a number of programs that focus on mental wellness. Chief Smith noted that funding from the Ministry of Health is being used to hire a Facilitator/Coordinator to focus on improving mental health programs in the workplace as well as a clinical psychologist to provide advice and guidance to leaders on best practices.

8.2 alPHa Conference

Councillor Greenwood advised Committee Members of the alPHa conference being held on February 21, 2019.

9. CLOSED SESSION

There were no closed session items.

10. BUSINESS ARISING FROM CLOSED SESSION ITEMS

There were no closed session items.

11. NEXT MEETING

The next meeting will be held on Tuesday, February 19, 2019, at 1:00 p.m. in the Council Chamber, Regional Headquarters.

12. ADJOURNMENT

There being no further business, the meeting adjourned at 4:42 p.m.

Councillor Greenwood
Committee Co-Chair

Councillor Chiocchio
Committee Co-Chair

Kelly Lotimer
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

Cannabis Legalization

Public Health and Social Services Committee

January 8, 2019

Presentation Outline

- Cannabis Legalization
- Data and Health Impacts
- Financial Considerations
- Community Impact
- Areas of Work for NRPH & ES

Legalization

- April 13, 2017 Federal Cannabis Act introduced
- October 17, 2018 cannabis became legal in Canada
- Anyone 19 or older in Ontario can now legally purchase from the on-line OCS
- Edibles are not yet available for legal purchase in Canada

Legalization – Retail Stores

- Public Health is responsible for enforcement of places of use through Smoke Free Ontario Act
- The first retail stores April 1, 2019, licensed and regulated by the AGCO, first round limited to 25 licences, due to availability
- Municipalities declare by January 22, 2019 whether they opt-out of private retail storefront sales

Data and Health Impacts

- 12.2% of individuals reported using marijuana at least once in the last 12 months (CCHS, 2015-16)
- 35% of secondary students in Niagara used cannabis in the last year (2015 data)

These rates are concerning given

- Second-hand smoke harms
- Link to mental health and impact on the developing brain
- Impaired driving risk

Financial Considerations

- Cannabis legalization has created financial pressures
- No additional funding for prevention and protection in 2018
- Unknown whether additional funds will be allocated to NRPH & ES for 2019

Community Concerns

NRPH & ES has heard concerns including

- Second-hand smoke, especially in multi-unit dwellings
- Odours from growing operations

Comprehensive Drug Strategy

Combination of Drug Strategy and Tobacco Pillars

- Prevention
- Harm Reduction
- Treatment
- Protection/Enforcement
- Denormalization

Key NRPH & ES role:

- ✓ Education
- ✓ Surveillance
- ✓ Working with partners
- ✓ Enforcement

Partnerships

- Enforcement agencies including
 - NRPS,
 - Local Area Municipalities (LAMs) by-law departments,
 - Niagara Region prosecutors
- Planners from LAMs
- School boards
- Workplaces
- Other Public Health Units
- Youth Engagement Community of Practice



Be educated.
BE RESPONSIBLE.

Niagara Region



Thanks to Colorado Department of Public Health and Environment for use of brand materials.



Them saying
"NO"
starts with you
saying something



Niagara Region

Thanks to Colorado Department of Public Health and Environment for use of brand materials.



Cannabis and alcohol
**DON'T
MIX**
at all.

Niagara Region

niagararegion.ca/health

Thanks to Colorado Department of Public Health and Environment for use of brand materials.

LOCK IT UP RIGHT.
OUT OF REACH & OUT OF SIGHT.



Niagara Region

Thanks to Colorado Department of Public Health and Environment for use of brand materials.

Niagara 435 Region



Be educated.
BE RESPONSIBLE.

**LEGAL DOES NOT
MEAN SAFE**



Smoking cannabis can hurt your lungs and expose others to harmful second-hand smoke.



Cannabis slows down your reaction time, affects your coordination and increases your risk of a car crash.



The brain is still developing until age 25. Regular cannabis use in youth is linked to an increased risk of psychosis and schizophrenia.



Cannabis use can increase the risk for depression and some forms of anxiety disorder.



GOOD to know NIAGARA

Thanks to Colorado Department of Public Health and Environment for use of brand materials.

Smoke Free Policy

- Under the Smoke-Free Ontario Act, Cannabis is prohibited from use in the same places that tobacco is currently restricted
- Smoking tobacco on all municipal and regional properties is restricted under *Regional By-law 112-2013*.
- By-law covers more outdoor spaces than *SFOA*, by-law only covers tobacco
- NRPH & ES working on next steps to align the by-law with *SFOA*

Subject: Cannabis Legalization

Report to: Public Health and Social Services Committee

Report date: Tuesday, January 8, 2019

Recommendations

That staff **BE DIRECTED** to report back on Niagara Region Public Health & Emergency Services' (NRPH & ES) response to cannabis legalization in 2019 Q4.

Key Facts

- Cannabis is now available for purchase and consumption to anyone 19 or older, online from the Ontario Cannabis Store (OCS). On April 1, 2019, Ontarians will be able to purchase cannabis from physical stores, licenced by the Alcohol and Gaming Commission of Ontario.
- *Smoke-Free Ontario Act, 2017 (SFOA)* now includes language around cannabis and vaping products in addition to tobacco. Public Health Units will continue to enforce SFOA with the added responsibility of education and laying charges for those using cannabis and vapour products in prohibited places.
- NRPH & ES continues to work with our partners, leading efforts in surveillance, education, and prevention in order to reduce the potential harms related to cannabis use.

Financial Considerations

The province has announced that it will provide \$40 million over two years to help municipalities with costs related to the legalization of cannabis. Funding will be distributed to municipalities on a per household basis, adjusted to ensure that each municipal government receives no less than \$10,000 (e.g., if a municipality opts out). If Ontario's portion of the federal excise taxes exceed \$100 million in the first two years, the province will provide 50% of the surplus only to municipalities that decide to allow cannabis retail outlets. In areas such as Niagara where there are two-tiers, the funding will be split 50/50. The final amount will depend on how many municipalities opt out of allowing retail stores or remain in by default.

NRPH & ES has requested one-time funding from MOHLTC to support increased staff time related to cannabis enforcement and prevention work. At the time of writing this report there has been no response to the funding request.

Analysis

Legalization

On April 13, 2017 the Federal Cannabis Act was introduced. The Act regulates licensed producers, types of legal products, and potency of cannabis in each product. It also establishes a minimum age for purchase and consumption, maximum amounts for possession and rules for labelling, advertising and promotion. Under the law, provinces were able to decide on a model for retail sale and distribution, regulating public consumption (where cannabis can be used, or “places of use”) and enforcement.

On October 17, 2018, the day cannabis became legal, the Province passed the Cannabis Statute Law Amendment Act, 2018. This new legislation allows for private retail storefront sales in Ontario licensed and regulated by the Alcohol and Gaming Commission of Ontario (AGCO). It also amended prior legislation so that Public Health Units are now responsible for enforcement of acceptable places of use of cannabis.

The first retail stores are to be operational on April 1, 2019. Businesses could apply for a license starting December 17, 2018. Municipalities must declare by January 22, 2019 whether they will opt-out of private retail storefront sales in their communities. To opt-out, municipalities must provide a notice of resolution to the Registrar no later than January 22, 2019. Opting out is a one-time option for municipalities, however, those that choose to opt out may opt-in at a later date. There was recently notice from the province that the first round of licensing will be limited to 25 licences, awarded by lottery, due to low availability of legal product.

Ontario Regulation 468/18 made under the *Cannabis Licence Act, 2018* governs private cannabis retail in Ontario and requires that

- Stores may not be located within 150 metres of schools;
- Persons under 19 are not allowed in stores, and persons who appear to be under 25 must show ID to enter the store;
- Stores are only allowed to sell cannabis, cannabis accessories and shopping bags;
- Stores must be enclosed by walls separating it from any other commercial establishment.

Finally, edibles are not currently available for legal purchase in Canada. We anticipate they will be introduced by the federal government in the fall of 2019.

Data and Prevalence of Use

In Niagara, 12.2% of individuals reported using marijuana at least once in the last 12 months (CCHS, 2015-16) The Ontario Student Drug Use and Health survey from 2015 shows that 35% of secondary students in Niagara had used cannabis in the last 12 months. We look forward to newer data to see the impact of legalization on prevalence of use.

The high prevalence of use is concerning given there are many short and long-term health impacts linked to cannabis use including poisoning (young children), mental health impacts, and addiction. These harms are worse for youth and those who are frequent and regular cannabis users.

Every four years NRPH & ES purchases an over sample of the Ontario Student Drug Use and Health Survey (OSDUHS). This survey gives Niagara-specific data on youth health behaviours including cannabis use. This information assists NRPH & ES and our partners in developing youth focused programs. We will have access to new data in 2020.

In addition, the Early Intervention in Psychosis (EPI) service, a Niagara Region Mental Health program, has added a module in their Electronic Medical Records to track changes in demand for EPI service, and substance of choice for clients entering the service. This will provide more accurate data about the youth seeking this service.

Community Impact

In the 12 months prior to legalization, NRPH & ES received more than 40 calls from residents on the issue of cannabis. These calls were complaints around odour from cannabis growing operations and second-hand smoke in a multi-unit dwelling, as well as questions about the law.

NRPH & ES is not responsible for regulating cannabis production operations; this is Health Canada's responsibility. Health Canada requires operations to be equipped with an air filtration system to prevent the escape of odours. Residents with concerns have been asked to contact Health Canada. NRPH & ES has provided residents with the email and phone number to the division of Health Canada that inspect cannabis production operations. An evidence brief from Public Health Ontario regarding this issue found that there were no studies associated with exposure to cannabis odours identified in either the scientific or grey literature. Additional research is needed around the impact of cannabis odour on the health and well-being of Canadians.

One in three Ontarians resides in an apartment, condo or co-op where they may be involuntarily exposed to smoke through shared walls, hallways or ventilation systems. NRPH & ES provides consultation and support to landlords, tenants and housing providers interested in developing a smoke-free policy.

Niagara Region Public Health and Emergency Services' Areas of Work

NRPH & ES has been engaged in various initiatives that fall under the pillars of a comprehensive drug strategy: prevention, harm reduction, treatment and enforcement. These activities include policy work, working with partners, training staff, research and data, and external campaigns and presentations. Staff from all divisions are involved, as there are many complexities in this work reaching various audiences.

Partnerships

- In order to ensure a common understanding of roles and create a forum for sharing and learning, NRPH & ES has met regularly with enforcement agencies across the region (including Niagara Region Police Services, local area municipality by-law departments, Niagara Region prosecutors, Ministry of Labour, Ministry of Environment and the Ontario Ministry of Agriculture, Food and Rural Affairs). Meetings will continue into 2019 as long as they serve a need for agencies involved.
- NRPH & ES was able to consult with the planners from the Local Area Municipalities around set-backs for cannabis retail locations.
- NRPH & ES hosted a Youth Engagement Community of Practice education event around the latest research in cannabis messaging for a youth audience, generating learnings and confidence for those working directly with young people.
- Changes in *SFOA* impact where students can smoke and vape in proximity to schools. Tobacco control officers, school health nurses and school resource officers have visited all secondary schools to review the changes to *SFOA* and the new distances with school administration.
- The Workplace Health program has connected workplaces to cannabis resources and policy support through a policy-writing workshop. Over 50 employers learned about substance use and workplace policy.
- NRPH & ES is involved with a number of other Public Health Units in a Locally Driven Collaborative Project to study effective health promotion interventions around cannabis for the young adult population. The project is awaiting funding approval.

Internal Staff Training

- An e-module has been designed, created, and launched for NRPH & ES staff to gain a better understanding of cannabis and legalization.
- NRPH & ES has put a system in place to track all calls related to cannabis in order to better inform our programs of the needs and concerns of the community, this tracking has been implemented with a call directory to ensure residents are connected to the appropriate staff or resource within the department.

External Campaigns and Presentations

- Good to Know Niagara campaign is getting cannabis information to the community. Messages have been launched on social media, in bus shelters, posters, and in print media.
 - **Let's be Clear** campaign targets youth, encouraging them to wait to use cannabis and instead focus on the life goals that they may have
 - **Cannabis and Alcohol Don't Mix** targets young adults who may wish to use both cannabis and alcohol at the same time, increasing the potential harms
 - **Store it Right** reminds residents that choose to use cannabis to lock it up so that children and pets cannot gain access
 - **Legal Does Not Mean Safe** outlines potential health harms related to cannabis use
 - **Them Saying No** emphasizes the importance in talking with their kids about cannabis
- REACT (NRPH & ES youth staff) is partnering with CAA on a health promotion campaign highlighting dangers associated with cannabis impaired driving. The campaign targets teens through street marketing and social media.
- Several parent info evenings and community presentations have been hosted answering residents' questions about cannabis legislation and potential risks.
- Many resources have been created internally or by other agencies that NRPH & ES has been able to distribute at events and to community partners for unique audiences.

Smoke Free Policy

In Niagara, smoking tobacco on all municipal and regional properties is restricted under [Regional By-law 112-2013](#). This By-law covers more outdoor spaces than the new SFOA. This means there are places in Niagara where individuals are permitted to use cannabis and vapour products, but could be fined for smoking tobacco. NRPH & ES is currently working on next steps to support aligning the by-law with SFOA.

Relationship to Council Strategic Priorities

NRPH & ES coordinates with Council's Strategic Priorities. Our comprehensive approach to cannabis supports DOING BUSINESS DIFFERENTLY and ORGANIZATIONAL EXCELLENCE.

Alternatives Reviewed

A comprehensive approach to substances is the best, evidence based approach. In addition, this is a newly legalized substance, which is a unique and very rare situation. The alternative would be to do less of this work, but it would not be recommended.

Other Pertinent Reports

- [PHD 15-2018 Cannabis Legalization](#)
- [PHD 07-2018 Cannabis Legalization](#)
- [PHD 04-2017 Ontario Student Drug Use and Health Survey Results](#)

Prepared by:

Renata Faber
Manager, Chronic Disease and Injury
Prevention
Public Health and Emergency Services

Recommended by:

M. Mustafa Hirji, MD MPH RCPC
Acting Medical Officer of Health
Public Health and Emergency Services

Submitted by:

Ron Tripp, P. Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Diana Teng, Manager, Chronic Disease and Injury Prevention, David Lorenzo, Associate Director, Chronic Disease and Injury Prevention, and reviewed by Dr. Andrea Feller, Associate Medical Officer of Health.

Subject: Outdoor Second-hand Smoking By-law Amendment – **REVISED**

Report to: Public Health and Social Services Committee

Report date: Tuesday, January 8, 2019

Recommendations

1. ***That By-law No. 112-2013 BE UPDATED to harmonize with the Smoke Free Ontario Act to include vaping and cannabis, as an interim measure for consistency, with an appropriate sunset clause;***
2. That staff **BE DIRECTED** to consult with the Local Area Municipalities (LAMs) on revisions to By-law No. 112-2013 ***and the public to build a consensus on an updated*** regional by-law to protect children and vulnerable persons from exposure to outdoor second-hand smoke as follows; and
 - a) ~~Addition of cannabis and e-cigarettes to substances prohibited from use in public outdoor spaces.~~
 - b) ~~Addition to the list of prohibited places of use including nine metres from any public building entrance and/or exit.~~
3. That staff **BE DIRECTED** to report back to PHSSC in a timely manner on the learnings from this consultation with the recommended next steps.

Key Facts

- The Province of Ontario passed the *Smoke-Free Ontario Act, 2017 (SFOA)*, which prohibits spaces where individuals can smoke or vape. Changes to this legislation expand beyond tobacco to include cannabis and all vaping products.
- Niagara's By-Law No. 112-2013 aims to protect children and vulnerable persons from exposure to outdoor second-hand tobacco smoke, which does not address the second-hand smoke exposure to cannabis or second-hand vapour exposure from ***electronic*** e-cigarettes through outdoor spaces.
- Local data suggests support in Niagara to harmonize the Regional By-law with SFOA by including vaping and cannabis, in addition to tobacco, ~~as well as support for restrictions around entrances and exits.~~ ***as an interim measure to ensure consistency and avoid confusion***
- Consultation internally, across Regional departments is important, ~~as well as consultation with the LAMs~~ ***and the public, is important to assess support to develop the next version of the Regional By-law, by consensus across all municipalities.***

Financial Considerations

The Ministry of Health and Long Term Care (MOHLTC) provides multiple funding sources to support the Smoke-Free Ontario strategy at 100% with the approved budget of \$668,600 for 2018. This funding supports five FTE Tobacco Control Officers (TCO) responsible for the promotion, education, enforcement of the *SFOA* and Niagara Region's By-law 112-2013.

The province has announced that it will provide \$40 million over two years to help municipalities with costs related to the legalization of cannabis.¹ In the first phase, \$15 million is to be disbursed in early January 2019, this has been allocated for each municipality. The allocation of these funds to Public Health will be determined once funding amounts have been finalized.

NRPH & ES received 281 complaints, requests and inquiries related to tobacco, cannabis and e-cigarette products in 2018. Of these calls, 82 were complaints related to use of tobacco products being used in places thought to be prohibited places. NRPH & ES has requested funding from MOHLTC to support increased staff time related to cannabis enforcement and prevention work. At the time of writing this report there has been no response to the funding request.

Analysis

SFOA, 2017 Updates

The *SFOA* restricts tobacco sale, supply and places of use; changes to the *SFOA* now include cannabis and vaping products in those restrictions.

SFOA Prohibited Place Examples

- Enclosed public places
- Enclosed work places
- Condos, apartment buildings and university/college residents
 - Application: Common areas
- Playgrounds
 - Application: Perimeter plus 20 metres
- Sports fields
 - Application: Patio plus 20 metres
- Restaurant bar patios
 - Application: Patio plus nine metres

¹ Fedeli, V. Ontario Cannabis Legalization Implementation Fund — Heads of Council Letter [Internet]. Toronto, ON: Ministry of Finance; 2018 [cited 2018 Dec 10]. Available from: <https://www.fin.gov.on.ca/en/budget/oclif/>

- Hospitals, psychiatric facilities, community health facilities
 - Application: Grounds of facility
- Child care Centre
 - Application: Grounds of facility

Niagara's By-Law No. 112-2013

Tobacco

In 2012, NRPH & ES conducted public consultations and found that 88% of the 1,907 Niagara residents surveyed supported a by-law restricting smoking in outdoor public settings.² In order to protect the public from second-hand exposure to outdoor smoke, Niagara passed By-law No. 112-2013, which prohibits smoking tobacco on the grounds of all municipal and regional properties, parks, playground, sports fields, splash pads, outdoor pools, arenas and bus shelters. The by-law has a strong focus on protecting children and youth, and this includes denormalization. Also, those who wish to quit find that fewer visual cues and denormalization of smoking is helpful.

Strengthening local by-laws to reduce second-hand exposure to tobacco in outdoor spaces, has been ranked as a highly impactful policy change to protect the public from tobacco smoke.³ ~~Prohibiting tobacco and cannabis smoke and vaping of any product within nine metres of public entrances and exits will be a consideration during consultations.~~

Beyond tobacco, the *SFOA* now prohibits the use of cannabis and e-cigarettes in public spaces. The benefits of aligning the By-law No. 112-2013 with the *SFOA* by the inclusion of cannabis and e-cigarettes are:

1. Protecting individuals, especially children and vulnerable populations from second-hand smoke exposure
2. Preventing the normalization of tobacco, cannabis, e-cigarette use amongst youth
3. Creating supportive environments for individuals that are motivated to quit or cut back from use of tobacco, cannabis or e-cigarettes

Cannabis

² Smoke-Free Outdoor Spaces Public Consultation Report, Niagara Region Public Health [Summer 2012]

³ Smoke-Free Ontario Scientific Advisory Committee. Evidence to Guide Action: Comprehensive tobacco control in Ontario [Internet]. Toronto, ON: Public Health Ontario [cited 2018 Dec 10]. Available from: <https://www.publichealthontario.ca/en/BrowseByTopic/ChronicDiseasesAndInjuries/Pages/smoke-free-ontario.aspx>

Cannabis has been criminalized in Canada since 1923, yet prior to legalization 46.4% of adults in Niagara indicated that they have used cannabis at least once in their lifetime and 12.2% used cannabis in the past 12 months.⁴ Within Niagara's secondary schools 35% have used cannabis in the past 12 months and 23% have used cannabis in the past 4 weeks.⁵ The Canadian Cannabis Survey (2018) included 12,958 respondents and found the most common form of consumption of cannabis was through smoking (89%), followed by edibles (42%), and e-cigarettes (26%).⁶ Research has found that second-hand exposure to cannabis smoke and tobacco smoke have similar chemical composition.^{7, 8} Holitzki et. al recommend an alignment in tobacco and cannabis policy by prohibiting outdoor spaces where products can be used.⁹ *Including cannabis as a prohibited drug to smoke or vape into the amended by-law will be a consideration during consultations.*

E-cigarettes

Electronic Cigarettes are known as e-cigarettes, e-cigs or vapes, and typically include a rechargeable battery, a heating element, and an e-juice containing chemical ingredients, which forms a vapour when inhaled. E-cigarettes do not contain tobacco but generally contain nicotine, which may lead to addiction in those who vape but aren't smokers. E-cigarettes contain more than 80 compounds, such as particles, metals, nitrosamines, carbonyls, and flavourings.¹⁰ While the long-term health effects from e-cigarette use are still unknown, some research indicates that use can lead to lung damage, and short-term health effects can include increased heart rate, increased blood pressure, increased airway resistance, decreased airway conductance.¹¹ In Niagara, 25% of secondary students have used an e-cigarette in the past 12 months.¹² The Ontario Student Drug Use and Health Survey found that 61% of secondary students believe there is no risk from regular e-cigarette use.¹³ ~~Including e-cigarettes as~~

⁴ Canadian Community Health Survey [2015-2016]

⁵ Ontario Student Drug Use and Health Survey, Centre for Addiction and Mental Health [2015]

⁶ Canadian Cannabis Survey 2018 Summary. Government of Canada. [cited 2018 Dec 10]. Available from: <https://www.canada.ca/en/services/health/publications/drugs-health-products/canadian-cannabis-survey-2018-summary.html>

⁷ Maertens RM, White PA, Williams A, et al. A global toxicogenomic analysis investigating the mechanistic differences between tobacco and marijuana smoke condensates in vitro. *Toxicology* 2013;308:60-73.

⁸ Maertens RM, White PA, Rickert W, et al. The genotoxicity of mainstream and sidestream marijuana and tobacco smoke condensates. *Chem Res Toxicol* 2009;22:1406-14.

⁹ Holitzki, H., Dowsett, L.E., Spackman, E., Noseworthy, T., Clement, T., Health effects of exposure to second- and third-hand marijuana smoke: A systematic review [Internet] Canadian Medical Association Journal Open, 2017: Oct-Dec, 5(4): E814-E822. [cited 2018 Dec 10]. Available from: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5741419/>

¹⁰ Tobacco and Public Health: From Theory to Practice, E-Cigarettes Module [Internet], Toronto, ON, Ontario Tobacco Research Unit [cited Dec 11]. Available from: <https://tobaccocourse.otru.org/course/>

¹¹ Tobacco and Public Health: From Theory to Practice, E-Cigarettes Module [Internet], Toronto, ON, Ontario Tobacco Research Unit [cited Dec 11]. Available from: <https://tobaccocourse.otru.org/course/>

¹² Ontario Student Drug Use and Health Survey, Centre for Addiction and Mental Health [2015]

¹³ Ontario Student Drug Use and Health Survey, Centre for Addiction and Mental Health [2015]

~~a prohibited product into the amended by-law will be a consideration during consultations.~~

In By-law No. 112-2013, tobacco use is more restricted than the public places outlined in the provincial SFOA. Outside of the established buffer zones in the SFOA, individuals could be fined for use of tobacco, but not for cannabis or e-cigarettes at those same locations. ***As an interim measure, harmonizing the By-law No. 112-2013 with the SFOA is important to ensure consistency and avoid confusion.*** By enhancing By-law No. 112-2013, NRPH & ES is aiming to align it with the provincial legislation to ~~include cannabis and e-cigarettes.~~

Proposed Municipal Consultation

In preparation for cannabis legislation, NRPH & ES has been meeting with the municipal partners through their by-law, park/recreation and planning staff. Area Chief Administrative Officers have been notified of the proposed amendments, and meetings with each of the local area municipalities ***discussed next steps and support harmonizing now, with a sunset clause, with a consensus approach moving forward. An initial meeting is*** are being planned for ***late January/early*** February. During these meetings, NRPH & ES will learn whether the municipalities want to

~~1. Continue with the status quo~~

~~By-law 112-2013 includes only tobacco within the mandate with the SFOA restricting use of tobacco, cannabis and e-cigarettes, despite the confusion in the application and messaging between the pieces of legislation.~~

~~2. Amend By-law No. 112-2013 to align products with the SFOA~~

~~Include the substances of cannabis and e-cigarettes to apply to the same places that are currently covered by the by-law.~~

~~3. Amend By-law No. 112-2013 to align products with the SFOA and add in restrictions related to public entrances and exits~~

~~Include the substances of cannabis and e-cigarettes to apply to nine metres from all public entrances/exits.~~

~~4. Amend By-law No. 112-2013 to align products with the SFOA and expand the prohibited places of use~~

~~Include the substances of cannabis and e-cigarettes to tobacco, and add additional places (i.e. nine metres from all public entrances, beaches, trails).~~

~~Once we have this information, we propose that we return to PHSSC to provide recommended next steps. If there is support for updating the by-law we will bring the proposed amendments to Council.~~

Alternatives Reviewed

Consideration was given to ***not harmonizing, and just embarking on the*** a larger public consultation process. We recommend that we first ~~assess whether there is agreement on harmonizing and updating~~ the by-law as outlined, as it is likely that a large public consultation ~~beyond municipal and regional meetings~~ is not warranted for ~~the two recommended changes.~~ ***for this simplification of the bylaw.***

Relationship to Council Strategic Priorities

This work supports Doing Business Differently by proposing that Niagara continue to aim for simplicity and consistency while remaining among the leaders in Ontario in its smoke-free policies.

Other Pertinent Reports

- PHD 01-2019 – Cannabis Legalization
- [PHD 13-2018 – Comprehensive Tobacco Control Report](#)
- [PHD 07-2018 – Cannabis Legalization](#)
- [PHD 01-2018 – Smoke-Free Ontario Modernization](#)
- [PHD 04-2017 - Ontario Student Drug Use and Health Survey Results](#)
- [PHD 09-2016 Revised - Cannabis Regulation and Control](#)

Prepared by:

Diana Teng
Manager, Chronic Disease and Injury
Prevention
Public Health and Emergency Services

Recommended by:

M. Mustafa Hirji, MD MPH RCPC
Acting Medical Officer of Health
Public Health and Emergency Services

Submitted by:

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

This report was prepared in consultation with Renata Faber, Manager, Chronic Disease and Injury Prevention, David Lorenzo, Associate Director, Chronic Disease and Injury Prevention and reviewed by Dr. Feller, Associate Medical Office of Health.

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. 112-2013

A REGIONAL BY-LAW TO PROTECT CHILDREN AND VULNERABLE PERSONS
FROM EXPOSURE TO OUTDOOR SECOND-HAND SMOKE

WHEREAS subsection 115(1) of the *Municipal Act, 2001*, S.O. 2001, c.25 as amended provides that a municipality may prohibit or regulate the smoking of tobacco in public places;

AND WHEREAS it has been determined that smoking and second-hand tobacco smoke is a health hazard or discomfort for individuals residing in or visiting The Regional Municipality of Niagara (hereinafter, "Niagara Region");

AND WHEREAS smoke-free policy interventions are effective mechanisms to reduce exposure to tobacco smoke, prevent initiation of smoking, encourage cessation of smoking, support recent quitters, and contribute to the denormalization of tobacco use;

AND WHEREAS Niagara Region therefore wishes to prohibit tobacco smoking in outdoor public places for the health of the public generally, and particularly for the benefit of young persons, and to improve the environmental and social conditions in public places;

AND WHEREAS Section 115(5) of the said Act provides that a by-law passed under subsection 115(1) shall not come into force unless,

- (a) a majority of all votes on the Council of the upper-tier municipality are cast in its favour;
- (b) a majority of the Councils of all the lower-tier municipalities forming part of the upper-tier municipality for municipal purposes have passed resolutions giving their consent to the by-law; and
- (c) the total number of electors in the lower-tier municipalities that have passed resolutions under clause (b) form a majority of all the electors in the upper-tier municipality.

NOW THEREFORE BE IT RESOLVED THAT the Council of The Regional Municipality of Niagara enacts as follows:

DEFINITIONS AND INTERPRETATION

1. (1) The following definitions shall be used in interpreting and applying this by-law:

“authorized person” means an individual designated or authorized by Niagara Region or an area municipality whose duties include, without limitation, tobacco control or the monitoring of regional or municipal property for the purpose of addressing unauthorized activities;

“area municipality” means any one of the municipalities of the Town of Fort Erie, Town of Grimsby, Town of Lincoln, City of Niagara Falls, Town of Niagara-on-the-Lake, Town of Pelham, City of Port Colborne, City of St. Catharines, City of Thorold, Township of Wainfleet, City of Welland and the Township of West Lincoln.

“outdoor public place” means any property owned, leased or controlled by the Niagara Region or any area municipality, including without limitation parks, playgrounds, sports or playing fields, arenas, recreational centres, bus shelters, splash pads, pools and any area that is within a nine-metre radius of an entrance to or exit from a building located on any property owned, leased or controlled by the Niagara Region or any area municipality, whether or not a “No Smoking” sign is posted, but does not include the following:

- a. highways;
- b. road allowances abutting a regional or municipal property;
- c. municipal sidewalks, save and except for that portion of any municipal sidewalk that is within a nine-metre radius of any entrance to or exit from a building located on any property owned, leased or controlled by the Niagara Region or any area municipality;
- d. parking lots or any area designated for the parking of motor vehicles;
- e. beaches;
- f. walking or hiking trails;
- g. rights-of-way; and
- h. residential dwellings owned, operated or subsidized by Niagara Regional Housing or an area municipality;

“smoke” or **“smoking”** includes the holding of tobacco or other lighted smoking material or equipment while the product is alight or emitting smoke;

“tobacco” includes pipe tobacco, water-pipe tobacco, cigarettes, cigars, cigarillos or any similar product made with or containing tobacco;

PROHIBITION

- 2.(1) No person shall smoke tobacco upon or within an outdoor public place.
- 2.(2) The prohibition in section 2.(1) above applies whether or not a “No Smoking” sign of any format or content is posted.
- 2.(3) No person shall remove a sign posted under this section while the prohibition remains in force.
- 2.(4) No person shall hinder or obstruct an authorized person lawfully carrying out the enforcement of this by-law.

OFFENCE and SET FINE

- 3.(1) Any person who contravenes a provision of this by-law is guilty of an offence and, upon conviction, is liable to a set fine of \$250.00.

ENFORCEMENT

- 4.(1) The provisions of this by-law respecting smoking in an outdoor public place shall be enforced by any authorized person as designated by the Niagara Region or an area municipality.

CONFLICTS

- 5.(1) If a provision of this by-law conflicts with an Act or a regulation or another by-law, the provision that is the most restrictive of smoking shall prevail.

SEVERABILITY

- 6.(1) If any section or part of this by-law are found by any Court of competent jurisdiction to be invalid, such section or part shall be deemed to be severable and all other sections of this by-law shall remain valid and enforceable.

ENACTMENT

- 7.(1) This by-law shall come into force on the day that it is approved in accordance with section 115(5) of the *Municipal Act, 2001*, S.O. 2001, C.25.

EFFECTIVE BY-LAW DATE

8. This by-law shall come into force on the date specified by the Regional Clerk as the date when the following have been achieved:
- a) A majority of the Councils of all of the lower-tier municipalities forming part of The Regional Municipality of Niagara have passed resolutions giving consent to this by-law: and
 - b) The total number of electors in the lower-tier municipalities that have passed resolutions under clause (a) above form a majority of all the electors in The Regional Municipality of Niagara.

PASSED, a majority of the members of the Regional Council assenting hereto, this 10th day of October, 2013.

THE REGIONAL MUNICIPALITY OF NIAGARA

Original Signed By:

(Gary Burroughs, Regional Chair)

Original Signed By:

(Janet Pilon, Regional Clerk)

THE REGIONAL MUNICIPALITY OF NIAGARA

(CONSOLIDATED) BY-LAW NO. 112-2-13

A REGIONAL BY-LAW TO PROTECT CHILDREN AND VULNERABLE PERSONS
FROM EXPOSURE TO OUTDOOR SECOND-HAND SMOKE **AND VAPING**

WHEREAS subsection 115(1) of the *Municipal Act, 2001*, S.O. 2001, c.25 as amended provides that a municipality may prohibit or regulate the smoking of tobacco **or cannabis** in public places;

AND WHEREAS the *Smoke-Free Ontario Act, 2017*, S.O. 2017, c. 26 as amended prohibits smoking tobacco or cannabis and vaping (use electronic cigarette), but Regional By-Law No. 112-2013 only prohibits smoking tobacco;

AND WHEREAS it has been determined that smoking and second-hand tobacco **and cannabis** smoke is a health hazard or discomfort for individuals residing in or visiting The Regional Municipality of Niagara (hereinafter, "Niagara Region");

AND WHEREAS smoke-free policy interventions are effective mechanisms to reduce exposure to tobacco smoke, prevent initiation of smoking, encourage cessation of smoking, support recent quitters, and contribute to the denormalization of tobacco ~~uses~~ **smoking**;

AND WHEREAS Niagara Region therefore wishes to prohibit tobacco **and cannabis** smoking **and vaping (use electronic cigarette)** in outdoor public places for the health of the public generally, and particularly for the benefit of young persons, and to improve the environmental and social conditions in public places;

AND WHEREAS Section 115(5) of the said Act provides that a by-law passed under subsection 115(1) shall not come into force unless,

- (a) a majority of all votes on the Council of the upper-tier municipality are cast in its favour;
- (b) a majority of the Councils of all the lower-tier municipalities forming part of the upper-tier municipality for municipal purposes have passed resolutions giving their consent to the by-law; and
- (c) the total number of electors in the lower-tier municipalities that have passed resolutions under clause (b) form a majority of all the electors in the upper-tier municipality.

NOW THEREFORE BE IT RESOLVED THAT the Council of The Regional Municipality of Niagara enacts as follows:

DEFINITIONS AND INTERPRETATION

1. (1) The following definitions shall be used in interpreting and applying this by-law:

"authorized person" means an individual designated or authorized by Niagara Region or an area municipality whose duties include, without limitation, tobacco, **cannabis or electronic cigarette** control or the monitoring of regional or municipal property for the purpose of addressing unauthorized activities;

"area municipality" means any one of the municipalities of the Town of Fort Erie, Town of Grimsby, Town of Lincoln, City of Niagara Falls, Town of Niagara-on-the-Lake, Town of Pelham, City of Port Colborne, City of St. Catharines, City of Thorold, Township of Wainfleet, City of Weiland and the Township of West Lincoln.

"outdoor public place" means any property owned, leased or controlled by the Niagara Region or any area municipality, including without limitation parks, playgrounds, sports or playing fields, arenas, recreational centres, bus shelters, splash pads, pools and any area that is within a nine-metre radius of an entrance to or exit from a building located on any property owned, leased or controlled by the Niagara Region or any area municipality, whether or not a "No Smoking" or **"No Vaping"** sign is posted, but does not include the following:

- a. highways;
- b. road allowances abutting a regional or municipal property;
- c. municipal sidewalks, save and except for that portion of any municipal sidewalk that is within a nine-metre radius of any entrance to or exit from a building located on any property owned, leased or controlled by the Niagara Region or any area municipality;
- d. parking lots or any area designated for the parking of motor vehicles;
- e. beaches;
- f. walking or hiking trails;
- g. rights-of-way; and
- h. residential dwellings owned, operated or subsidized by Niagara Regional Housing or an area municipality;

"smoke" or "smoking" includes the holding of tobacco or **cannabis** or other lighted smoking material or equipment while the product is alight or emitting smoke;

"tobacco" includes pipe tobacco, water-pipe tobacco, cigarettes, cigars, cigarillos or any similar product made with or containing tobacco;

“cannabis” has the same meaning as in subsection 2 (1) of the *Cannabis Act* (Canada); (“cannabis”)

“electronic cigarette” has the same meaning as in subsection 1 (1) of the *Smoke-Free Ontario Act, 2017*

PROHIBITION

- 2.(1) No person shall smoke tobacco **or cannabis, or vape (use electronic cigarette)** upon or within an outdoor public place.
- 2.(2) The prohibition in section 2.(1) above applies whether or not a "No Smoking" or **“No Vaping”** sign of any format or content is posted.
- 2.(3) No person shall remove a sign posted under this section while the prohibition remains in force.
- 2.(4) No person shall hinder or obstruct an authorized person lawfully carrying out the enforcement of this by-law.

OFFENCE and SET FINE

- 3.(1) Any person who contravenes a provision of this by-law is guilty of an offence and, upon conviction, is liable to a set fine of \$250.00.

ENFORCEMENT

- 4.(1) The provisions of this by-law respecting smoking in an outdoor public place shall be enforced by any authorized person as designated by the Niagara Region or an area municipality.

CONFLICTS

- 5.(1) If a provision of this by-law conflicts with an Act or a regulation or another by-law, the provision that is the most restrictive of smoking shall prevail.

SEVERABILITY

- 6.(1) If any section or part of this by-law are found by any Court of competent jurisdiction to be invalid, such section or part shall be deemed to be severable and all other sections of this by-law shall remain valid and enforceable.

Bill 112
ENACTMENT

7.(1) This by-law shall come into force on the day that it is approved in accordance with section 115(5) of the *Municipal Act, 2001*, S.O. 2001, C.25 **as amended**.

EFFECTIVE BY-LAW DATE

8. This by-law shall come into force on the date specified by the Regional Clerk as the date when the following have been achieved:
- a) A majority of the Councils of all of the lower-tier municipalities forming part of The Regional Municipality of Niagara have passed resolutions giving consent to this by-law: and
 - b) The total number of electors in the lower-tier municipalities that have passed resolutions under clause (a) above form a majority of all the electors in The Regional Municipality of Niagara.

THE REGIONAL MUNICIPALITY OF NIAGARA

Original Signed By:

(James Bradley, Regional Chair)

Original Signed By:

(, Regional Clerk)

Preventing Deaths by Suicide on Public Infrastructure

Public Health & Social Services Committee

January 8, 2018

M. Mustafa Hirji
Medical Officer of Health & Commissioner (Acting)

Outline

- Contagion
- Statistics on Suicide in Niagara
- Recent Events in Context
- Framework for Suicide Prevention
- Summary of Recommendations

THE INFLUENCE OF SUGGESTION ON SUICIDE:
SUBSTANTIVE AND THEORETICAL IMPLICATIONS
OF THE WERTHER EFFECT*

DAVID P. PHILLIPS

State University of New York at Stony Brook

American Sociological Review 1974, Vol. 39 (June): 340-54

This paper shows that suicides increase immediately after a suicide story has been publicized in the newspapers in Britain and in the United States, 1947-1968. The more publicity devoted to a suicide story, the larger the rise in suicides thereafter. The rise in suicides after a story is restricted mainly to the area in which the story was publicized. Alternative explanations of these findings are examined; the evidence indicates that the rise in suicides is due to the influence of suggestion on suicide, an influence not previously demonstrated on the national level of suicides. The substantive, theoretical, and methodological implications of these findings are examined.

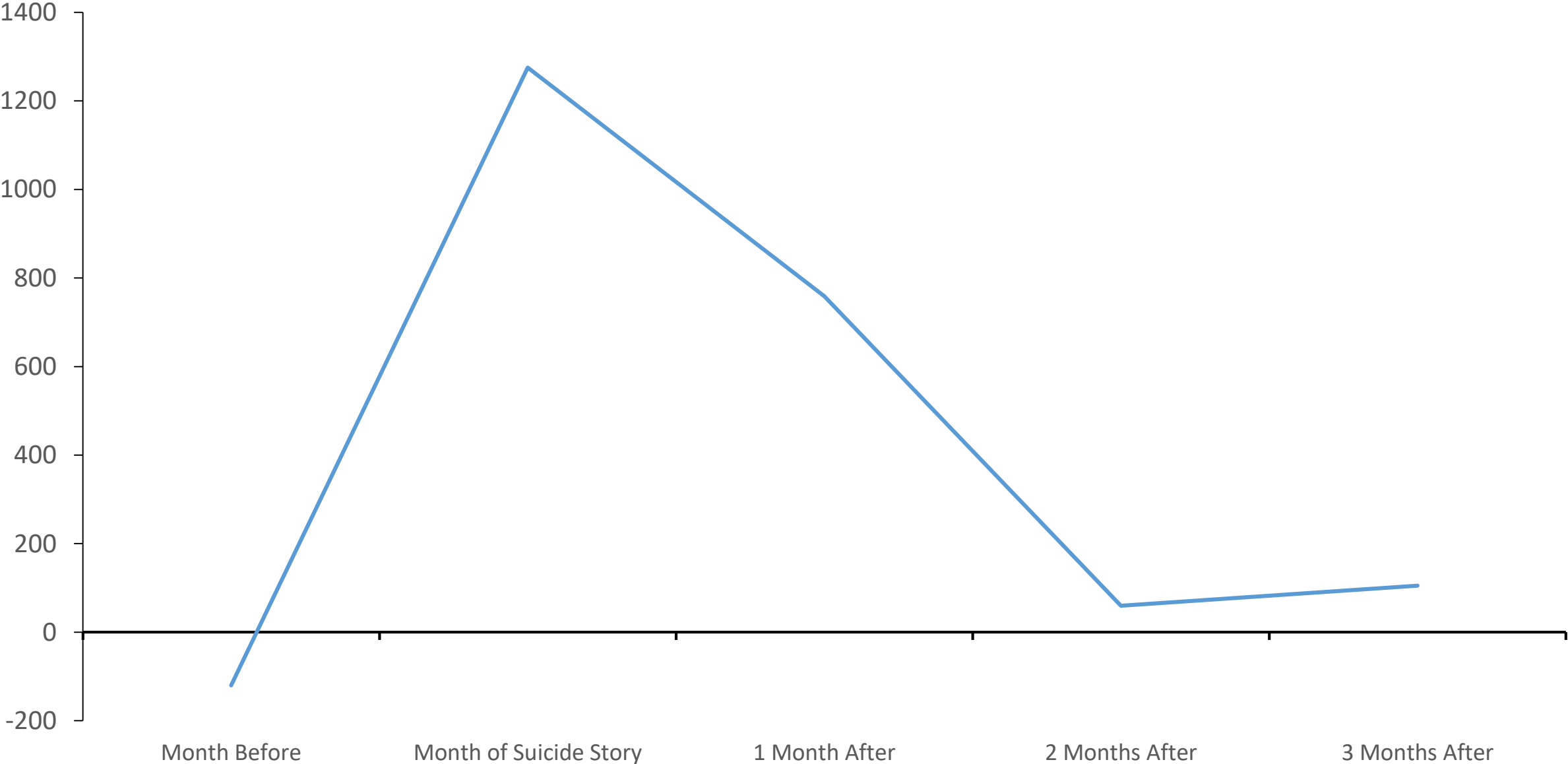
Two hundred years ago, Goethe wrote a novel called *The Sorrows of the Young Werther*, in which the hero committed suicide. Goethe's novel was read widely in Europe, and it was said that people in many countries imitated Werther's manner of death. According to Goethe, "My friends. . .thought that they must transform poetry into reality, imitate a novel like this in real life and, in any case, shoot themselves; and what occurred at first among a few took place later among the general public. . ." (Goethe, quoted in Rose, 1929:XXIV.) Widespread imitation of Werther's suicide was never conclusively demonstrated, but authorities were sufficiently apprehensive to ban the book in several areas, including Italy (Gray, 1967), Leipzig, and Copenhagen (Rose, 1929).

More than one hundred years after *Werther* was written, Durkheim (1897) reviewed

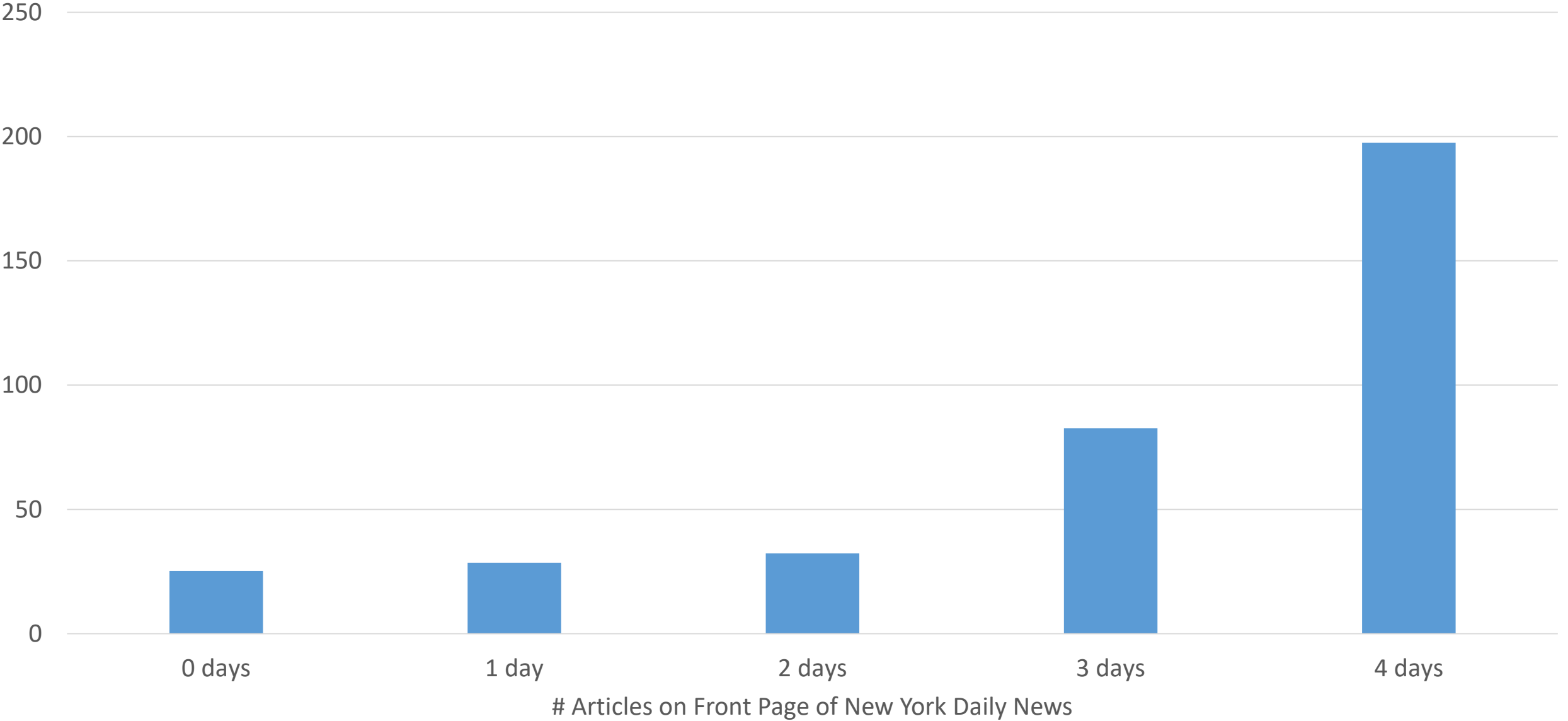
suggestion but he felt that these would probably have occurred eventually even in the absence of suggestion. Students of suicide have tended to follow Durkheim rather than Goethe or Tarde; and in the eighty years since *Suicide* was published, the influence of suggestion on suicide has seldom been studied. The comprehensive *Bibliography on Suicide and Suicide Prevention, 1897-1970* (Farberow, 1972) which includes several thousand items, does not list the words "suggestion," "imitation," or "contagion" in its index.

In his book reviewing the literature on suicide, Lester (1972) found seven studies on suggestion or imitation, and he devoted a chapter to describing them. Lester noted that the results of some studies were inconclusive (Motto, 1967), contradictory (Crawford and Willis, 1966; Seiden, 1968) or could be explained by processes other than imitation

Additional Suicides per Month for 35 Front Page Articles in the New York Times (1947-1967)



Average Rise in U.S. Suicides after Each Suicide Story in
New York Daily News (1947-1967) where also in New York Times





Original article

The effects of media reports of suicides by well-known figures between 1989 and 2010 in Japan

Michiko Ueda,^{1,2*} Kota Mori,³ and Tetsuya Matsubayashi⁴

¹Department of Political Science, Syracuse University, Syracuse, NY, USA, ²Department of Health and Social Behavior, School of Public Health, the University of Tokyo, Tokyo, Japan, ³Department of Economics, Yale University, New Haven, CT, USA and ⁴Osaka School of International Public Policy, Osaka University, Osaka, Japan

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Accepted 17 February 2014

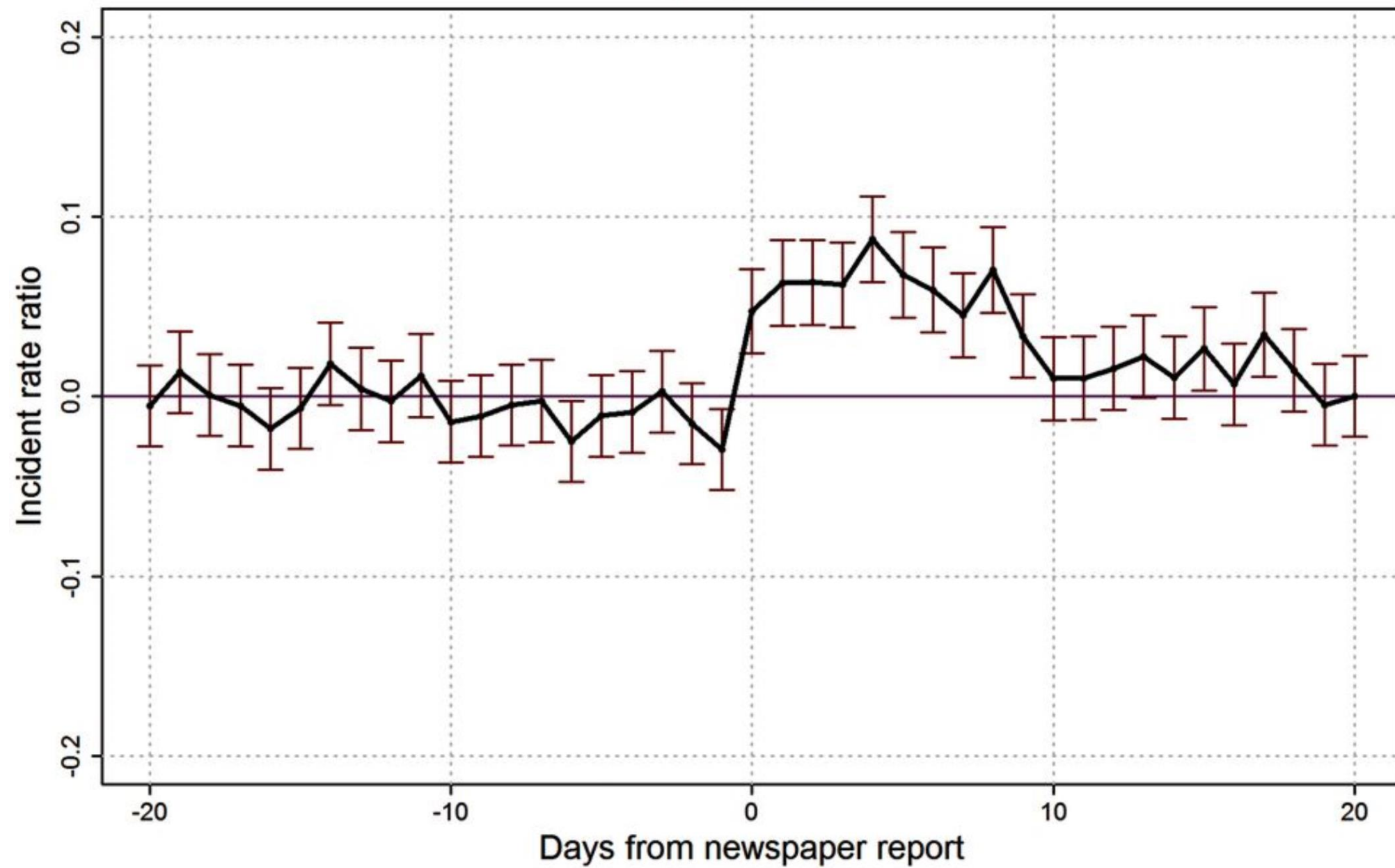
Abstract

Background: Many studies have shown that media reporting of suicide incidents can trigger suicidal behaviours in viewers and readers. Yet little is known about the exact timing and duration of the imitative effects.

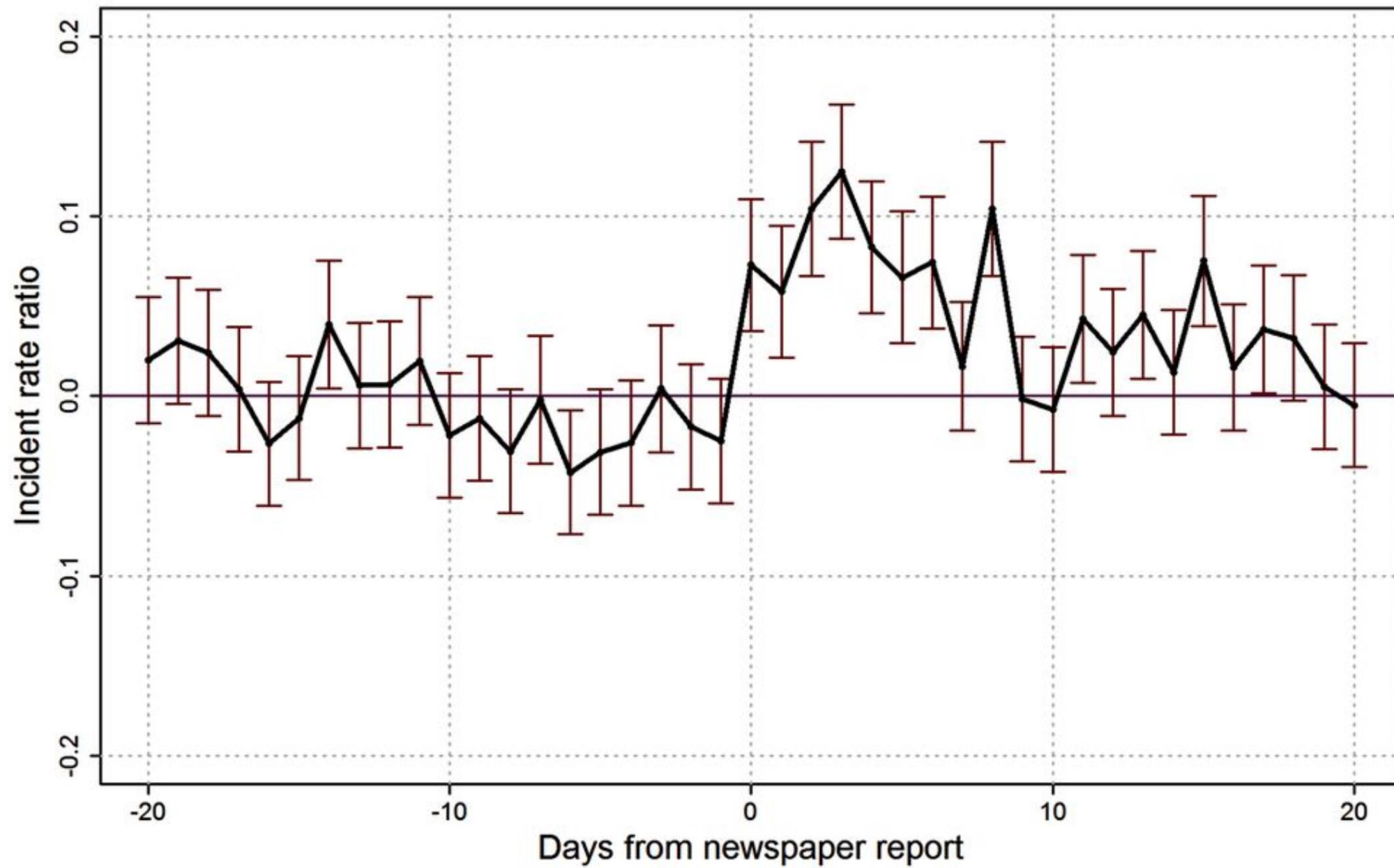
Methods: We estimated the Poisson regression model using original data on 109 celebrity suicides and daily suicide counts ($n=8035$) in Japan from 1989 through 2010. Various fixed effects were included in the model to control for the effects of seasonal variations and time-specific shocks.

Results: The media reports on celebrity suicides were associated with an immediate in-

All celebrities



Celebrities with two and more articles



Suicide contagion

Exposure to suicide may be associated with suicide ideation and attempts in teens

RESEARCH

An organized system of stroke care may improve patient outcomes

REVIEW

Preventing cognitive decline

PRACTICE

Isoniazid toxicity

Association between exposure to suicide and suicidality outcomes in youth

Sonja A. Swanson ScM, Ian Colman PhD

See related commentary by Bohanna on page 861 and at www.cmaj.ca/lookup/doi/10.1503/cmaj.130678

Competing interests: None declared.

This article has been peer reviewed.

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CMAJ 2013; DOI:10.1503/
/cmaj.121377

ABSTRACT

Background: Ecological studies support the hypothesis that suicide may be “contagious” (i.e., exposure to suicide may increase the risk of suicide and related outcomes). However, this association has not been adequately assessed in prospective studies. We sought to determine the association between exposure to suicide and suicidality outcomes in Canadian youth.

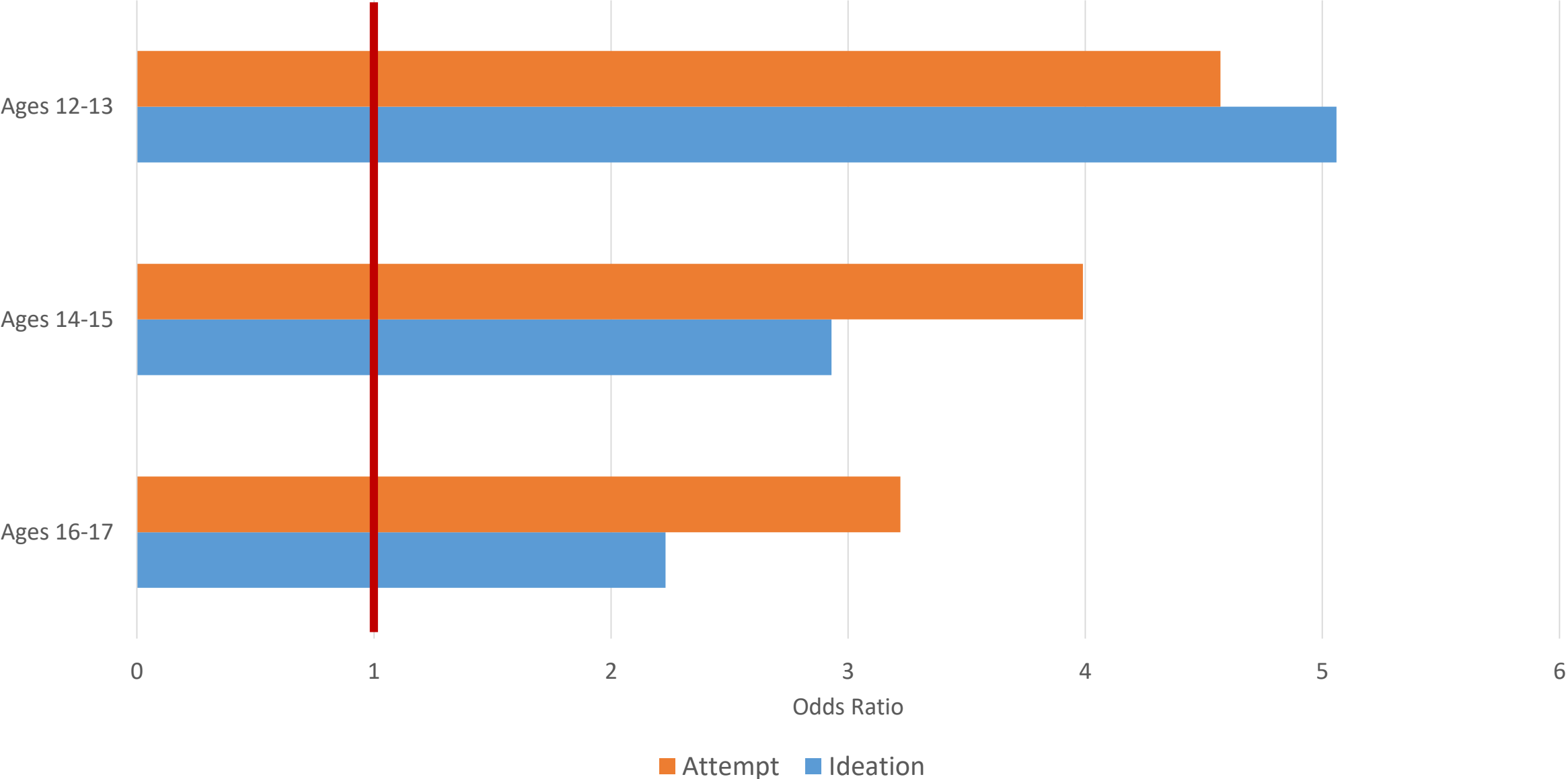
Methods: We used baseline information from the Canadian National Longitudinal Survey of Children and Youth between 1998/99 and 2006/07 with follow-up assessments 2 years later. We included all respondents aged 12–17 years in cycles 3–7 with reported measures of exposure to suicide.

Results: We included 8766 youth aged 12–13 years, 7802 aged 14–15 years and 5496 aged 16–17 years. Exposure to a schoolmate’s sui-

4.24) and 16–17 years (OR 2.23, 95% CI 1.43–3.48). Such exposure was associated with attempts among respondents aged 12–13 years (OR 4.57, 95% CI 2.39–8.71), 14–15 years (OR 3.99, 95% CI 2.46–6.45) and 16–17 years (OR 3.22, 95% CI 1.62–6.41). Personally knowing someone who died by suicide was associated with suicidality outcomes for all age groups. We also assessed 2-year outcomes among respondents aged 12–15 years: a schoolmate’s suicide predicted suicide attempts among participants aged 12–13 years (OR 3.07, 95% CI 1.05–8.96) and 14–15 years (OR 2.72, 95% CI 1.47–5.04). Among those who reported a schoolmate’s suicide, personally knowing the decedent did not alter the risk of suicidality.

Interpretation: We found that exposure to suicide predicts suicide ideation and attempts

Suicidality After Suicide of Someone in the Same School in the Past Year



The association between suicide deaths and putatively harmful and protective factors in media reports

Mark Sinyor MSc MD, Ayal Schaffer MD, Yasunori Nishikawa, Donald A. Redelmeier MD, Thomas Niederkrotenthaler MD PhD, Jitender Sareen MD, Anthony J. Levitt MD, Alex Kiss PhD, Jane Pirkis PhD

■ Cite as: *CMAJ* 2018 July 30;190:E900-7. doi: 10.1503/cmaj.170698

See related article at www.cmaj.ca/lookup/doi/10.1503/cmaj.180900

ABSTRACT

BACKGROUND: Exposure to media reporting on suicide can lead to suicide contagion and, in some circumstances, may also lead to help-seeking behaviour. There is limited evidence for which specific characteristics of media reports mediate these phenomena.

METHODS: This observational study examined associations between putatively harmful and protective elements of media reports about suicide in 13 major publications in the Toronto media market

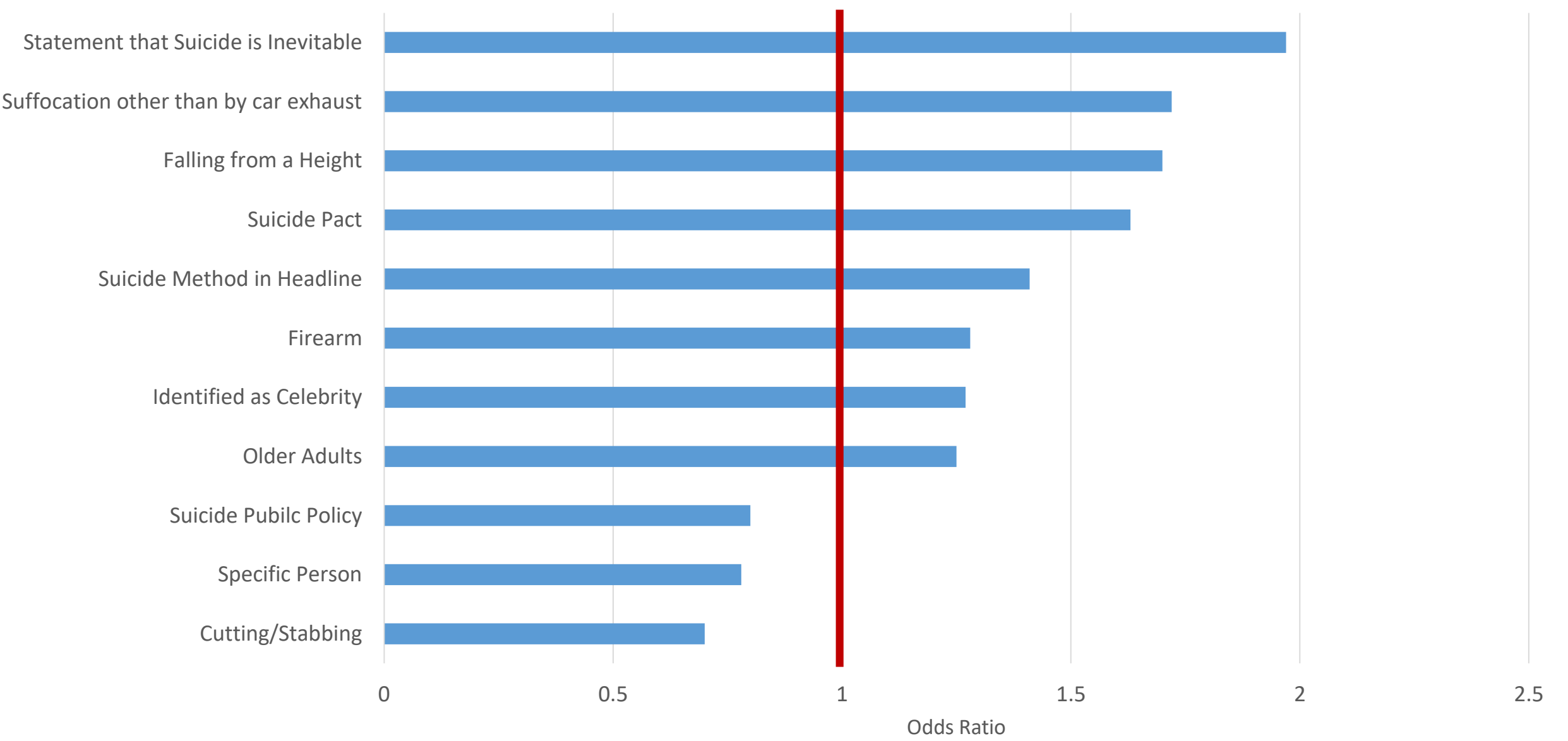
deaths in the 7 days after publication, compared with a control window.

RESULTS: From 2011 to 2014, there were 6367 articles with suicide as the major focus and 947 suicide deaths. Elements most strongly and independently associated with increased suicides were a statement about the inevitability of suicide (odds ratio [OR] 1.97, confidence interval [CI] 1.07–3.64), about asphyxia by a method other than car exhaust (OR 1.72, CI 1.36–2.18), about suicide by

independently associated with decreased suicides were unfavourable characteristics (negative judgments about the deceased; OR 1.85, CI 1.20–2.84), or mentions of railway (OR 1.61, CI 1.10–2.36) and cutting or stabbing (OR 1.59, CI 1.19–2.13) deaths, and individual murder-suicide (OR 1.50, CI 1.23–1.84).

INTERPRETATION: This large study identified significant associations between several specific elements of media reports and suicide deaths. It suggests that

Association of Characteristics of Media Articles on Suicide Death



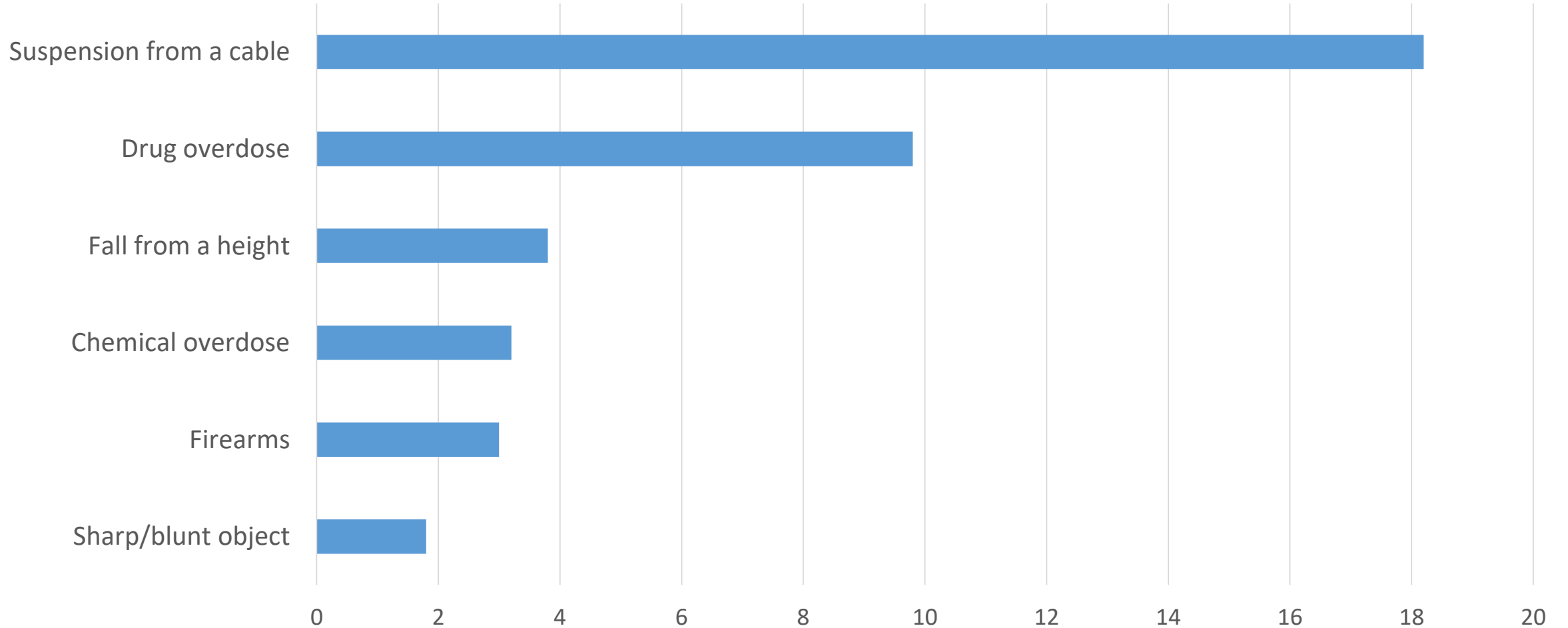
Increases Suicide

- greater volume or profile (e.g. front page)
- specific and graphic
 - including the means and/or location
- descriptions of the victim in relatable terms
- coverage of sympathy and concern towards the victim
- ascribing simple or singular reasons
 - e.g. bullying
- language that implies action, control, or solution
 - e.g. “committed”, “successful” or “failed” attempt, “took their life”, prominent use of “suicide”
- portrayal as achieving a result
 - e.g. relieving of pain/suffering; leading to peace or a “better place”; going to “heaven”; the act was quick, easy, and/or painless

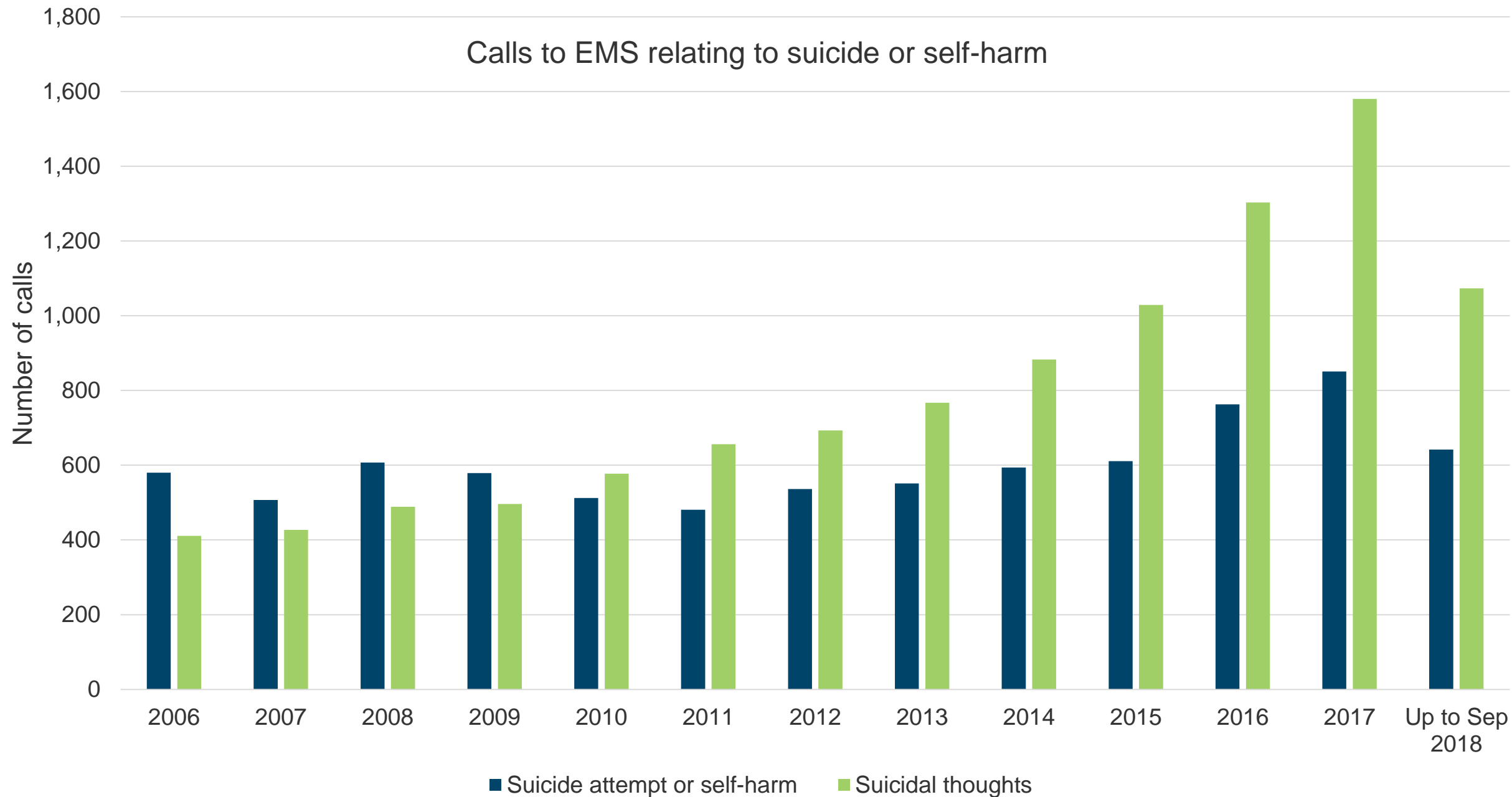
Reduces Suicide

- Appropriate language
 - e.g. “died by suicide”, “suicide death”
- Reducing stigma, challenging myths
 - Linking mental disorders to suicide
 - Mental disorders are treatable
 - Death loses opportunity for someone to have received help
- Discussion of alternatives
 - Treatment
 - Community resources, hotlines
 - Reaching out to social supports
- Positive outcomes of treatment
- Information for friends/relatives to help

Average 44.4 Suicide Deaths per Year



Calls to EMS relating to suicide or self-harm



October to December 2018

Infrastructure 1	3 deaths by suicide	Within 10 days of media coverage
	1 attempt to die by suicide	Within 18 days of media coverage
Infrastructure 2	1 death by suicide	Within 10 days of media coverage

Ontario Coroner

- Investigates every suspected death by suicide
 - Determine cause as definitively as possible
 - Make recommendations to prevent repetition

Deaths by Suicide at This Infrastructure (2010 to November 20, 2018)

2010	2011	2012	2013	2014	2015	2016	2017	2018
0	0	0	0	0	0	0	0*	3*

* preliminary figures

Recommendation

- Regional Council as the Board of Health **RESOLVES** that current public discourse around suicide has caused contagion and **REQUESTS** local media and others with a public audience to adhere to the Canadian Psychiatry Association's 2017 "Media Guidelines for Suicide Reporting" to prevent further contagion of suicide

Framework: Preventing Deaths by Suicide

- Restricting means
- Increasing opportunities for help-seeking
- Increasing probability of intervention
- Redefining image of suicide magnets
- Supports in mental health system

	Deaths & Attempts (2010-2017)		Deaths & Attempts (2018)		Suicidal Ideation (EMS Responses)	
Infrastructure Element	Coroner (To Nov. 20)	EMS Calls	Coroner (To Nov. 20)	EMS Calls	2006–2017	2018 (To Dec.14)
NF-1	11	1	1		16	2
NF-2	10		0		7	
NF-3		1			2	
StC-1	0		3*	1	22	7
StC-2					1	
StC-3		1			4	
Thorold-5					1	3
Welland-1					4	1

Barrier at STC-1

- Engaged Parsons
- Conceptual designs completed
- Cost: Est. \$4,000,000
- Timeline: Late 2019
- Ongoing
 - Detailed design work
 - Refinement of cost estimate

Recommendations

- Within this framework, Regional Council as the Board of Health **ENDORSE** the importance of considering a barrier at the location of multiple recent deaths by suicide and **DIRECT** staff to proceed with further planning for such a barrier, and report back by spring 2019 with a final recommendation, detailed cost estimates, and budget options
- To implement this framework, Regional Council **DIRECT** staff to engage with the Ministry of Transportation on opportunities for provincial funding to support a possible infrastructure barrier as in recommendation #2
- As part of this framework, Regional Council **DIRECT** staff to include consideration of barriers on any future major infrastructure projects, and to include details of their consideration in reports to Council for approval of such projects

Increasing Opportunities for Help-Seeking

- Signs to call Niagara Distress Centre
- Crisis phones
- Automated messages
- Staffed sanctuary



Alternative Community Support

Access Line 1-866-550-5205

Providing confidential 24/7 telephone support for adult residents of Niagara facing addiction and mental health concerns.

Upcoming Events



Who We Are: An Alternative Community Support

An intentional community designed to foster a restorative environment where people can grow, build self-confidence, and experience themselves as citizens in creating a world for themselves and others.

[Learn more](#)



Become a Member

Encouraging participation and empowering individuals through connecting, education, work, and activities.

Connect with someone at the Oak Centre today!

[Learn More](#)

[Contact Us](#)



Acorn Newsletter

We have a lot of interesting topics, some will make you laugh and others will make you think. We also have a puzzle and our delicious lunch menu. We work hard to bring it to you on a monthly basis.

[Newsletters](#)

Recommendation

- To implement this framework, Regional Council as the Board of Health **DIRECT** staff to develop and report back in spring 2019 with detailed cost-estimates for approval of
 - Support for a Mental Health Hub/Clubhouse in St. Catharines

Increasing Probability of Intervention

- Patrols by emergency workers
- Surveillance cameras triggering intervention
- Training to identify/intervene

Recommendation

- To implement this framework, Regional Council as the Board of Health **DIRECT** staff to develop and report back in spring 2019 with detailed cost-estimates for approval of
 - Suicide identification/intervention training

Redefining the Public Image

- Change media coverage and public discourse
- Memorials & floral tributes
- Lighting
- Redecoration/landscaping

Improving Supports in Mental Health System

- Suicide Risk Assessment Strategy
- System Mapping & Integration

Recommendations

- To implement this framework, Regional Council as the Board of Health **DIRECT** staff to develop and report back in spring 2019 with detailed cost-estimates for approval of
 - Suicide risk assessment capacity-building
- Regional Council as the Board of Health **ENDORSE** the proposed framework for preventing suicides on public infrastructure

Questions?

Subject: Preventing Deaths by Suicide on Public Infrastructure

Report to: Public Health & Social Services Committee

Report date: Tuesday, January 8, 2019

Recommendations

1. Regional Council as the Board of Health **RESOLVES** that current public discourse around suicide has caused contagion and **REQUESTS** local media and others with a public audience to adhere to the Canadian Psychiatry Association's 2017 "Media Guidelines for Suicide Reporting" to prevent further contagion of suicide
2. Regional Council as the Board of Health **ENDORSE** the proposed framework for preventing suicides on public infrastructure
3. Within this framework, Regional Council as the Board of Health **ENDORSE** the importance of considering a barrier at the location of multiple recent deaths by suicide and **DIRECT** staff to proceed with planning for such a barrier for installation in 2019, reporting back by spring 2019 with a final recommendation, detailed cost estimates, and budget options
4. To implement this framework, Regional Council as the Board of Health **DIRECT** staff to develop and report back in spring 2019 with detailed cost-estimates and budget options for:
 - a. Suicide identification/intervention training
 - b. Suicide risk assessment capacity-building
 - c. Support for a Mental Health Hub/Clubhouse in St. Catharines
5. To implement this framework, Regional Council **DIRECT** staff to engage with the Ministry of Transportation on opportunities for provincial funding to support a possible infrastructure barrier as in recommendation #2
6. As part of this framework, Regional Council **DIRECT** staff to include consideration of barriers on any future major infrastructure projects, and to include details of their consideration in reports to Council for approval of such projects

Key Facts

- Deaths by suicides increase in the days and weeks after widespread discourse or coverage of the details of a death by suicide. This "contagion" is usually characterized by deaths from the same or similar means, and often in the same location. To prevent contagion, many specifics have been omitted from this report.

- Niagara-wide, there are approximately 44 deaths from suicide each year. Of these, an average of 3.8 deaths from suicide each year can be attributed to a fall from a height.
- Since October 2018, there have been three deaths by suicide from a single public infrastructure element in St. Catharines, as well as at least one death from an analogous infrastructure element elsewhere. The latter three deaths all occurred within days of significant public discourse of a prior death by the same means, and were likely due to contagion.
- Historically, the infrastructure implicated has not been associated with deaths from suicide, emphasizing that public discourse fueling contagion is likely responsible. It is unknown if this location may now become a “suicide magnet” longer term or not.
- Scientific research on suicide prevention in public places points to five areas of activities that should be taken in concert:
 - Restricting or deterring access to the means of suicide
 - Increasing opportunities for individuals to seek help
 - Increasing probability of human intervention
 - Redefining the public image of a place to no longer be attractive as a place to die by suicide
 - Improving integration and access of the mental health services
- Niagara Region staff and partners have escalated activity and plans in all five of these areas since October 2018 in order to reduce deaths by suicide Niagara-wide.
- Regarding the first area, barriers on infrastructure have relatively strong scientific evidence of preventing deaths by suicide from falls from a height, without a proportional increase in deaths elsewhere.
- The two infrastructure elements most strongly associated with deaths by suicide from a fall from a height are at locations other than where recent deaths have occurred, and where in discussion with the jurisdiction owner, barriers would not be feasible.
- Addition of a barrier to the infrastructure implicated recently in St. Catharines would cost upwards of \$4 million and would take until late 2019 to be completed.

Financial Considerations

The proposed framework for suicide prevention on public infrastructure identifies several opportunities for enhanced work locally. The cost of such enhancements are included the table below.

Table 1. Framework to Prevent Suicides on Public Infrastructure and Possible Budget Implications

Area of Suicide Prevention	Activities	Local Enhancement	Estimated Capital Cost	Estimated Operating Cost
Restricting & Detering Means	Barrier on public infrastructure	Barrier at location of recent suicides in St. Catharines	Approximately \$4 million	
	Lighting	Review of lighting on infrastructure	\$TBD	
Increasing Opportunities for Help Seeking	Signs & crisis phones	Signs		\$TBD
	Staffed sanctuary	Implement HUB model or Clubhouse model in St. Catharines	\$TBD	Contribution toward \$700,000 cost
Increasing Probability of Intervention	Surveillance cameras	NRPS surveillance pilot	\$TBD	
	Increased patrols	Increase in patrols		\$TBD
	Suicide awareness & intervention training	ASIST & safeTALK training		\$300,000 over 2 years (1.5 FTE)
Redefining the Public Image	Media Portrayal	Engagement with media Digital engagement campaign		\$TBD
	Memorials	Relocation of memorials		\$TBD
Mental Health System	Increasing suicide risk assessment	Public Health & CAMH-led capacity building		\$67,500 over 2 years (0.5 FTE)
	Integration of mental health system	LHIN System Mapping		\$500,000 implementation

Public Health could increase training for suicide awareness and intervention with 150 people who regularly interact with mental health clients as well as 500 members of the public. As well, Public Health has a plan to build capacity among health care providers for increased risk assessments. Together, this would require 2 FTEs of work over 2 years, production of supplies, reimbursement of the Niagara Distress Centre for services, and hosting a community forum at a total cost of \$367,500.

Operating a mental health HUB or Clubhouse in St. Catharines would cost approximately \$700,000. Niagara Region could support a portion of these operating

costs. Alternately, the Region could consider support through acquiring and donating a physical facility as a capital expenditure.

The LHIN is embarking on mapping the mental health system locally to identify gaps and opportunities for improvement. Niagara Region could contribute to implementation of improvements identified, particularly as they relate to current services. A possible future budget of \$500,000 to implement these has been estimated. It is not recommended that any decisions be made to fund these until possible improvements have been identified.

None of the above estimates have been included in the 2019 operating or capital budgets, and/or previously approved budgets for Regional infrastructure. The Capital Variance Project provides funding for in-year capital project adjustments, and at this time \$5.8 million in capital variance project funding is available to support priority projects, including the One District Police Facility, a number of transportation related projects and the low end estimate for the barrier on public infrastructure noted above.

Once the detailed cost estimates are determined, a report to Council with those estimates will be provided as well as recommended sources of funding. Council approval is a requirement of a Capital Variance Project draw greater than \$1 million, and any further Capital Levy Reserve funding and/or an operating budget funding would required Council approval and a budget amendment.

Analysis

Contagion & Use of Language

Suicide “contagion” is the phenomenon where susceptible persons are influenced towards suicidal behaviour and certain suicide methods by learning of another’s suicide. This scientific finding has been validated many times: public discourse of a death, be it on social media, public fora, political debate, or traditional media can lead to an increase in deaths in the days and weeks after.¹ Additional suicides are most likely when there is/are

- greater volume or profile of discourse (e.g. front page coverage),
- descriptions that are specific and graphic (including the means of death and/or the location of death),
- descriptions of the victim in relatable terms,
- coverage of sympathy and concern towards the victim after the death, and
- ascribing simple or singular reasons for the death (e.g. was caused by bullying)

¹ Niederkrotenthaler T, Herberth A, Sonneck G. The “Werther-effect”: legend or reality? *Neuropsychiatr.* 2007;21(4):284-90.

- language that implies action, control, or solution (e.g. “committed”, “successful” or “failed” attempt, “took their life”, prominent use of “suicide”)
- portrayal as achieving a result (e.g. relieving of pain/suffering; leading to peace or a “better place”; going to “heaven”; the act was quick, easy, and/or painless)

Research shows that when language and reporting avoids the above, contagion can be minimized (elimination of contagion requires there be no reporting).² As well, coverage that focuses on the opposite (e.g. other people who have overcome mental illness), it can lead to the opposite of contagion—a reduction in deaths by suicide in the days and weeks after.

In order to prevent this report, quotes taken therein, debate at Committee/Council, or subsequent coverage from contributing to contagion, language used in this report will sometimes be indirect and avoid specifics.

Statistics in Niagara

Statistics Canada’s Vital Statistics database is the established standard for examining causes of death. The most recent data release showed that in the 5 year period of 2008 to 2012, there were 222 deaths by suicide (average 44.4 deaths per year). Of these, on average,

- 18.2 deaths resulting from suspension from a cable,
- 9.8 deaths from a drug overdose,
- 3.8 deaths from a fall from a height,
- 3.2 deaths from chemical overdose,
- 3.0 deaths from firearms, and
- 1.8 deaths from sharp or blunt objects.

Examination of calls received by Emergency Medical Services data from 2016 to September of 2018 shows that call volumes related to suicide attempts and self-harm were stable from 2006 to 2015 (between 550 and 600 calls per year). There was an increase in calls thereafter with closer to 800 calls per year in 2016 to 2018. Part of this increase may be attributable to revised dispatch protocols during this time. It is unknown if more severe impacts from opioid use may be a contributor to this increase.

² Mark Sinyor, Ayal Schaffer, Yasunori Nishikawa, Donald A. Redelmeier, Thomas Niederkrotenthaler, Jitender Sareen, Anthony J. Levitt, Alex Kiss and Jane Pirkis. *CMAJ* July 30, 2018 190 (30) E900-E907; DOI: <https://doi.org/10.1503/cmaj.170698>

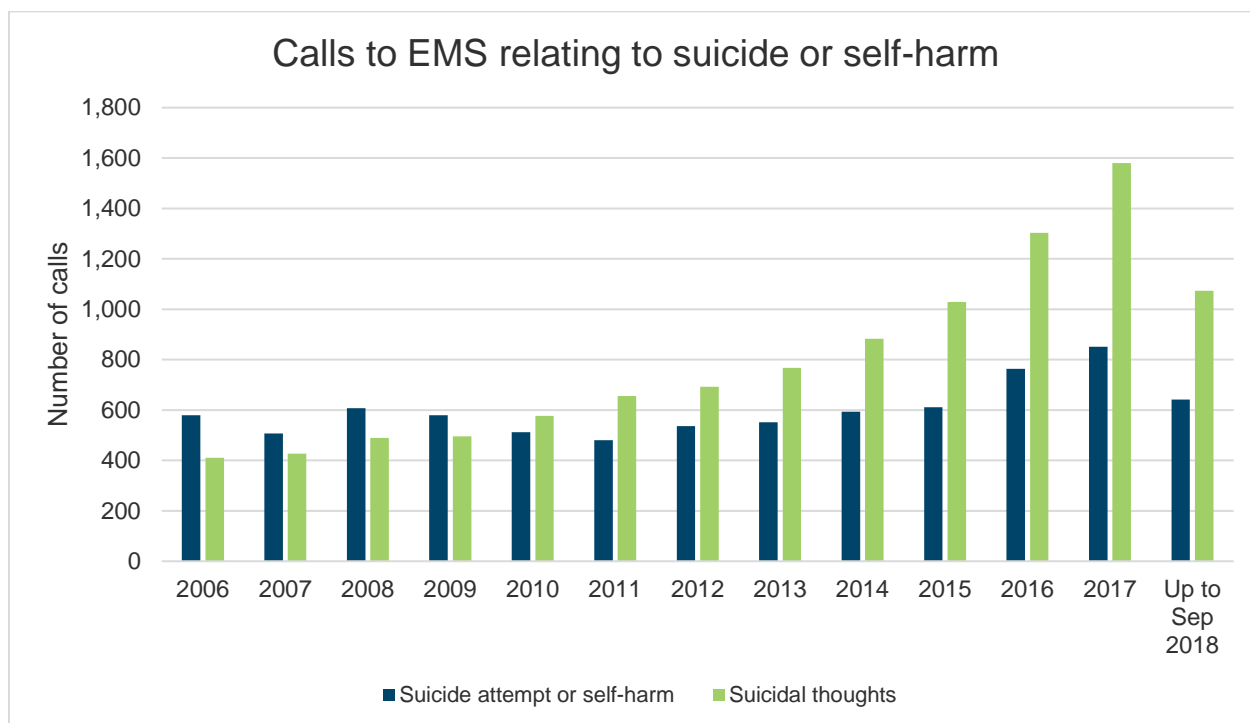


Figure 1 Calls to EMS relating to suicide or self-harm (2006 to September 2018)

Recent Events

In the three months since October 2018, there have been three deaths by suicide on an element of public infrastructure in St. Catharines, in addition to one reported attempt. As well, there has been at least 1 death at a similar infrastructure element elsewhere. Given the expected 3.8 deaths Niagara-wide per year from a fall from a height, 3 deaths in 3 months is unexpectedly high.

Under section 10 of the *Coroner's Act*, the Ontario Coroner's Office investigates every suspected death by suicide, and so has the most comprehensive and reliable data set. The coroner reported to us that they did not identify any deaths by suicide at this infrastructure between 2006 and 2017 (because the Coroner does not geocode investigations, their database query for deaths at this location was based on searching for place names, which is less accurate than geographical coordinates).

Data from Emergency Medical Services does not show any incident responses coded consistent with a death by or attempt of suicide at this infrastructure between 2010 and 2017 (EMS data is coded based on the 911 call, so if a response was not attributed to suicide or suicide attempt on the call, it would be missed by this database).

The lack of history of deaths by suicide at this location makes these recent deaths unusual. These deaths and the attempt all received significant discussion in the media, on-line, in political councils, and in public memorialization. This created significant risk of contagion. Indeed, all three of the later deaths occurred within 10 days of significant media coverage and public discourse of the earlier suicides, the highest risk period. The

reported attempt occurred within 18 days of such coverage. All of these are therefore likely attributable to a cycle of contagion, explaining the deviation from the historical norm.

In discussion with suicide experts, the three-month history is not enough to have confidence whether if this location will continue to have contagion-fuelled deaths by suicide, or if the cycle of contagion could end. However, there is certainly risk of the former.

Framework for Preventing Deaths by Suicide

Public Health England, the United Kingdom's scientific expert body on public health matters, published a guideline in November 2015 on preventing suicides in public places³. The guideline was based on a review of the scientific evidence, existing international guidelines, published and unpublished reports and policy documents, consultation with local governments worldwide, and interviews with survivors. The resulting guideline was pilot tested in local jurisdictions as well for revision prior to being published.

The guideline prioritizes action at the most frequently used places by individuals who die by suicide. A framework for prevention is outlined involving action in four areas of focus:

- Restricting and deterring individuals from the means of dying by suicide
- Increasing the opportunities for those in a public place who are contemplating dying by suicide to seek help
- Increasing the probability that persons can intervene with those intending to die by suicide in a public place
- Redefining the image of a public place where individuals die by suicide into one less attractive for this purpose

As suicide is complex, measures from multiple areas should be undertaken, ideally from all four, in order to be effective.

In addition, given the important role of the health care sector in diagnosing and treating mental illness before it progresses to suicidality, a fifth area of focus relating to this sector has been added to the framework

Below, the five areas are applied to publicly-accessible infrastructure in Niagara where deaths may occur from a fall from a height.

³ Dr Christabel Owens, Rebecca Hardwick, Nigel Charles and Dr Graham Watkinson at the University of Exeter Medical School. *Preventing suicides in public places: A practice resource*. 2015.

Restricting/Deterring the Means

Restricting/deterring the means has been identified as one of the most scientifically-supported measures for suicide prevention⁴. When dealing with deaths on public infrastructure that occur from a fall from a height, the major means restriction is a barrier or netting. Additional deterrents would include lighting.

Research consistently shows that barriers (henceforth assumed to include netting) are effective at preventing deaths by suicide from falls on infrastructure, and that the majority of these deaths do not simply redistribute to other locations, but are completely prevented.⁵⁶

The Ontario Coroner's Office was asked to identify the locations where deaths from suicide from a fall from a height are most common, and therefore where a barrier would be most impactful. The Coroner identified two locations (NF-1 and NF-2/NF-3 in Table 2). In addition, data was requested for the location of recent interest (StC-1). EMS responses for suicide and suicide attempts consistent with a fall from a height were also collected.

To supplement this, EMS data on responses to suicidal ideation by threatening to fall from a height was also reviewed. Data was limited to infrastructure widely used by the public (e.g. private residences, industrial buildings were excluded). Suicidal ideation rarely proceeds to death. Often it spurs individuals to treatment; other times it can be help-seeking for someone struggling to navigate the health care system. Nonetheless, suicidal ideation may highlight locations that are generally attractive for a suicide attempt.

A total of 44 locations had a suicide death, suicide attempt, or suicidal ideation associated with falling from a height from public infrastructure (Table 2).

As previously noted, location StC-1 has rarely seen deaths by suicide prior to 2018. Reviewing the EMS responses to suicidal ideation, however, StC-1 does seem to be the location with the most suicidal ideation, followed by NF-1 and NF-2.

It should be noted that after averaging less than 2 incidents per year at StC-1, in 2018 there have been 7 incidents up to December 14. This is likely due to contagion again.

With the history of the most deaths by suicides historically, NF-1 and NF-2/NF-3 are the best candidates for a barrier. Staff have informally engaged the jurisdiction owners for that infrastructure, however, barriers in those locations are deemed by them not to be feasible.

⁴ Jane Pirkis, Matthew J Spittal, Georgina Cox, Jo Robinson, Yee Tak Derek Cheung, and David Studdert. The effectiveness of structural interventions at suicide hotspots: a meta-analysis. *International Journal of Epidemiology* 2013;42:541–548. doi:10.1093/ije/dyt021

⁵ Pirkis *et al.* 2013.

⁶ Sinyor M, Schaffer A, Redelmeier DA, et al. Did the suicide barrier work after all? Revisiting the Bloor Viaduct natural experiment and its impact on suicide rates in Toronto. *BMJ Open* 2017;7:e015299. doi:10.1136/bmjopen-2016-015299

StC-1 has the most frequent suicidal ideation implying some greater potential for deaths from suicide to occur here, though only a 3 month history of frequent deaths.

The Region retained the original designer of the structure in St. Catharines to develop a barrier design that would be structurally and esthetically compatible. This work is ongoing. The order of magnitude cost estimate for a barrier along all exposed edges of the structure is \$4 million based on conceptual design and market intelligence. The design work continues, along with the refinement of the cost estimate and will be subject to a subsequent report to Council.

Given that, after consulting with suicide experts, there is uncertainty whether deaths from suicide due to ongoing contagion can be expected to continue at this location. There is therefore also uncertainty whether a barrier would be the best mental health intervention and the best use of taxpayer dollars, since there is a possibility that contagion will dissipate and deaths will stop occurring as was the case prior to 2018. However, if a barrier is not built but contagion does not dissipate, preventable deaths will continue.

To balance these imperatives, and given that a barrier cannot be erected until late 2019 at the earliest, it is recommended that planning for a barrier to be erected in late 2019 continue as a contingency. In the next several months, other suicide prevention efforts will continue. Based on the pattern of any further deaths over those months, a final recommendation on whether to build a barrier will be brought to Council in spring 2019.

The other means deterrent to suicide, lighting, does not appear to be a concern at StC-1 or NF-1 and NF-2/NF-3. Review of lighting in other locations can be pursued as part of the larger framework.

Table 2. Suicide deaths, attempts, and ideation associated with falls from a height from public infrastructure

Infrastructure Element	Deaths & Attempts (2010-2017)		Deaths & Attempts (2018)		Suicidal Ideation (EMS Responses)	
	Coroner (To Nov. 20)	EMS Calls	Coroner (To Nov. 20)	EMS Calls	2006-2017	2018 (To Dec.14)
NF-1	11	1	1		16	2
NF-2	10		0		7	
NF-3		1			2	
NF-4					3	1
NF-5				1	3	
NF-6		1			2	
NF-7					2	
NF-8					3	
NF-9						2
NF-10					1	
NF-11					1	
StC-1	0		3*	1	22	7
StC-2					1	
StC-3		1			4	
StC-4				1		1
StC-5					1	1
StC-6		1				1
StC-7					1	
StC-8		1			2	
StC-9		1				
StC-10					1	
StC-11		1			3	1
StC-12		1			2	4
StC-13		1			5	1
StC-14		1			1	
StC-15					2	
StC-16		1				
StC-17					1	
StC-18						1
Thorold-1					1	
Thorold-2		1				
Thorold-3						1
Thorold-4					1	
Thorold-5					1	3
Welland-1					4	1
Welland-2					2	
Welland-3					1	
Welland-4					1	
Welland-5					1	
Grimsby-1					1	
Grimsby-2					1	
Fort Erie-1					2	
NOTL-1					1	
PC-1						1

Increasing Opportunity for Help Seeking

Encouragement to seek help, even subtle ones, are often enough to help suicidal persons break from their plan. Research has shown this to be effective, though less so than means restrictions.⁷

Installing signs of where to seek help is one significant measure. In response to the deaths by suicide in October, signs were immediately put up in the area with the number to call the Niagara Distress Centre.

Crisis phones and automated messages are additional measures that have been effective in other jurisdictions.

One other opportunity for help seeking exists when there is a staffed “sanctuary” nearby to which individuals experiencing a crisis can attend. In downtown Welland, the Oak Centre has been developed according to the internationally-recognized Clubhouse Model. This model is predicated on those with mental illness helping each other, and then supplementing that with professional services to help clients build mental health and social integration skills. The International Centre for Clubhouse Development has found that admission to hospital, and hospital stays for clients are significantly reduced if someone is a Clubhouse member. Given the success of the model in Welland, there is interest by many in St. Catharines to develop a Clubhouse in this city as well. The Oak Centre is largely funded through the local LHIN and has a total budget of around \$700,000.

Another model that is being discussed locally are regional mental health HUBs. HUBs of this nature accept individuals in crisis, who would normally be taken to an emergency department. Instead, in a HUB, with no competing patients needing to see a caregiver, people with acute mental health or addictions issues can get immediate help, in a setting tailored with services they need, while simultaneously relieving pressure on overcrowded emergency departments. HUBs also engage with the community and other groups to raise awareness, build the community’s skills to foster social inclusion and mental wellness, and facilitate community-led responses to mental health issues.

The Suicide Prevention Coalition has recommended a HUB for St. Catharines as a top priority.

Increasing Probability of Persons to Intervene

Human interaction is very effective at deterring a person from dying by suicide. Where a location is having frequent deaths by suicide, human interaction can be increased by having additional patrols by emergency workers, as well as surveillance (e.g. by cameras) to trigger an intervention. The Niagara Regional Police Service (NRPS) has a raised level of awareness by front line patrol officers with respect to persons in crisis or experiencing suicidal thoughts, and has increased patrols in affected areas. The NRPS is piloting the use of closed circuit television (CCTV) to enhance its ability to respond to

⁷ Jane Pirkis, Lay San Too, Matthew J Spittal, Karolina Kryszynska, Jo Robinson, Yee Tak Derek Cheung. Interventions to reduce suicides at suicide hotspots: a systematic review and meta-analysis. *Lancet Psychiatry* 2015; 2: 994–1001

calls for service, including suicidal persons and persons in crisis in parts of St. Catharines where there have been recent deaths.

Research shows that there is no significant difference to interaction by a member of the public versus an emergency worker. However, given their greater numbers, it is usually more likely someone contemplating suicide will interact with a member of the public, rather than an emergency worker. However, people often lack the confidence to intervene, or the skill to recognize suicidal behaviour. Applied Suicide Intervention Skills Training (ASIST) is an internationally-recognized program for helping people gain the skills to recognize someone at risk of suicide, and to know how to intervene to support a suicidal person. A condensed version of this training is known as safeTALK.

Currently Public Health has staff who provide safeTALK in certain settings. As well, through the Niagara Distress Centre, Public Health has access to ASIST trainers. Public Health proposes to increase ASIST (targeting 150 of those working with mental health clients) and safeTALK training (targeting 500 members of the general public).

The Suicide Prevention Coalition currently ranks suicide identification/intervention training as one of its two key areas of focus.

Redefining the Public Image

The most important measure to decrease deaths by suicide in a public place is to end discourse that associates that location with suicide. This sentiment is reflected in how this report is written. Recognizing the disproportionate role the media play in spreading information, a half-day session was held with all local media outlets on November 16, 2018 to discuss the current public discourse and ways to shift it to better align with the Canadian Psychiatry Association's 2017 "Media Guidelines for Suicide Reporting". Public Health Communications along with Strategic Communications and the media are continuing to work on measures resulting from that meeting. The Suicide Prevention Coalition currently ranks shaping media report as its second key area of focus.

Mental health experts highlight that memorials and floral tributes after a death can associate a location's public image with suicide. This can lead to others dying by suicide in the same location. Experts recommended that memorials be removed "as quickly and sensitively as possible to prevent them building up, within two to three days at the most".⁸

In recognition of this, the memorials at the location where several recent deaths by suicide have occurred were removed in early December 2018 to reduce the risk of additional deaths by suicide. This, unfortunately, occurred much later than the "two or three days" recommended by experts. Attempts were made to remove the memorial at earlier dates. However, given public outpouring and attention prior attempts were aborted when it became clear their removal would generate controversy and more discussion of the location in association with suicide, exactly what would cause additional contagion. Going forward, staff hope to be able to adhere to the 2–3 day

⁸ PHE

expert recommendation if there are any additional unfortunate deaths. As well, a permanent memorial site is being made available by Public Health at the Glenridge Naturalization Area where another memorial already exists for mental health clients who have died by suicide.

One other means of redefining the public image of a location associated with suicide is to redecorate or landscape in order to change the location's feel to be more hopeful, and to less visible sections where one may die by suicide in relative privacy. Staff plan to be mindful of opportunities to undertake such changes, though it is not anticipated that this will be a significant activity.

Improving Supports in the Mental Health System

As the mental health sector has the greatest contact with those at risk of suicide, particularly those with the greatest risk and most severe illness, deaths from suicide may be preventable through better support for these patients.

Niagara Region Mental Health has developed a Suicide Risk Assessment Strategy to strengthen health service providers' abilities to identify those at risk of suicide so that they can receive needed care earlier in their course of illness. This strategy will be delivered over the next several years, though it could be accelerated with additional investment.

The LHIN is also considering engaging a consultant to map the mental health system to address difficulties in navigating the system, to identify gaps in service, and to enable its many parts to work as a more cohesive whole. As Niagara Region serves mental health clients, there may be opportunities to implement recommendations from this exercise here. However, given that our mental health program is generally not supported through municipal levy funding, it would be a variation from past practice to do so. Until concrete proposals for change are available, staff do not recommend investing in this.

Alternatives Reviewed

As suicide affects all of Niagara and many means beyond falls from a height, the report has examined suicide holistically and Niagara-wide, rather than focused only on the location of recent interest.

Staff recommend a comprehensive approach to suicide prevention, rather than focusing on a single measure, as multi-factorial action has been shown in research to be most effective.

Recommending a barrier on the recent location of interest could have been proposed, but this was deemed to be premature given the lack of certainty that contagion will continue. However, recommending against a barrier would be imprudent given the risk that deaths by suicide might continue. The recommendation to continue working towards a barrier but deferring a final decision preserves the same opportunity to prevent suicide deaths, while also being fiscally prudent.



Media Guidelines for Reporting on Suicide: 2017 Update of the Canadian Psychiatric Association Policy Paper

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This paper has been substantially revised by the Canadian Psychiatric Association's Research Committee and approved for republication by the CPA's Board of Directors on May 3, 2017. The original policy paper¹ was developed by the Scientific and Research Affairs Standing Committee and approved by the Board of Directors on November 10, 2008.

Summary

A substantial body of research suggests that media reports about people who have died by suicide, as well as the topic of suicide in general, can influence vulnerable people and is associated with higher subsequent rates of suicide. Emerging evidence also suggests that reports about people overcoming suicidal crises may lower

suicide rates. The original 2009 Canadian Psychiatric Association (CPA) policy paper on media reporting of suicide¹ led to meaningful discussion between mental health professionals and journalists in Canada. This second iteration of the policy paper reviews the most up-to-date evidence relating to media reporting and suicide, and updates recommendations with more direct

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Note: It is the policy of the Canadian Psychiatric Association to review each position paper, policy statement and clinical practice guideline every five years after publication or last review. Any such document that has been published more than five years ago and does not explicitly state it has been reviewed and retained as an official document of the CPA, either with revisions or as originally published, should be considered as a historical reference document only.

engagement and input from the journalism community. Recommendations are meant as a guide for all relevant stakeholders, including journalists, editors, producers, journalism educators, researchers, policy makers, mental health professionals, and social media platforms. The paper suggests a framework for approaching suicide-related coverage and outlines potentially harmful and helpful aspects of reporting that should be avoided and included, respectively. Recommendations include using appropriate language, trying to reduce the stigma around mental disorders, and providing information about alternatives to suicide. Pertinent resources for people contemplating suicide, such as crisis services, should also be provided and can be directly linked to reports that appear online. Simplistic or glorified depictions of suicide should be avoided, and suicide should not be presented as a way of solving problems. Reports should avoid details of suicide methods, particularly if they are novel or unusual. Recommendations also include that, where possible, suicide should be covered by or with the input of health reporters who are best positioned to contextualize suicide within the broader topic of mental health. The paper also makes preliminary recommendations for social media and suggests collaboration with online platforms to help establish organizational standards concerning the dissemination of information about suicide.

Introduction

Scientific evidence from numerous natural experiments worldwide demonstrates that media reporting of suicide can sometimes result in contagion, with increased suicide rates across a population.²⁻¹² The association has satisfied the criteria of consistency, strength, temporality, specificity, and coherence required to conclude that there is a causal relationship.¹³⁻¹⁴ The research evidence indicates that, in general, more suicide deaths occur following repetitive reporting of suicide.⁵⁻⁶ This relationship is widely known as the Werther Effect, a reference to a 1774 novella published by Goethe describing the death by suicide of a young man who was rejected by the young woman he loved.² This suicide contagion effect is thought to be mediated by social learning, whereby a vulnerable person identifies with people depicted in the media and may be more apt to copy their suicidal behaviour and subsequently die by suicide.^{5-7,15-16} The effect may be particularly pronounced for youth, a group that can be more susceptible to social learning,¹⁷⁻²² and in cases where the media report relates to a celebrity, whose behaviour people may be more prone to emulate.^{4,12,16,23-27} In contrast, the effect

does not seem to occur if the person who died by suicide was a criminal.¹⁶ Although the best evidence in this area comes from large, population-based, natural experiments, where it is challenging to prove exposure to media reports, findings from psychological autopsy studies, reviews of suicide notes, and interviews with people who have attempted suicide show that many have or were exposed to suicide-related media content, which influenced suicidal behaviour.^{8,28-34} More recently, Niederkrotenthaler et al. postulated a corollary effect to the Werther Effect called the Papageno Effect, whereby media reporting emphasizing a positive outcome of a suicidal crisis may be associated with lower subsequent suicide rates.⁵ This was based on a latent class analysis examining media and suicide reporting in Austria. The authors found that articles stressing “mastery of crisis,” in which people contemplating suicide employed adaptive coping strategies rather than suicidal behaviour, were associated with a subsequent decrease in the rates of suicide.⁵ The “active ingredients” of reporting that mediate contagion of suicide and adaptive behaviour are not fully understood; however, there is general consensus on putatively harmful and protective aspects of media reporting, and these form the basis for media guidelines.

Guidelines for responsible media reporting of suicide have been developed across numerous countries and jurisdictions worldwide.³⁵⁻³⁸ Several guidelines have been produced in Canada, including those from the Canadian Psychiatric Association,¹ the Canadian Association for Suicide Prevention (CASP),³⁹ and the Mindset guidelines developed by journalists themselves.⁴⁰ Media guidelines have demonstrable impact on the quality of reporting on suicide⁴¹⁻⁴⁴ and, in some cases, have been associated with lower suicide rates.^{42,45} It is estimated that guidelines can prevent more than 1% of suicide deaths; such a reduction in Canada would translate to the prevention of more than 40 deaths per year across the country.⁴⁶⁻⁴⁷ Canadian studies examining media reporting—in general and per the guidelines above—are limited. A recent study examining adherence to Mindset’s 14 specific recommendations in the aftermath of a celebrity suicide found that most recommendations were followed (range of adherence was 65% to 99% of articles), except for the recommendation to tell people considering suicide how they can get help (present in only 27% of articles).⁴⁸

The original CPA position paper on media reporting and suicide¹ garnered controversy from some who expressed scepticism about the evidence base for suicide contagion,⁴⁹ and argued that perceived efforts to suppress suicide-related stories are counter-productive.⁵⁰ In the interim, there has been increased engagement

between mental health professionals and the media via informal dialogue surrounding specific reports, through symposia at the CPA annual meeting, and during and after Canada's first media forum for suicide prevention, held in Toronto in November, 2015.⁴⁹ In part due to a greater public desire for information about mental health, journalists are increasingly interested in covering issues related to mental health, including suicide, in a respectful and destigmatizing manner.⁴⁹ Most suicide deaths are not newsworthy and the media are sensitive to concerns about contagion; however, deciding when and how to cover suicide is a delicate balancing act.⁴⁹ Rather than telling journalists how to do their jobs, consensus is that the mental health community needs to work collaboratively with the media and provide them with the best available information to make those difficult decisions, and to provide context and help mitigate risks of contagion when the decision is to proceed with a report.^{36,39,49}

One relatively new aspect to this discussion is the proliferation of social media and the implications for media guidelines on reporting suicide.⁵¹⁻⁵² There are significant concerns about pro-suicide content, which accounts for a substantial proportion of suicide related-information online,⁵³⁻⁵⁴ and that users may use social media to learn about suicide,⁵⁵⁻⁵⁶ disseminate suicide methods,⁵⁷⁻⁵⁸ normalize and desensitize people to self-injurious behaviour,⁵⁹ and publish suicide notes.⁶⁰⁻⁶¹ Social media sites also provide opportunities for prevention through learning about alternatives to suicide, resources for getting help, and for access to peers who have mastered suicidal crises.^{52,62} Some platforms have developed built-in responses in which, for example, queries about suicide prompt the display of prevention resources or where users can report concerns about people who may be expressing suicidal ideation.^{52,62-64} It has been suggested that, in the age of the internet, media guidelines may be impractical or irrelevant given the difficulty inherent in trying to constrain or regulate billions of comments and postings.⁶⁵ However, there is general agreement that social media sites should facilitate access to health information and resources for people contemplating suicide.⁶⁵⁻⁶⁶ Furthermore, studies show that the traditional media commonly uses social networking sites like Facebook and Twitter to inform their coverage and, likewise, their coverage can influence social media.⁵¹ This bidirectional relationship suggests that the approach of the traditional media to covering suicide is likely to have some impact on how it is depicted in social media.

The goals of this updated policy paper are 1) to increase engagement with the journalism community and to adjust previous recommendations collaboratively with journalists; 2) where possible, to achieve consistency between CPA recommendations and recent Canadian and international guidelines; and 3) to address the challenging issue of recommendations in the context of new online and social media. The recommendations below stem from a careful review of the available literature and of Canadian and international guidelines, as well as discussion with journalists and mental health professionals.

Recommendations for Traditional Media Coverage

Table 1 outlines in detail the recommended approach to developing a suicide-related report. Table 2 describes specific elements to be avoided and included, respectively, in media reports. We highlight 3 of these recommendations for special attention:

1. Health reporters, not crime reporters, are best positioned to cover suicides.

A key element of these recommendations is that, as much as possible, suicide be covered by health reporters rather than crime reporters or other journalists. The notion that suicide is a crime rather than the result of a mental disorder is archaic. Crime reporting often includes graphic details of the suicide to make reports more exciting and sensationalistic. Such detailed reporting for suicide coverage is inappropriate and may promote contagion. Health journalists have the greatest awareness of the complex issues surrounding suicide reporting and are therefore best positioned to cover the topic. We acknowledge that there may be situations where other journalists, such as sports, entertainment, or financial reporters, may want to cover suicide deaths in their areas; however, we recommend that they do so cautiously, paying attention to these guidelines, and we suggest they consult with their health reporter colleagues about suicide-related content.

2. Reports should generally avoid details of suicide methods, especially when unusual or novel methods are involved.

There is growing evidence that media reporting on novel methods of suicide has led to dramatic increases in suicide deaths by these methods and in overall suicide rates in various areas of the world.⁶⁷⁻⁷⁰ Whereas media reports should generally avoid details of suicide methods, as these can lead to contagion effects, such an effect may be particularly pronounced when unusual

Table 1. Factors for Journalists and Editors/Producers to Consider Before Covering Suicide-Related Content

1. Weigh the story's newsworthiness and the public's need to be informed with potential harm related to contagion.
 - Be familiar with your organizational guidelines relating to reporting on suicide.
 - If the decision is to proceed with coverage, plan and/or discuss how harm might be minimized.
 - Seek advice from suicide prevention experts.
 - Be especially cautious when reporting on celebrity or youth suicide deaths, as these currently have the strongest evidence for contagion.
 - Consider how a vulnerable person may identify with the suicidal behaviour/people depicted, and consider steps that might minimize this.
2. Consider the impact of the report on:
 - those thinking of suicide or potentially at-risk for suicide,
 - those bereaved by suicide, including attention to respect for their privacy and grief,
 - the journalist who is reporting the story.
3. Consider the appropriate approach/format.
 - Suicide reporting should generally be done by health reporters rather than other journalists (e.g., crime reporters), as they are best positioned to contextualize the issue within the broader topic of mental health; if other journalists do report, they should at least consult with guidelines and/or health reporter colleagues.
 - Where possible, long-form reporting is recommended, as it allows journalists the opportunity for nuanced discussion and may avoid presenting the causes of suicide in an overly simplistic fashion.

Table 2. Recommendations for Potentially Harmful Elements of Media Reporting that Should Be Avoided and Potentially Helpful Elements to Include

Avoid	Include
<ol style="list-style-type: none"> 1. Prominent coverage, including <ul style="list-style-type: none"> • front page/lead story coverage • prominent photos of the deceased or loved ones or people engaged in suicidal behaviour 2. Graphic or sensational depictions 3. Excessive detail, including <ul style="list-style-type: none"> • details or photos of the method and/or location; particularly avoid reporting novel or uncommon methods • glorifying or glamourizing either the person or the act of suicide in a way that might lead others to identify with them • the content of suicide notes 4. Repetitive or excessive coverage^a 5. Inappropriate use of language, including <ul style="list-style-type: none"> • the word "suicide" in the headline • "commit" or "committed" suicide^b • "successful/unsuccessful" or "failed" attempts 6. Simplistic or superficial reasons for the suicide (i.e., suicide as arising from a single cause or event, such as blaming social media for suicide) 7. Portraying suicide as achieving results and solving problems <ul style="list-style-type: none"> • do not describe suicidal behaviour as quick, easy, painless, certain to result in death, or relieving suffering/leading to peace ("in a better place") 	<ol style="list-style-type: none"> 1. Appropriate language (e.g., "he died by suicide" or "her suicide death") 2. Reporting that reduces stigma about mental disorders/seeking mental healthcare, and that challenges common myths about suicide <ul style="list-style-type: none"> • refer to research linking mental disorders with suicide • highlight that mental disorders are treatable and therefore that suicide is preventable • highlight the tragedy of suicide (i.e., describe it in terms of a lost opportunity for someone suffering to have received help) • seek advice from suicide prevention experts and consider including quotes on causes and treatments 3. Alternatives to suicide (i.e., treatment) <ul style="list-style-type: none"> • include community resource information, such as websites or hotlines, for those with suicidal thoughts • where possible, list or link to a list of options including reaching out to a trusted family or community member, speaking to a physician or health care provider, seeking counselling/talk therapy, calling a hotline/911, or going to a nearby emergency department • where possible, cite examples of a positive outcome of a suicidal crisis (i.e., calling a suicide hotline) • embed emergency resource links/banners (for online content) 4. Information for relatives and friends, such as <ul style="list-style-type: none"> • warning signs of suicidal behaviour • how to approach, support and protect a suicidal person

^aWe acknowledge that suicide death of prominent figures will invariably result in serial coverage but urge journalists to nevertheless weigh the need for additional stories.

^b"Commit" evokes a crime, since suicide was historically criminalized; however, this terminology is not consistent with the modern understanding of suicide evolving from a treatable disorder.

or novel methods of suicide are involved. Therefore, publicizing these details should be avoided.

3. Emergency resource links should be included in all articles that deal with suicide.

Guidelines universally advise the media to provide resources, such as crisis lines, to people contemplating suicide. Online platforms afford an opportunity to go a step further. Reports themselves can be accompanied by embedded links to crisis services to facilitate access, thereby decreasing barriers to help-seeking.

Recommendations for Social Media

As described, this is largely uncharted territory in Canada and throughout the world. The recommendations below are meant to be a starting point, with the intention that future iterations of the CPA policy paper will refine and expand on them with input from social media organizations.

We recommend:

1. A novel collaboration between Canadian mental health professionals and social media organizations. Just as journalists are the experts in their area and must take a leadership role in responsible reporting of suicide, those best positioned to address suicide on social media are the designers of the social media sites themselves. In replicating efforts that have been successful with the traditional media, the CPA and mental health professionals should organize meetings, symposia, and forums to address the topic of suicide collaboratively with social media stakeholders.
2. Social media organizations consider the degree to which they might be used as a platform for suicide prevention. Specific efforts may include 1) providing information and resources to people who make suicide-related queries or posts, 2) including “panic buttons” that allow for rapid access to crisis services/hotlines, 3) providing mechanisms for users to report if they are concerned about someone with the possibility for rapid intervention, and 4) moderating forums that frequently include suicide-related postings and making sure to remove inappropriate posts.

Recommendations for Dissemination of Guidelines

Evidence from other countries suggests that media guidelines work best when there is ongoing collaboration between suicide prevention experts, journalists, journalism schools, and public health policy experts.³⁹

We recommend:

1. Ongoing collaboration between journalists and mental health professionals, acknowledging scientific evidence and the autonomy of journalists.
2. All journalism schools include teaching of how to report responsibly and respectfully on the topic of suicide, including attention to issues related to ethics and social justice.
3. Media training for mental health professionals who are likely to be called on to comment on suicide in the press.
4. Education for policy-makers and other prominent figures who may be asked to comment publicly on the topic of suicide.

Conclusions & Future Directions

These recommendations mainly rely on data from large, natural experiments, which must be interpreted with a note of caution. Nevertheless, the weight of evidence suggests that certain types of media reporting, particularly those that glamorize suicide or a person who has died by suicide, can and do influence some people to die by suicide. Similarly, reporting that describes people overcoming suicidal crises and finding other solutions may encourage help seeking and more adaptive coping strategies. Further high-quality research is needed to identify which putatively harmful and protective elements of media reports mediate risk and confer benefit, respectively. More studies on the influence of media reporting in Canada and the impact of social media on suicide are also needed. The Canadian Psychiatric Association and mental health professionals across Canada are committed to helping the media make informed decisions about when and how to report on suicide. These efforts will ideally involve collaborative partnerships among all stakeholders, including mental health professionals, members of the media, individuals with lived experience, and all those touched by suicide. These ongoing collaborations, and future efforts that also include social media platforms, will provide the best opportunity to address this important issue.

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Subject: Community Homelessness Prevention Initiative Investment Plan 2019-20

Report to: Public Health and Social Services Committee

Report date: Tuesday, January 8, 2019

Recommendations

That the Ministry mandated Community Homelessness Prevention Initiative investment plan for the 2019-20 funding allotment **BE APPROVED**.

Key Facts

- The Ministry of Municipal Affairs and Housing (MMAH) provided notification on November 2, 2016 of funding allocations for the Community Homelessness Prevention Initiative (CHPI) which included the year 2019-20.
- Based on the November 2, 2016 notice Niagara will receive \$7,847,786 for the term April 1, 2019 through March 31, 2020.
- Consistent with previous years, MMAH requires service managers to submit the CHPI investment plan for 2019-20 by February 15, 2019 outlining the planned spending in the directed categories of: emergency shelter solutions, housing with related supports, other services and supports, homelessness prevention and program administration.
- The proposed Investment Plan included in the report has been developed based on the CHPI program guidelines (January 2017), alignment with Niagara's Ten Year Housing and Homelessness Action Plan and consideration to existing funding allocations to support a stable homelessness system in Niagara.
- In 2017, homelessness services in Niagara assisted 351 unique households through outreach, 950 with emergency energy funds, 1,641 with emergency hostel services, 2,785 with prevention services and 444 with supported transitional housing.
- Final confirmation of funding allocations is not anticipated to be received until March 2019, as part of the Provincial budget approval process.
- Should the additional funding of \$311,353 (the proposed increase over 2018-19) not be available from the Province, the Region will make adjustments within the Prevention program area to offset the emergency shelter funding pressure.

Financial Considerations

The total 100% provincial CHPI funding provided for 2019-20 is anticipated to be \$7,847,786. It should also be noted that the Region allocates \$1.7M of levy funding to the same priority funding categories beyond the proposed provincial amounts (Emergency shelter \$586,094; Housing with related supports \$50,149; Other services \$0; Prevention \$921,449; and Administration \$145,869, assuming a consistent levy

allocation in Q1 2020). The Region also receives \$714,705 of Federal funding for homelessness efforts (Housing with related supports (Housing First) \$635,110 and Administration \$79,595). These other funding sources are not included in the CHPI investment plan prepared for the MMAH.

Current homelessness service contracts expire March 31, 2020. Niagara Region funds and works collaboratively with 22 agencies in the region to deliver homelessness services to the residents of Niagara.

Analysis

The proposed CHPI investment plan is designed to align with the CHPI program guidelines issued in January 2017. The Ministry requires that an investment plan be submitted each year indicating how the Region plans to use the funding provided based on the categories identified by the province, and additionally, recognizing the four provincial homelessness priorities of chronic homelessness, youth, indigenous persons and homelessness following transitions from provincially-funded institutions and service systems.

The vision for CHPI is to have:

“A coordinated and holistic service delivery system that is people-centered, evidence informed and outcomes-based, and reflects a housing first approach that focuses on homelessness prevention and reduces reliance on emergency services.”¹

This vision reflects a shift towards a system that focuses on proactive and permanent housing solutions rather than reactive responses to homelessness.

The chart below shows the funding plan submitted for 2017-18, 2018-19, the proposed plan to be submitted for 2019-20 and the changes in funding allocations, over the prior year.

2019-20 CHPI INVESTMENT PLAN				
	2017-18	2018-19	2019-20	Change
Emergency Shelter Solutions	\$2,065,228	\$2,186,223	\$2,421,799	\$235,576
Housing with Related Supports	\$1,255,867	\$1,071,155	\$956,155	\$(115,000)
Other Services and Supports	\$141,109	\$178,592	\$314,016	\$135,424

¹ Community Homelessness Prevention Initiative Program Guidelines, January 2017, Ministry of Housing.

	2017-18	2018-19	2019-20	Change
Homelessness Prevention	\$3,530,628	\$3,811,701	\$3,867,054	\$55,353
Program Administration	\$232,512	\$288,762	\$288,762	\$0
Total	\$7,225,344	\$7,536,433	\$7,847,786	\$311,353

The relative amounts set out in Niagara's investment plan align with provincial expectations, and also ensure funding levels in each category support stability in the Niagara homelessness system while allowing for the capacity to move the system forward achieving provincially identified priorities. Funding allocations in each service area reflect the outcome of the 2017 Expression of Interest procurement process allocating 52 contracts to 22 agencies. The types of services that will be funded under the CHPI categories, as well as some specific work, related to system improvements, are outlined below:

Emergency Shelter Solutions

- Funding would support: a safe bed, offered in a variety of settings; necessary basic needs, meals, along with support services including transportation to the shelter and assistance to secure stable housing.
- Funding increase provides dollars for Niagara Falls Out of the Cold Pilot, increased number of beds in the shelter system and additional funding for hotel rooms to address Emergency Shelter overflow, emergency situations and addressing special needs (e.g. accessibility, service animals and health and safety).
- Staff continue to monitor the impact of the implementation of best practice Housing First and Home for Good Supportive Housing programming on shelter stays with an effort to reduce demand for emergency shelters.
- There will be continued focus and effort to align with Provincial policy expectations, emphasizing prevention over emergency response.

Housing with Related Supports

- Funding will continue to support Housing First units and transitional housing programming in Niagara.
- Supports also include medical needs and other supports that are not otherwise available to ensure well-being of clients. Examples include: supports related to mental health, substance use, medical assistance and crisis intervention.

Other Services and Supports

- This category captures Niagara's outreach services, including outreach support workers who provide help to find stable housing, supplies, and connections to other services including mental health programs, healthcare, addictions services,

and legal aid. This category also includes the mobile food truck that serves all of Niagara on a rotating schedule and provides, outreach, free meals and supplies.

Homelessness Prevention

- Homelessness Prevention funding supports programs which address eviction prevention, assistance to secure and retain housing and assistance with budgeting, banking and trusteeship.
- This category also funds programs specific to vulnerable youth and young adults who are at risk of homelessness to keep them housed and avert their entry into the system.
- This category includes the Housing Stability Plan (HSP) which, as in prior years, will represent \$1.8 million of the CHPI funding available in Homelessness Prevention. HSP provides financial assistance for rent arrears, and rent deposits.
- This category also includes funding towards the Niagara Emergency Energy Fund to address utility arrears, to support clients to retain housing.
- Niagara, in alignment with provincial direction, continues to emphasize prevention programs to reduce the need for emergency shelters and support people to access and retain stable housing.

Program Administration

- This includes capacity building and training funding for all 22 agencies.
- While permitted under the Administration category, Niagara does not allocate the full 10% available under the CHPI guidelines for administration, focusing as much funds as possible to direct client service delivery.

Risk Management planning for CHPI

Under the CHPI program guidelines (January 2017), there is a requirement to identify potential risks and mitigation strategies.

The risks that will be identified in this investment plan include:

RISKS	MITIGATION
➤ Effectively meeting the capacity, assessment and development requirements for municipal service managers and all third party agencies delivering programs on our behalf (particularly as the Province has not yet shared expectations and targets for this requirement).	➤ Continue to monitor the sector for best practice developments and evolving policy changes. ➤ Continue to allocate administration monies to this initiative and work with all agencies to identify system wide training needs, ensuring system capacity along with standard processes. Plans for 2019 include further Housing First training.
➤ An affordability risk in Niagara, as the provincial funding available remains inadequate to support local needs and	➤ Local funding allocations and contract award processes seek to ensure that selected agencies utilize outcome-

address existing demand for services. Ongoing reliance on the local not-for-profit sector contributions and levy sources is not sustainable.	based models and best practices. Niagara will continue to ensure effective monitoring of contracts and outcomes. Dialogue will continue with the MMAH related to local needs and relative funding levels.
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Alternatives Reviewed

Not applicable.

Relationship to Council Strategic Priorities

N/A

Other Pertinent Reports

- COM 08-2015 Community Homelessness Prevention Initiative Funding Allocations 2015-16 and 2016-17
- COM 02-2017 Community Homelessness Prevention Initiative Investment Plan 2017-18
- COM 02-2108 Community Homelessness Prevention Initiative Investment Plan 2018-19

Prepared by:

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Commissioner
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Submitted by:

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This report was prepared in consultation with Kayla De Pauw, Program Financial Specialist.



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November 16, 2018

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

Dear Ms. Norio:

At their November 16, 2018 meeting, the Niagara Regional Housing Board of Directors, passed the following motion:

That Niagara Regional Housing Quarterly Report July 1 to September 30, 2018 be APPROVED and FORWARDED to the Public Health and Social Services Committee and subsequently to Regional and Municipal Councils for information.

Your assistance is requested in moving the attached report, NRH 15-2018, through proper channels to Council.

Sincerely,

Henry D'Angela
Chair

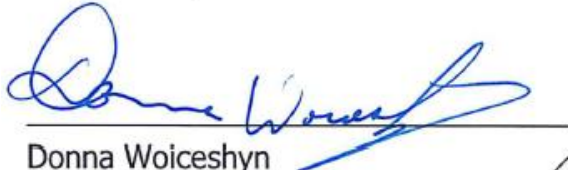


Q3 (July 1 to September 30, 2018) to Board of Directors

Recommendation:

That Niagara Regional Housing Quarterly Report July 1 to September 30, 2018 be APPROVED and FORWARDED to the Public Health and Social Services Committee and subsequently to Regional and Municipal Councils for information.

Submitted by:


Donna Woiceshyn
Chief Executive Officer

Approved by:


Henry D'Angela
Chair

Directors:

Henry D'Angela, Chair
Regional Councillor
Thorold

James Hyatt, Vice-Chair
Community Director
St. Catharines

Karen Blackley, Treasurer
Community Director
Thorold

Betty Ann Baker - Secretary
Community Director
St. Catharines

Betty Lou Souter
Community Director
St. Catharines

Paul Grenier
Regional Councillor
Welland

Tim Rigby
Regional Councillor
St. Catharines

Walter Sendzik
Regional Councillor
St. Catharines

Selina Volpatti
Regional Councillor
Niagara Falls

HIGHLIGHTS:



VISION

That the Niagara community will provide affordable, accessible and quality housing for all residents

MISSION

To expand opportunities that make affordable housing an integral part of building healthy and sustainable communities in Niagara

As the administrator of social housing for Niagara Region, Niagara Regional Housing (NRH) works to fulfill our vision and mission through six main areas of responsibility:

1. [Public Housing \(NRH Owned Units\)](#)
2. [Non-Profit Housing Programs](#)
3. [Rent Supplement Program](#)
4. [Affordable Housing Program](#)
5. [Service Manager Responsibilities](#)
6. [Housing Access Centre and Centralized Waiting List](#)



Definitions can be found in the attached Reference Sheet.

1. Public Housing (NRH Owned Units)

DAY-TO-DAY MAINTENANCE:

In Q3, **3,216 work orders** were issued, representing \$1,004,192.35. \$56,698.50 of this amount was charged back to tenants who were held responsible for damages.

	2017-Q3	2017-Q4	2018-Q1	2018-Q2	2018-Q3
# of work orders issued	3,263	2,993	2,566	2,768	3,216

CAPITAL PROGRAM:

The Capital Program is responsible for maintaining the Public Housing (NRH Owned Units) asset and planning for future sustainability.

In Q3, 40 contract orders were issued, six public tenders closed and purchase orders issued \$4,157,787.68. This total includes the purchase order for Roach Avenue New Build.

The Capital Program was responsible for 17 capital projects valued at \$ 2,660,416.32 and 15 Social Housing Apartment Improvement Program (SHAIP) funded Capital projects valued at \$1,606,976.65 including:

- Parking lot replacement – one project
- Installation of Heat Control System – eight projects
- Foundation repairs/Damproofing – three projects
- Design and preparation of tender for bathroom replacements – one project
- Balcony repair and railing replacement – two projects
- Design and Tender Domestic Hot Water replacements – five projects

As of September 30, 2018, \$3,500,000 of the \$7,000,000 budgeted (excluding emergency) has been committed and or actually spent (50%).

Reallocating SHAIP year two and three projects to be completed in year one funding.

TENANT MOVE OUTS:

Move Outs By Reason

Health	7
Long Term Care Facility	8
Deceased	20
Private Rental	2
Voluntarily Left Under Notice	0
Eviction – Tribunal	8

NRH Transfer	29
Moved to Coop or Non-Profit	1
Bought a House	0
Left Without Notice	0
Other/None Given	14
Cease to Qualify	0
TOTAL	89

In Q3, there were **89 move outs**. Eight involved eviction orders granted under the Ontario Landlord Tenant Board (LTB) – arrears (six), impaired safety (one), harassment (one). Seven of the evictions were enforced by the Sherriff.

	2017-Q3	2017-Q4	2018-Q1	2018-Q2	2018-Q3
# of move outs	75	81	67	83	89

ARREARS:

NRH Housing Operations actively works to reduce rent arrears and saw a decrease in Q3.

	Sept 30, 2017	Dec 31, 2017	Mar 31, 2018	Jun 30, 2018	Sept 30, 2018
Rent charges for the month	\$1,122,027.00	\$1,150,372.27	\$1,167,751.69	\$1,136,607.00	\$1,165,765.00
Accumulated rent arrears	\$44,326.67	\$49,045.27	\$48,660.91	\$35,055.56	\$23,378.86
Arrears %	3.95%	4.26%	4.17%	3.08%	2.01%

INSURANCE:

Nothing to report in Q3.

COMMUNITY RESOURCES AND PARTNERSHIPS:

In Q3, we had partnerships with **45 community agencies** across Niagara. As a result of these partnerships, more than 200 support and enrichment activities were offered to tenants at NRH sites. Each partnership contributes to tenant lives and, in turn, the success of the Public Housing community as a whole:

- Once again this year, NRH partnered with the RAFT to provide summer camps in Manchester, Old Pine Trail and Rykert (St. Catharines) and Warden and Waters (Niagara Falls) and Faith Welland Church in McLaughlin (Welland).

The cost and transportation required for summer camp is often out of reach for low-income families, so these camps provide workshops, sports, crafts and excursions they would not be able to access otherwise. In addition to offering constructive activities to keep youth occupied during the summer months, summer camps help youth to develop new interests, improve socialization and help partner agencies develop trusting relationships with tenants and their children.

Also during Q3, NRH Community Programs Coordinators (CPCs) offered support to **240 new referrals of tenants in need of assistance**. Of those new referrals, **54% were considered medium-high need**. In particular, as the weather got warmer, there were more requests for help resolving social issues between neighbours. There was also an increase in the number of tenants needing help with clutter and bed bugs, as well as the number of tenants declining supports.

2. Non-Profit Housing Programs

As administrator of social housing for Niagara Region, NRH provides legislative oversight for 62 Non-Profit Housing Programs (non-profit and co-operative). Operational Reviews are conducted to determine the overall health of each.

	2017-Q3	2017-Q4	2018-Q1	2018-Q2	2018-Q3
Healthy	42	43	41	41	41
Routine Monitoring	18	18	18	18	18
Intensive Monitoring	2	1	1	1	1
Pre-PID (Project in Difficulty)	1	1	1	1	1
PID (Project in Difficulty)	1	1	1	1	1
TOTAL	64	64	62	62	62

NRH Housing Programs staff continue to work with Federal Housing Providers as they move toward End of Operating Agreements (EOA).

3. Rent Supplement Program

In Q3, there were **1,354 Rent Supplement/Housing Allowance units** across Niagara. In the Rent Supplement program, tenants pay 30% of their gross monthly income directly to the private landlord and NRH subsidizes the difference up to the market rent for the unit. The Housing Allowance program is a short term program that provides a set allowance to help applicants on the wait list.

	2017-Q3	2017-Q4	2018-Q1	2018-Q2	2018-Q3
Fort Erie	26	26	27	28	28
Grimsby	25	26	26	26	26
Lincoln (Beamsville)	2	2	13	12	12
Niagara Falls	200	219	228	229	230
Niagara-on-the-Lake	--	-	-	-	-
Pelham	24	24	23	23	22
Port Colborne	44	47	51	53	51
St. Catharines	567	600	657	700	719
Thorold	24	29	32	37	54
Welland	189	199	202	201	197
West Lincoln	15	14	14	15	15
TOTAL	1,116	1,186	1,273	1,324	1,354

Variances in the number of Rent Supplement/Housing Allowance units reflects the general management of the program and required take-up/deletion of units due to End of Operating

Agreements (EOA), move out of tenants, and/or new units/landlords. Totals will be increasing in the future as some Non-Profit Housing Programs transition into a Rent Supplement agreement upon expiry of their operating agreement. It is unknown which areas will be affected.

4. Affordable Housing Program

NIAGARA RENOVATES PROGRAM:

The Niagara Renovates program provides assistance to low-to-moderate income homeowners for home repairs, accessibility modifications and the creation of secondary suites in single family homes.

Niagara Renovates inspections for 2018-2019 funding are now underway. Inspections include all areas inside and outside of the home to ensure compliance with program guidelines. Issues are identified and a detailed Inspection Report is completed for review before a decision is communicated to the homeowner.

NRH received \$500,000 through the Investment in Affordable Housing - Extension (IAH-E) program for homeowner and secondary suite repairs and \$626,300 for multi-unit repairs, totaling \$1,006,300 for the 2018/2019 period.

49 homeowners were approved for funding in 2018. Repairs/renovations are underway.

HOMEOWNERSHIP PROGRAM – “WELCOME HOME NIAGARA”:

The Homeownership program assists low-to-moderate income rental households to purchase their first home by providing a down payment loan.

In Q3, **14 homeowners** received assistance through Welcome Home Niagara.

	2017-Q3	2017-Q4	2018-Q1	2018-Q2	2018-Q3
# of homeowners assisted	11	13	5	9	14

HOUSING FIRST PROGRAM:

The Housing First program helps people move quickly from homelessness to their own home by providing supports to help difficult to house individuals find and keep housing.

In Q3, **nine individuals/families** were housed through the Housing First program. Since 2012, Housing First has helped 344 individuals/families.

	2017-Q3	2017-Q4	2018-Q1	2018-Q2	2018-Q3
# of individuals/families housed	10	22	17	14	9
# of Housing First units (at quarter end)	131	148	165	170	178

RENTAL HOUSING (NEW DEVELOPMENT):

NRH New Development

Carlton Street, St. Catharines	Amount	Units
Investment in Affordable Housing-Extension (IAH-E), Year 3	\$5,806,000	45
Investment in Affordable Housing-Extension (IAH-E), Year 4	\$2,888,000	23
Social Infrastructure Fund (SIF), Year 1	\$2,387,817	17
Roach Avenue, Welland		
Social Infrastructure Fund (SIF), Year 3	\$1,200,000	8
TOTAL	\$12,281,817	93

At the end of Q3:

Carlton Street

- Envelope work – generally 70% complete. EIFS (Exterior Insulation and Finish Systems) is in progress - 50% complete. Other components of the exterior envelope – no change.
- 1st floor – boarding started, mechanical and electrical rough-in of suite rooms 90% complete
- 2nd floor – interior drywall of rooms 95% complete, painting of rooms 95% complete, mill work delivered and installation started, flooring in rooms 80% complete, wall tiles installation started, electrical devices, switches, plugs, lights installation 70% complete, doors to suites 10% complete, door hardware installation started, hallways boarding 80% complete
- 3rd floor – 80% rooms boarded, 30% rooms taped
- 4th floor – interior drywall of rooms generally 95% complete, painting of rooms 75% complete, floor preparation - sanding is in progress, hallways boarded
- 5th floor – interior drywall of rooms 95% complete, painting of rooms 90% complete, flooring installation - 90% complete, wall tile installation started, hallways boarded
- Schedule delayed approximately two months due to the number of Change Orders & lack of performance of trades. Currently we have approximately \$259,430 in changes out of cash allowance of \$500,000.
- Overall progress – approximately 75% complete

Roach Avenue

- Design build contract signed with T.R. Hinan Construction
- T.R. Hinan and architects Raimondo & Associates worked on the design drawings and applied for foundation permit
- Demolition to start in October

Additional New Development

Investment in Affordable Housing-Extension (IAH-E), Year 2 funding has been allocated to three non-profit organizations and will result in the creation of 40 units for seniors and mental health consumers in Niagara:

	Amount	Units
Gateway Residences of Niagara, Huron Street, Niagara Falls	\$720,000	9
Thorold Municipal Non-Profit, Ormond Street, Thorold	\$1,228,912	14
Stamford Kiwanis, Barker Street, Niagara Falls	\$1,089,088	17
TOTAL	\$3,038,000	40

At the end of Q3:

- Gateway Residence of Niagara and Thorold Municipal Non-Profit – complete and operational
- Stamford Kiwanis – approximately 60% complete. On hold pending financing. Construction to resume in 2019.

5. Service Manager Responsibilities

APPEALS:

In Q3, **15 appeals** were heard (same as in 2017-Q3).

Five related to ongoing RGI eligibility

- Two for failure to provide information
 - One failed to report change in income that resulted in receiving RGI overpayment; must repay the amount. Upheld.
 - One given more time to supply missing information so RGI could be calculated. Tenant provided some information but not all; given more time, not received. Upheld.
- One where tenant disagreed with amount of former arrears. Committee allowed extra time to provide additional information. Upheld.
- One where overhoused tenant was denied request for additions to the household. Upheld.
- One related to review of balance owing for unreported income. NRH agreed to tenant's proposal to pay NRH the difference for only two months. Overturned.

Nine for decisions made by Housing Access (e.g. requests for special priority status, urgent status, additional bedroom). Five upheld, four overturned.

One from an overhoused tenant requesting the extra bedrooms due to health issues. Not eligible. Tenant decided to stay in current unit and pay market rent.

	2017-Q3	2017-Q4	2018-Q1	2018-Q2	2018-Q3
# of appeals	15	9	19	9	15

INVESTMENTS:

See Appendix A – Investment Report

6. Housing Access Centre & Centralized Waiting List

APPLICATION ACTIVITY:

# of Applications Received & Processed	739	# of Eligible Applications	713
# of Special Provincial Priority Status Applications	98	# of Ineligible Applications	26
# of Urgent Status Applications	128	# of Cancelled Applications	345
# of Homeless Status Applications	171	# of Applicants Housed	136

In Q3, **345 households were removed** from the Centralized Waiting List because they were no longer eligible, they found alternate housing or we were unable to make contact.

CENTRALIZED WAITING LIST:

		2017- Q3	2017- Q4	2018- Q1	2018- Q2	2018- Q3
		# of households				
A	Rent-Geared-to-Income (RGI) waiting list:					
	Niagara resident RGI waiting list	4,282	4,344	4,287	4,562	4,642
	Applicants from outside of Niagara	641	657	639	692	758
TOTAL RGI waiting list:		4,923	5,001	4,926	5,254	5,400
	Housing Allowance: a set allowance to help applicants on the waiting list with affordability in the private market until housed in an RGI unit	428	505	569	605	618
A1	RGI waiting list demographics:					
	Seniors	2,038	2,061	2,064	2,173	2,236
	Adults no dependents	1,652	1,703	1,630	1,727	1,764
	Adults with dependents	1,233	1,237	1,232	1,354	1,400
A2	RGI list further segmented (#'s included in A & A1):					
	SPP – Special Provincial Priority (Ministry Priority): helps victims of violence separate permanently from their abuser	114	101	122	129	129
	URG – Urgent (Local Priority): for applicants with mobility barriers and/or extreme hardship where their current accommodation puts them at extreme risk and/or causes hardship	105	99	104	120	123
	HML – Homeless (Local Priority): provides increased opportunity for placement to homeless households	821	832	842	894	947
	SUP – Supportive/Transitional: provides targeted, provisional services to assist individuals to transition beyond basic needs to more permanent housing	26	19	17	17	13
B	In addition, NRH manages:					
	Overhoused: households who are living in subsidized accommodation with more bedrooms than they are eligible for	111	143	152	167	171
	Transfer: households who are currently living in subsidized accommodation and have requested a transfer to another provider	499	513	518	525	547
TOTAL RGI households on waiting list managed by NRH:		5,533	5,657	5,596	5,946	6,118
C	NRH maintains a waiting list for market rent units (62 Non-Profit Housing Programs):					
	Market: applicants who have applied for a market rent unit in the Non-Profit Housing Programs portfolio	592	591	578	597	629
TOTAL households on waiting list managed by NRH:		6,125	6,248	6,174	6,543	6,747
TOTAL individuals on waiting list managed by NRH:		10,217	10,449	10,380	11,052	11,496

Note: the above chart includes only those who apply to the Centralized Waiting List and does not capture the full number of those in need of affordable housing in Niagara.

Q3 (July 1 to September 30, 2018)

ESTIMATED WAIT TIMES:

CITY	SENIORS Age 55 and older		SINGLES Age 16-54		HOUSEHOLDS WITH DEPENDENTS			
	Bachelor	1 Bed	Bachelor	1 Bed	2 Bed	3 Bed	4 Bed	5 Bed
	YEARS							
Fort Erie	-	9	2	8.5	2	1	5	-
Grimsby	-	4	-	-	-	-	-	-
Lincoln	-	4.5	-	12	9	8	-	-
Niagara Falls	4	6	-	16	5	3	7	14
Niagara-on-the-Lake	-	6.5	-	-	-	-	-	-
Pelham	-	3.5	-	-	-	-	-	-
Port Colborne	-	4.5	-	13	3	3	3	-
St. Catharines	-	6.5	9	13	3.5	3	9	12
Thorold	-	6.5	-	10	6	8	-	-
Welland	-	5	6	15	5	2.5	7	2
West Lincoln	-	4	-	-	5.5	7	-	-

- no units of this size available in this community

January 2018

Please note:

- wait time information can fluctuate and is an approximation only
- wait times may not reflect the actual time one may wait for affordable housing

Quarterly Report on Cash / Investments / Reserves for Period Ending September 30, 2018

NRH 15-2018
Appendix A
18-176-4.2.
Nov. 16, 2018

	This Quarter Balance	Last Quarter Balance	Variance \$	Variance %	Comments
BANK ACCOUNTS					
Current Bank Account: Royal Bank account used for day-to-day operations for the owned units. Also to cash flow various short terms programs funded by Prov and Fed gov't usch as development, homeownership and capital repair programs.	\$14,961,182.38	9,692,265.71	5,268,916.67	54.36%	Since the February 2016 transition to PeopleSoft, day-to-day accounts payable transactions are paid by the Region through PeopleSoft. Reconciliation of the due to the Region account will be performed on a regular basis to transfer amounts due to the Region.
Investment Bank Account: Used to hold funds "In Trust" for designated Housing Providers for capital work.					Interest earned at a rate of RBC Prime minus 1.70% on balances in bank and investment accounts.
A CMHA: Reserves held for CMHA Units.	4,592.36	4,592.36	-	0.00%	
B Ganawageh Capital Fund:	97,971.49	97,971.49	-	0.00%	Withdrawals are made in accordance with approved procedures. Current quarter interest.
C Due (From) Current Account	275,734.45	273,939.50	1,794.95	0.66%	
Total Investment Bank Accounts	378,298.30	376,503.35	1,794.95	0.48%	

Quarterly Report on Cash / Investments / Reserves for Period Ending September 30, 2018

	This Quarter Balance	Last Quarter Balance	Variance \$	Variance %	Comments
INVESTMENT VEHICLES - FUND ACCOUNTING					
Various investment vehicles are used to protect and optimize the cash that is held for specified purposes. Investments are both short-term and long-term in nature. These funds are intended to ensure continued growth without capital erosion by inflation.					
Current Instruments:	2 Year GIC, \$521,565; due date is 05/16/2019; interest rate of 1.26% to 1.63%				
RBC Investment Savings = \$4,420,647.69	2 Year GIC, \$188,000; due date is 08/17/2020; interest rate of 2.65% to 2.74%				
	2 Year GIC, \$376,000; due date is 08/20/2020; interest rate of 2.60% to 2.65%				
	2 Year GIC, \$264,280; due date is 08/21/2020; interest rate of 2.53%				
	2 Year GIC, \$497,000; due date is 08/15/2019; interest rate of 1.45% to 2.25%.				
1 PASS THROUGH FEDERAL/PROVINCIAL PROGRAM FUNDING					
A AHP - New Development	65,375.90	65,375.90	-	0.00%	
2 ADMINISTRATION FUNDING					
B Affordable Housing Prog & Housing Allowance Prog	-	-	-	0.00%	
C IAH - Admin Fee	199,517.61	(32,048.08)	231,565.69	-722.56%	
3 RECONCILIATION					
D Due (From)Current Account	6,024,337.39	6,232,416.58	(208,079.19)	-3.34%	Due to current account
Total	6,289,230.90	6,265,744.40	23,486.50	0.37%	

Quarterly Report on Reserves for Period Ending September 30, 2018

Description	Balances at December 31, 2017	Year-to-date Net Transfers from (to) Operating	Year-to-date Capital Transfers	Balances at September 30, 2018	Net Transfers Forecast from (to) Operating*	Capital Commitments *	Forecasted Balance at December 31, 2018
NRH Owned Units Public/Local Housing Corp:	\$ 4,327,035	\$ 292,337	\$ (596,001)	\$ 4,023,371	\$ 97,446	\$ -	\$ 4,120,816
Niagara Regional Housing:							
Emergency Capital Funding for Housing Providers	1,924,871			1,924,871			1,924,871
Title Normalization for NRH Owned Units	712,381			712,381			712,381
New Initiatives, other social housing purposes and any new deposits are added to this category	4,513,047	-	(1,110,000)	3,403,047	-	-	3,403,047
Niagara Regional Housing TOTAL:	7,150,299	-	(1,110,000)	6,040,299	-	-	6,040,299
Total NRH Capital Reserves	\$ 11,477,334	\$ 292,337	\$ (1,706,001)	\$ 10,063,670	\$ 97,446	\$ -	\$ 10,161,115
NRH Rent Supplement:	\$ 302,301	\$ (18,000)		284,301	(6,000)		278,301
Total NRH Stabilization Reserves	\$ 302,301	\$ (18,000)	\$ -	\$ 284,301	\$ (6,000)	\$ -	\$ 278,301
NRH Employee Future Benefits:	\$ 792,733	\$ -	\$ -	792,733	-	-	792,733
Total Future Liability Reserves	\$ 792,733	\$ -	\$ -	\$ 792,733	\$ -	\$ -	\$ 792,733
Total	\$ 12,572,368	\$ 274,337	\$ (1,706,001)	\$ 11,140,704	\$ 91,446	\$ -	\$ 11,232,149

* 2018 Budget amounts

Interest no longer applied by approval of Regional Council (CSD 02-2013).

503 NRH Owned Units Public/Local Housing Corp: This reserve was set-up by the Board of Directors as a Reserve Fund in September 2004 for capital expenses related to the NRH owned units.

502 Niagara Regional Housing

This reserve includes three major elements: (1) Emergency Capital Funding for Housing Providers - *intent to support capital repair program for housing providers; surplus from housing programs should be directed to this component of the reserve* (2) Title Normalization for NRH Owned Units (3) New Initiatives / New Development - *\$2.29M is restricted to future development/intensification in Niagara Falls (see 2017 Year-End Transfer) - expected to cover \$810k - 100% costs related to 2019 NF capital project; remainder unrestricted; Potential acquisition / intensification effort identified by NRH SMT utilizing Provincial SIF funds currently utilizes \$275k of unrestricted balance*

NRH Rent Supplement: This fund was set-up by the Board of Directors in December 2008 (year end) for a new Rent Supplement program. This Rent Supplement program is budgeted annually and withdrawal from the Reserve matches that year's expenditures.

NRH Employee Future Benefits: This fund was set-up by the Board of Directors in 2011 to fund Employee Future Benefits. (retiree benefits, sick leave, vacation. etc.).

MEMORANDUM

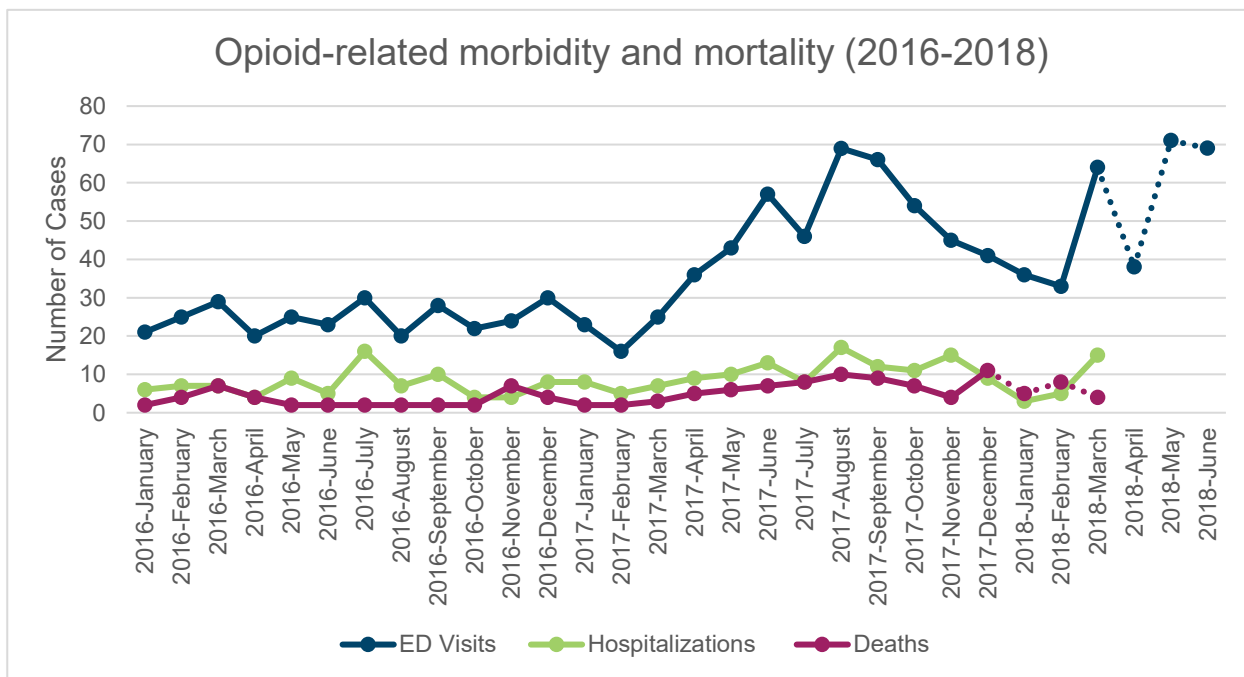
CWCD 330-2018

Subject: Opioid Work Update
Date: October 5, 2018
To: Board of Health
From: Dr. Andrea Feller, Associate Medical Officer of Health

In our goal to continue to keep you updated around opioids, please see the following.

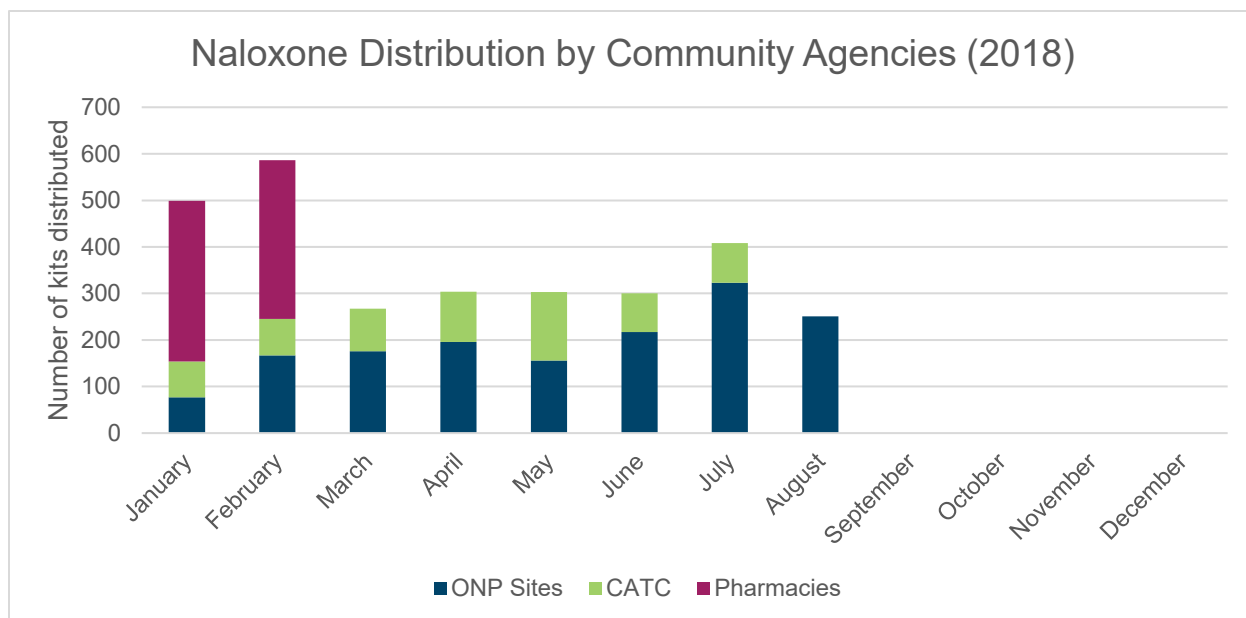
1. Positive Living Niagara (PLN) and the Overdose Prevention and Education Network of Niagara (OPENN) have learned that the Overdose Prevention Site (OPS) review by the province has been extended, we think until the end of October. The federal exemptions required for these sites have been extended another six months. A research approach that re-analyzed data and called into question the effectiveness of these sites has been retracted (in other words, the validity of the findings are questionable according to science).
[https://www.ijdp.org/article/S0955-3959\(18\)30180-4/fulltext](https://www.ijdp.org/article/S0955-3959(18)30180-4/fulltext)
2. Naloxone has been distributed to 19 key agencies who are actively distributing within the critical social and close peer network, as well as appropriate patient provisions through St. John Ambulances, Niagara Health, and EMS. Nine other agencies are in the process of receiving naloxone (unchanged since last update). All agencies that have chosen to be a public access point are listed at:
<https://www.ontario.ca/page/where-get-free-naloxone-kit>
3. In coordination with CASON, community presentations have been booked with libraries across the region focusing on opioids, naloxone, and promoting health and social services available.
4. The website is updated as data becomes available. These updates are available through NRPH&ES site (in addition to elsewhere on the Region's site).
https://www.niagararegion.ca/living/health_wellness/alc-sub-abuse/drugs/overdose-prevention.aspx
5. For this report, we have included some **preliminary** data (in broken lines) in addition to the data found on the website. A summary of opioid-related population health outcome and naloxone distribution data available to date follows. Death data have been received through March. It is possible that the increase in availability of naloxone and education have made an impact. Reports from partners indicate that deaths have unfortunately risen over the summer, similar to last year.

As of January 2018, a new data extraction process (i.e. First Watch) has been made available to track EMS responses to suspected opioid overdoses. This process is automated, faster and applies standardized inclusion and exclusion criteria to detect suspected overdoses. Currently, we are working on revising this process to align better with other health units across the province.

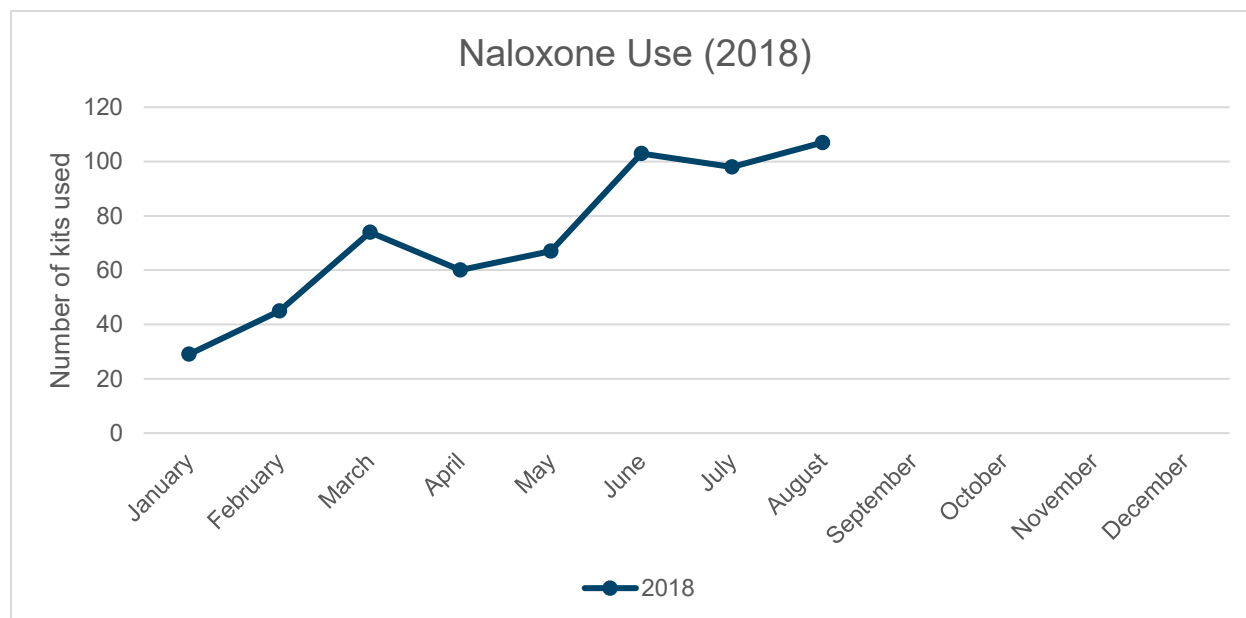


Data source: National Ambulatory Care Reporting System, 2018; Discharge Abstract Database, 2018; Office of the Chief Coroner of Ontario, 2017.

- In 2016 there were a total of 297 opioid poisoning emergency department (ED) visits, and 82 hospitalizations
- In 2017 there was a total of 521 opioid poisoning ED visits (a 75% increase from 2016) and 124 hospitalizations (a 50% increase from 2016)
- In the first quarter of 2018, there have been 133 opioid poisoning ED visits and 23 hospitalizations
- In 2017 there were 74 opioid overdose deaths, which is an 85% increase from 2016, where there were 40 deaths. In 2017, fentanyl was the most common type of opioid present at the time of death (present in 58% of deaths), followed by hydromorphone (present in 20% of deaths).



Data source: Niagara Region Naloxone Distribution and Use [2018].



Data source: Niagara Region Naloxone Distribution and Use [2018].

- Currently, naloxone can be obtained from participating Ontario pharmacies, community health centres, methadone clinics, detention centres, and addiction treatment facilities. NRPH is ordering, coordinating, and supervising naloxone inventory, distributing it to community agencies to in turn distribute to their clients, and reporting on its distribution and use to the Ministry of Health and Long-Term Care (MOHLTC).
- As of January 2018, a new data collection system has been implemented for naloxone distribution and use in the community

- Data on naloxone use may change over time as more individuals have their kits replaced
- The graph on naloxone distribution in the community now contains data from Ontario Naloxone Program (ONP) sites, Canadian Addiction Treatment Centres (CATC), and pharmacies in an effort to show a more holistic picture of distribution within the community
 - Data from pharmacies is currently unavailable
- Public Health Units are working with the MOHLTC to obtain a more fulsome picture of data related to naloxone distribution and use

We will continue to keep you updated. Other pertinent correspondence is listed below:

CWCD 08-2018
CWCD 19-2018
CWCD 39-2018
CWCD 44-2018
CWCD 83-2018
CWCD 109-2018
CWCD 140-2018
CWCD 174-2018
CWCD 205-2018
CWCD 218-2018
CWCD 283-2018
CWCD 300-2018

Respectfully submitted and signed by

Andrea Feller, MD, MS, FAAP, FACPM
Associate Medical Officer of Health

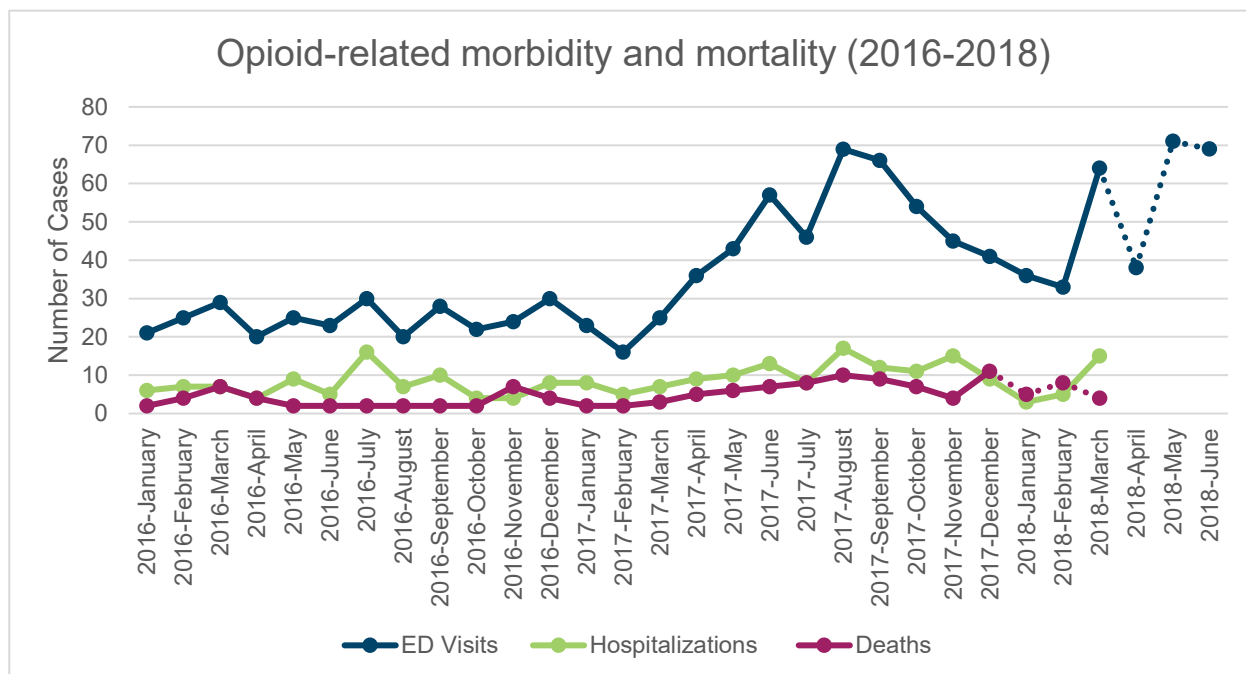
MEMORANDUM**CWCD 353-2018**

Subject: Opioid Work Update
Date: October 26, 2018
To: Board of Health
From: Dr. Andrea Feller, Associate Medical Officer of Health

In our goal to continue to keep you updated around opioids, please see the following.

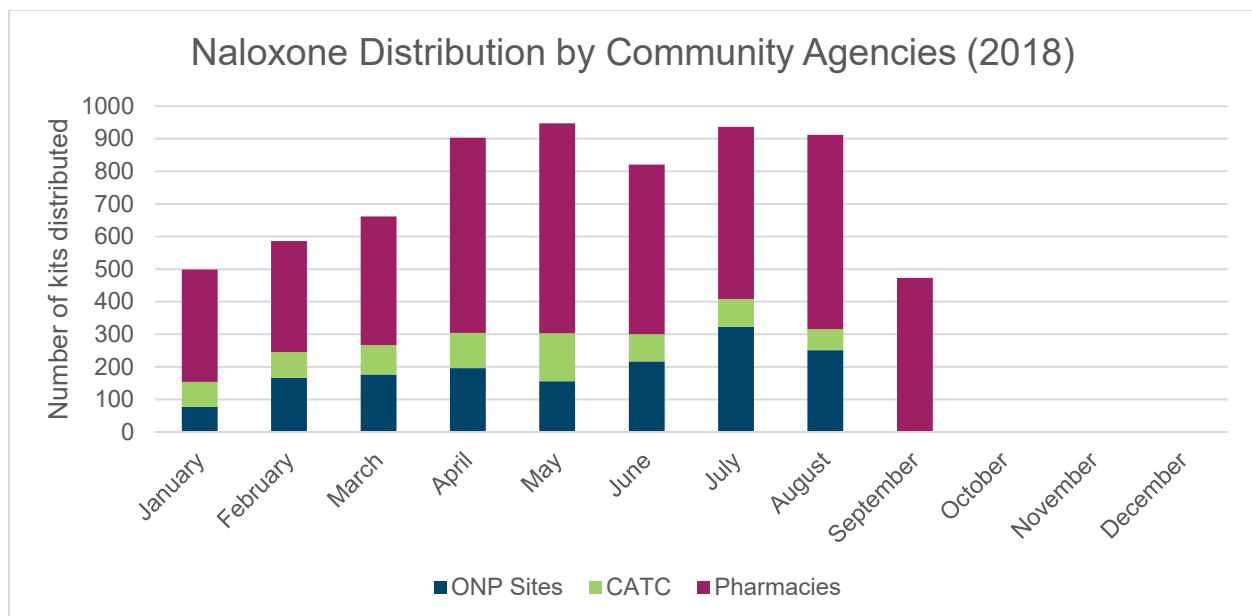
1. The Overdose Prevention Site (OPS) review by the province has been completed. The St. Catharines site is now “unpaused”. There will be an application process for something called “Consumption and Treatment Services sites”. Early information is very much in line with current plans for the St. Catharines site, but any further details are pending at the time of writing this memo.
2. Naloxone has been distributed to 21 key agencies who are actively distributing within the critical social and close peer network, in addition to appropriate patient provisions through St. John Ambulances, Niagara Health sites, and EMS. Seven other agencies are in the process of receiving naloxone (unchanged since last update). All agencies that have chosen to be a public access point are listed at: <https://www.ontario.ca/page/where-get-free-naloxone-kit>
3. The EMS Mental Health and Addictions Response Team (MHART) is responding in real time to mental health and addictions calls including active opioid overdoses alongside the responding paramedic crews; the purpose of which is to intervene earlier especially for patients who refuse transport to the ED. In addition, this team is performing outreach to those individuals that accessed 911 for opioid overdose or addictions issues. Early results have been very promising.
4. The website is updated as data becomes available. These updates are available through PH&ES site (in addition to elsewhere on the Region’s site). https://www.niagararegion.ca/living/health_wellness/alc-sub-abuse/drugs/overdose-prevention.aspx
5. For this report, we have included some **preliminary** data (in broken lines) in addition to the data found on the website. A summary of opioid-related population health outcome and naloxone distribution data available to date follows. Death data have been received through March. It is possible that the increase in availability of naloxone and education have made an impact. Reports from partners indicate that deaths have unfortunately risen over the summer, similar to last year.

As of January 2018, a new data extraction process (i.e. First Watch) has been made available to track EMS responses to suspected opioid overdoses. This process is automated, faster and applies standardized inclusion and exclusion criteria to detect suspected overdoses. Currently, we are working on revising this process to align better with other health units across the province.

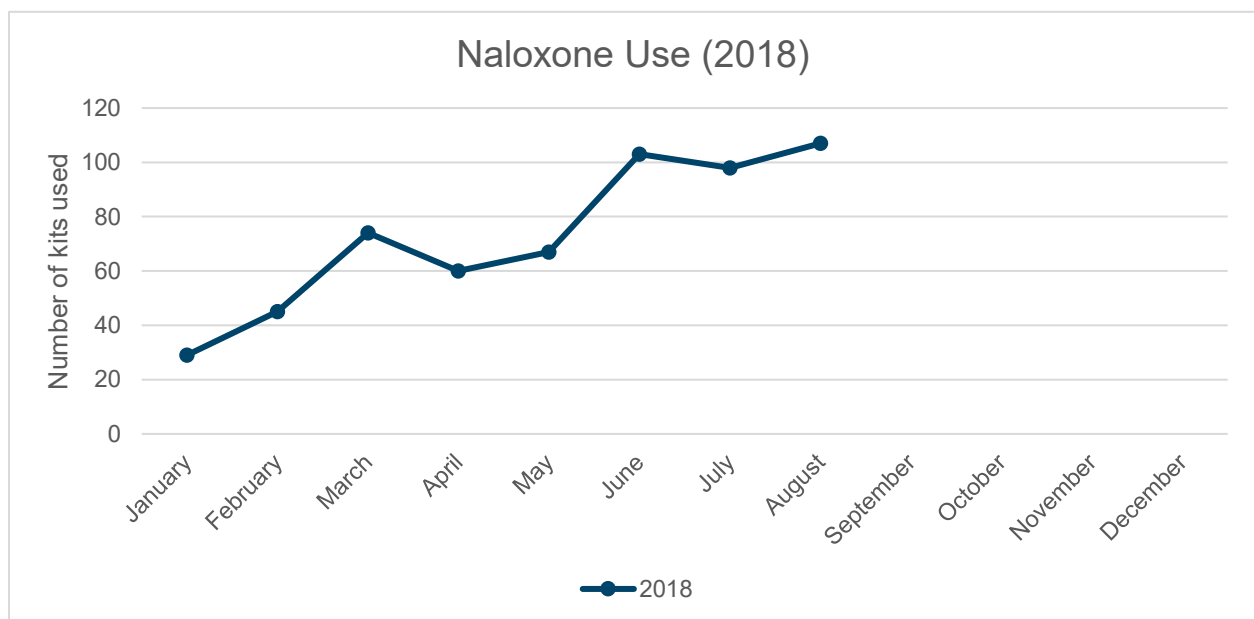


Data source: National Ambulatory Care Reporting System, 2018; Discharge Abstract Database, 2018; Office of the Chief Coroner of Ontario, 2017.

- In 2016 there were a total of 297 opioid poisoning emergency department (ED) visits, and 82 hospitalizations
- In 2017 there was a total of 521 opioid poisoning ED visits (a 75% increase from 2016) and 124 hospitalizations (a 50% increase from 2016)
- In the first quarter of 2018, there have been 133 opioid poisoning ED visits and 23 hospitalizations
- In 2017 there were 74 opioid overdose deaths, which is an 85% increase from 2016, where there were 40 deaths. In 2017, fentanyl was the most common type of opioid present at the time of death (present in 58% of deaths), followed by hydromorphone (present in 20% of deaths).



Data source: Niagara Region Naloxone Distribution and Use [2018].



Data source: Niagara Region Naloxone Distribution and Use [2018].

- Currently, naloxone can be obtained from participating Ontario pharmacies, community health centres, methadone clinics, detention centres, and addiction treatment facilities. NRPH is ordering, coordinating, and supervising naloxone inventory, distributing it to community agencies to in turn distribute to their clients, and reporting on its distribution and use to the Ministry of Health and Long-Term Care (MOHLTC).
- As of January 2018, a new data collection system has been implemented for naloxone distribution and use in the community

- Data on naloxone use may change over time as more individuals have their kits replaced
- The graph on naloxone distribution in the community now contains data from Ontario Naloxone Program (ONP) sites, Canadian Addiction Treatment Centres (CATC), and pharmacies in an effort to show a more holistic picture of distribution within the community
 - Data from ONP sites and CATC is currently not available for September
 - Data from pharmacies is now available
- Public Health Units are working with the MOHLTC to obtain a more fulsome picture of data related to naloxone distribution and use

We will continue to keep you updated. Other pertinent correspondence is listed below:

CWCD 08-2018
CWCD 19-2018
CWCD 39-2018
CWCD 44-2018
CWCD 83-2018
CWCD 109-2018
CWCD 140-2018
CWCD 174-2018
CWCD 205-2018
CWCD 218-2018
CWCD 283-2018
CWCD 300-2018
CWCD 330-2018

Respectfully submitted and signed by

Andrea Feller, MD, MS, FAAP, FACPM
Associate Medical Officer of Health

MEMORANDUM

CWCD 379-2018

Subject: Opioid Work Update
Date: November 16, 2018
To: Board of Health
From: Dr. Andrea Feller, Associate Medical Officer of Health

In our goal to continue to keep you updated around opioids, please see the following.

1. Positive Living Niagara and the community plan to be able to open the St. Catharines Overdose Prevention Site (OPS) in December. Public Health staff are supporting the community's application for the new Consumption and Treatment Services (CTS) sites, which will be permanent. Application includes a process involving both federal approval and provincial application and approval. Positive Living Niagara will be sharing information and requesting Board of Health support.
2. Naloxone has been distributed to 23 key agencies who are actively distributing within the critical social and close peer network, in addition to appropriate patient provisions through St. John Ambulances, Niagara Health sites, and EMS. Four other agencies are in the process of receiving naloxone (unchanged since last update). All agencies that have chosen to be a public access point are listed at: <https://www.ontario.ca/page/where-get-free-naloxone-kit>
3. National Addiction Awareness Week is November 26 to December 2. The hashtag this year is #allwalksoflife. The Film House will begin showings of the highly acclaimed movie "Beautiful Boy" that week. On December 6, Community Addiction Services of Niagara (CASON) will be hosting a panel discussion following that evening's showing of the film.

[Movie "Beautiful Boy" starring Steve Carell and Timothy Chalamet](#)

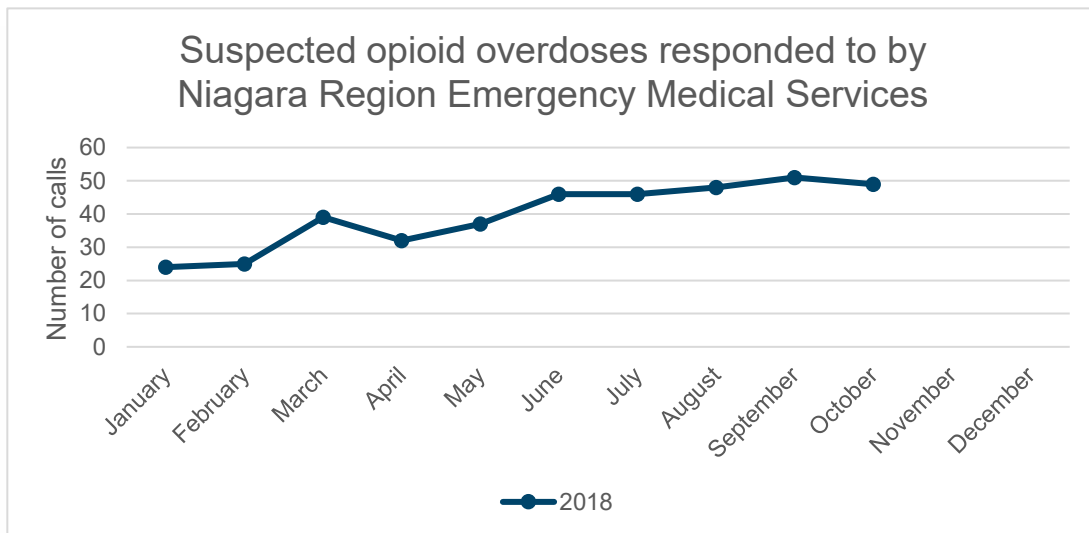
Dec. 6, 2018

The Film House (Inside the PAC downtown St. Catharines)

Speakers discussion panel to follow the movie

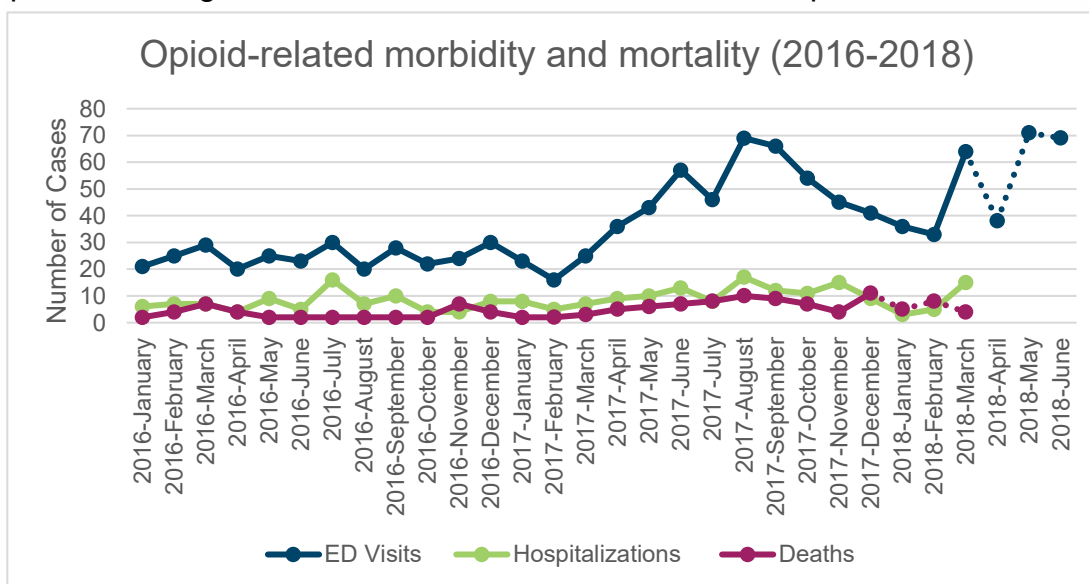
4. The website is updated as data becomes available. These updates are available through PH&ES site (in addition to elsewhere on the Region's site). https://www.niagararegion.ca/living/health_wellness/alc-sub-abuse/drugs/overdose-prevention.aspx
5. For this report, we have included some **preliminary** data (in broken lines) in addition to the data found on the website. A summary of opioid-related population

health outcome and naloxone distribution data available to date follows. Death data have been received through March. It is possible that the increase in availability of naloxone and education have made an impact. Reports from partners indicate that deaths have unfortunately risen over the summer, similar to last year.



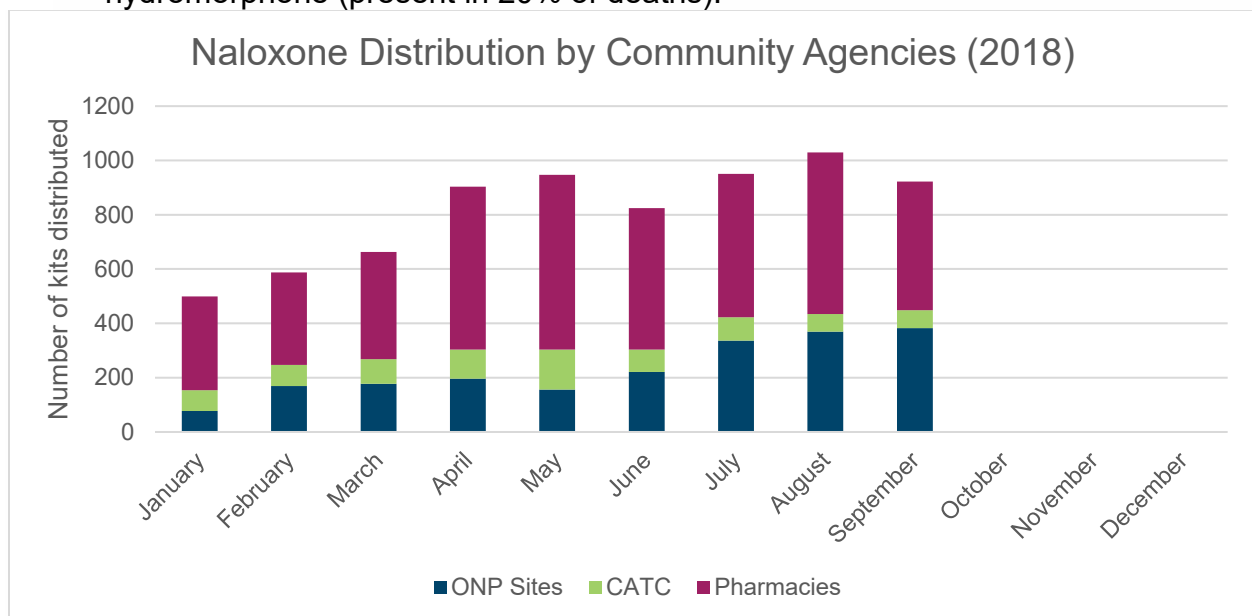
Data source: EMS Edge [2018].

As of January 2018, a new data extraction process (i.e. First Watch) has been made available to track EMS responses to suspected opioid overdoses. This process is automated, faster and applies standardized inclusion and exclusion criteria to detect suspected overdoses. Currently, we are working on revising this process to align better with other health units across the province.

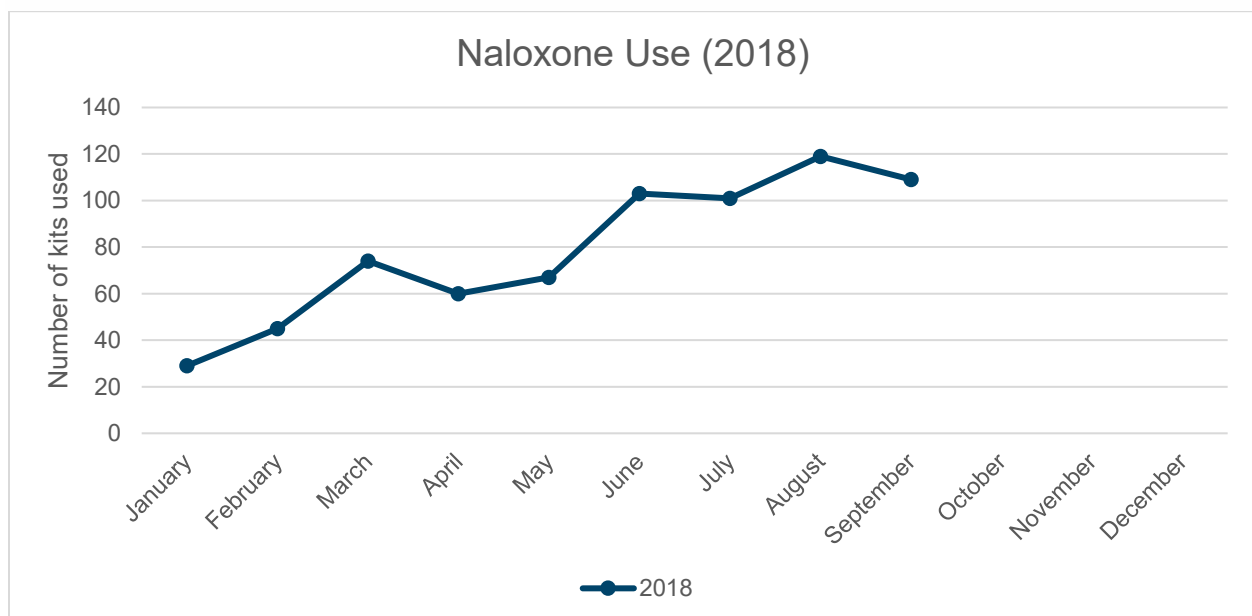


Data source: National Ambulatory Care Reporting System, 2018; Discharge Abstract Database, 2018; Office of the Chief Coroner of Ontario, 2017.

- In 2016 there were a total of 297 opioid poisoning emergency department (ED) visits, and 82 hospitalizations
- In 2017 there was a total of 521 opioid poisoning ED visits (a 75% increase from 2016) and 124 hospitalizations (a 50% increase from 2016)
- In the first quarter of 2018, there have been 133 opioid poisoning ED visits and 23 hospitalizations
- In 2017 there were 74 opioid overdose deaths, which is an 85% increase from 2016, where there were 40 deaths. In 2017, fentanyl was the most common type of opioid present at the time of death (present in 58% of deaths), followed by hydromorphone (present in 20% of deaths).



Data source: Niagara Region Naloxone Distribution and Use [2018].



Data source: Niagara Region Naloxone Distribution and Use [2018].

- Currently, naloxone can be obtained from participating Ontario pharmacies, community health centres, methadone clinics, detention centres, and addiction treatment facilities. NRPH is ordering, coordinating, and supervising naloxone inventory, distributing it to community agencies to in turn distribute to their clients, and reporting on its distribution and use to the Ministry of Health and Long-Term Care (MOHLTC).
- As of January 2018, a new data collection system has been implemented for naloxone distribution and use in the community
 - Data on naloxone use may change over time as more individuals have their kits replaced
- The graph on naloxone distribution in the community now contains data from Ontario Naloxone Program (ONP) sites, Canadian Addiction Treatment Centres (CATC), and pharmacies in an effort to show a more holistic picture of distribution within the community
- Public Health Units are working with the MOHLTC to obtain a more fulsome picture of data related to naloxone distribution and use

We will continue to keep you updated. Other pertinent correspondence is listed below:

CWCD 08-2018
CWCD 19-2018
CWCD 39-2018
CWCD 44-2018
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CWCD 205-2018
CWCD 218-2018
CWCD 283-2018
CWCD 300-2018
CWCD 330-2018
CWCD 353-2018

Respectfully submitted and signed by

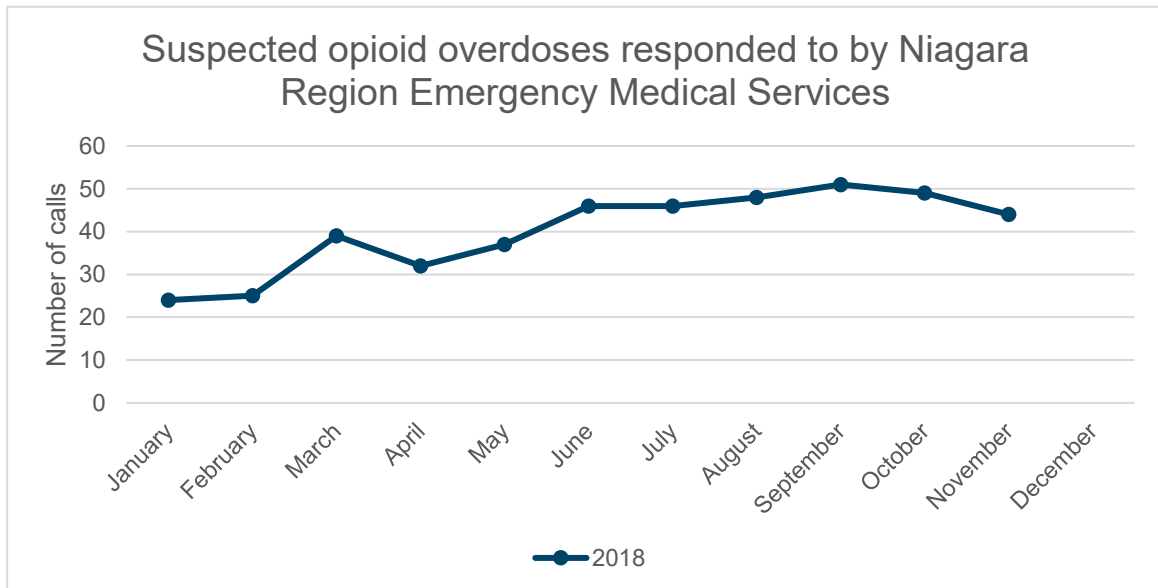
Andrea Feller, MD, MS, FAAP, FACPM
Associate Medical Officer of Health

MEMORANDUM**CWCD 407-2018**

Subject: Opioid Work Update
Date: December 7, 2018
To: Board of Health
From: Dr. Andrea Feller, Associate Medical Officer of Health

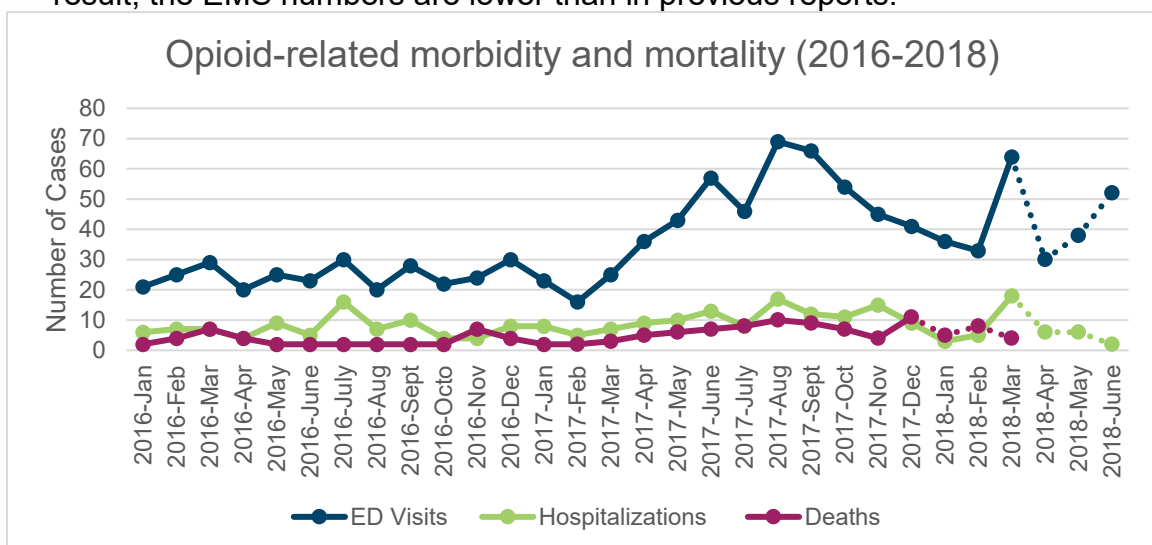
In our goal to continue to keep you updated around opioids, please see the following.

1. Positive Living Niagara and the community were able to open the St. Catharines Overdose Prevention Site (OPS) on December 3. Public Health staff are supporting the community's application for the new Consumption and Treatment Services (CTS) site, which is due December 14. Positive Living Niagara will be sharing information and requesting Board of Health support on December 13.
2. Naloxone has been distributed to 23 key agencies who are actively distributing within the critical social and close peer network, in addition to appropriate patient provisions through St. John Ambulances, Niagara Health sites, and EMS. Four other agencies are in the process of receiving naloxone (unchanged since last update). All agencies that have chosen to be a public access point are listed at: <https://www.ontario.ca/page/where-get-free-naloxone-kit>
3. As part of the EMS system transformation, data is already suggesting potential small reductions in call volume related to the Mental Health team. This will be verified.
4. The movie, "Beautiful Boy" was aired at The Film House on December 6 hosted by Community Addiction Services of Niagara (CASON). Staff participated on a speaker's panel after the movie.
5. The website is updated as data becomes available. These updates are available through PH&ES site (in addition to elsewhere on the Region's site). https://www.niagararegion.ca/living/health_wellness/alc-sub-abuse/drugs/overdose-prevention.aspx
6. For this report, we have included some **preliminary** data (in broken lines) in addition to the data found on the website. A summary of opioid-related population health outcome and naloxone distribution data available to date follows. Trends are mirroring those seen last year.



Data source: EMS Edge [2018].

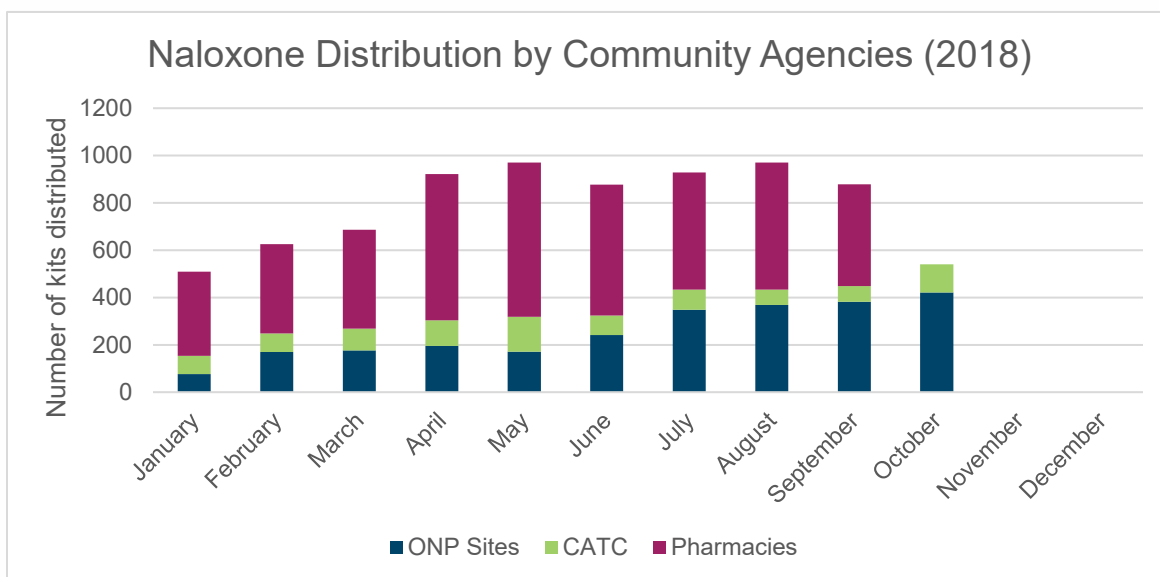
- As of November 2018, a new data extraction process has been made available to track EMS responses to suspected opioid overdoses. This process is automated, faster and applies standardized inclusion and exclusion criteria to detect suspected overdoses that is better aligned with what is being reported by other ambulatory services across the province. As a result, the EMS numbers are lower than in previous reports.



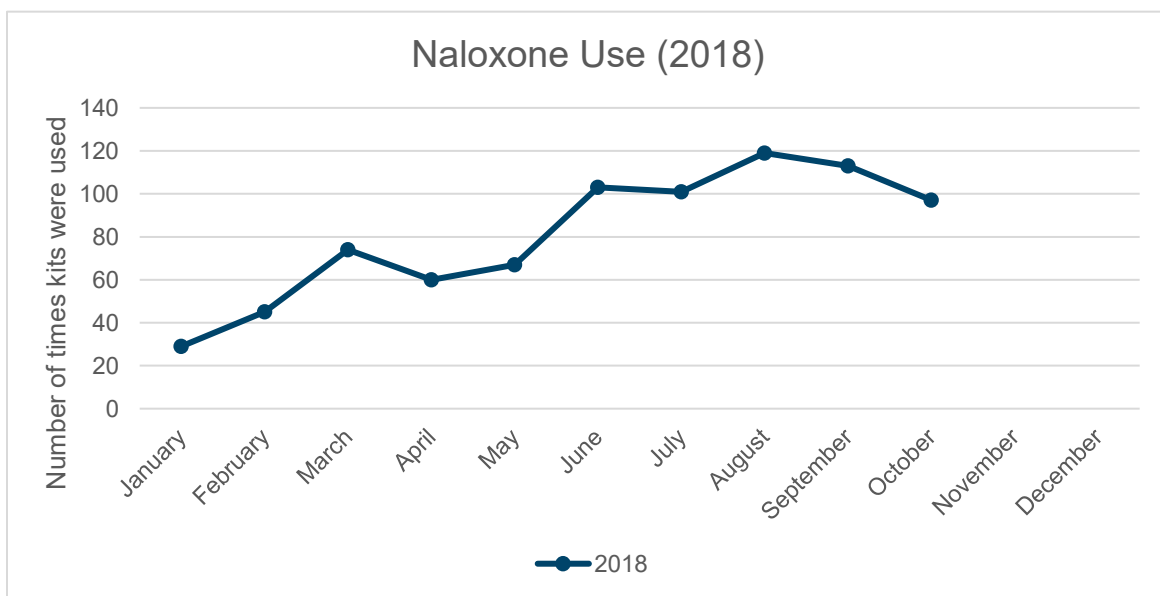
Data source: National Ambulatory Care Reporting System, 2018; Discharge Abstract Database, 2018; Office of the Chief Coroner of Ontario, 2017.

- In 2016 there were a total of 297 opioid poisoning emergency department (ED) visits, and 82 hospitalizations

- In 2017 there was a total of 521 opioid poisoning ED visits (a 75% increase from 2016) and 124 hospitalizations (a 50% increase from 2016)
- In the first quarter of 2018, there has been 133 opioid poisoning ED visits and 23 hospitalizations
- In 2017 there were 74 opioid overdose deaths, which is an 85% increase from 2016, where there were 40 deaths. In 2017 fentanyl was the most common type of opioid present at the time of death (present in 58% of deaths), followed by hydromorphone (present in 20% of deaths).



Data source: Niagara Region Naloxone Distribution and Use [2018].



Data source: Niagara Region Naloxone Distribution and Use [2018].

- Currently, naloxone can be obtained from participating Ontario pharmacies, community health centres, methadone clinics, detention centres, and

- addiction treatment facilities. NRPH is ordering, coordinating, and supervising naloxone inventory, distributing it to community agencies to in turn distribute to their clients, and reporting on its distribution and use to the Ministry of Health and Long-Term Care (MOHLTC).
- As of January 2018, a new data collection system has been implemented for naloxone distribution and use in the community
 - Data on naloxone use may change over time as more individuals have their kits replaced
 - The graph on naloxone distribution in the community now contains data from Ontario Naloxone Program (ONP) sites, Canadian Addiction Treatment Centres (CATC), and pharmacies in an effort to show a more holistic picture of distribution within the community

We will continue to keep you updated. Other pertinent correspondence is listed below:

CWCD 08-2018
CWCD 19-2018
CWCD 39-2018
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CWCD 218-2018
CWCD 283-2018
CWCD 300-2018
CWCD 330-2018
CWCD 353-2018
CWCD 379-2018

Respectfully submitted and signed by

Andrea Feller, MD, MS, FAAP, FACPM
Associate Medical Officer of Health

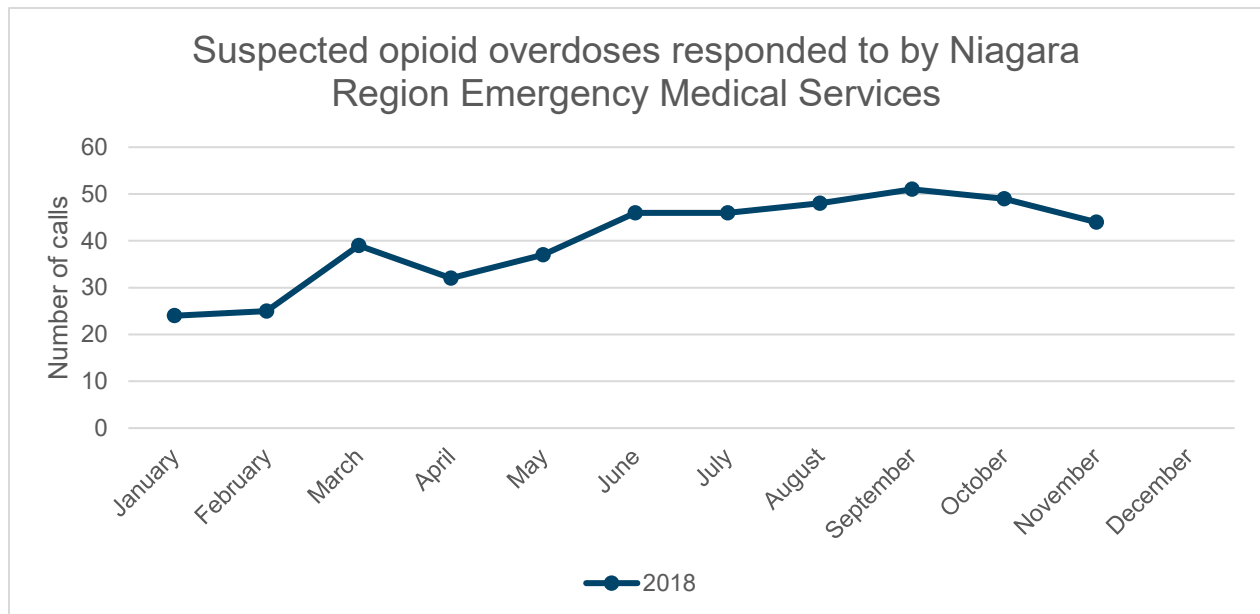
MEMORANDUM

CWCD 440-2018

Subject: Opioid Work Update
Date: December 28, 2018
To: Board of Health
From: Dr. Andrea Feller, Associate Medical Officer of Health

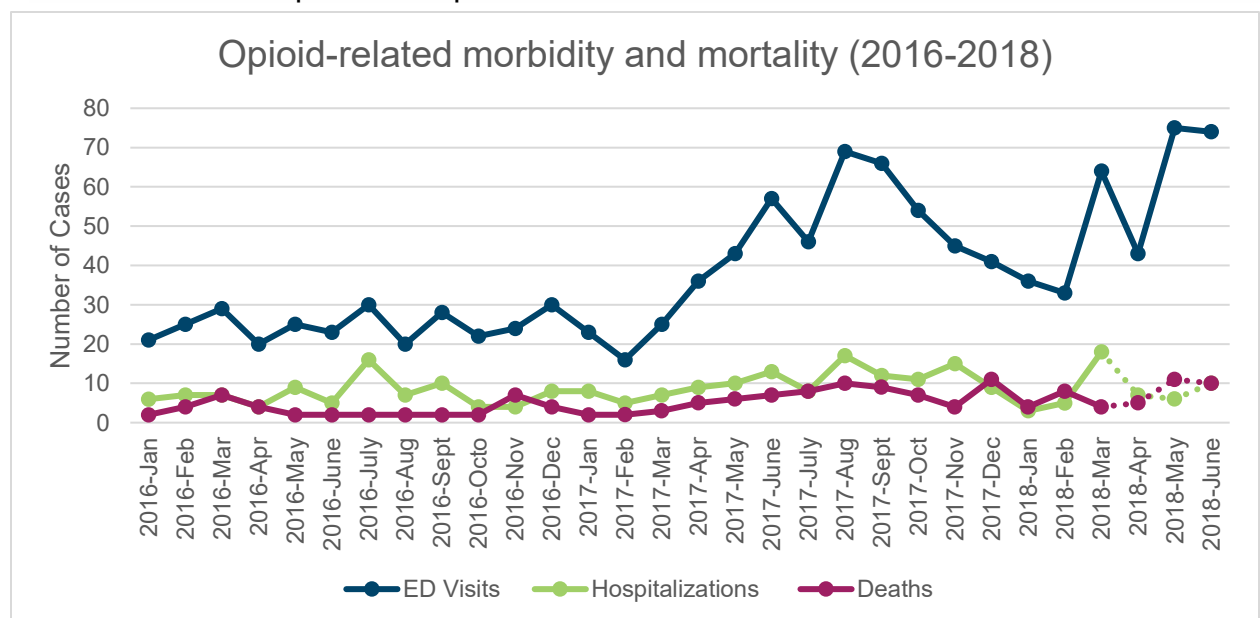
In our goal to continue to keep you updated around opioids, please see the following.

1. Positive Living Niagara and the community were able to open the St. Catharines Overdose Prevention Site (OPS) on December 3. With support from the Overdose Prevention and Education Network of Niagara (OPENN), the City of St. Catharines, and Niagara Region, the Consumption and Treatment Services (CTS) site application was submitted on time in December as well as the application for federal exemption. At the time of writing this memo, we are unsure of when responses will be received.
2. Naloxone has been distributed to 23 key agencies who are actively distributing within the critical social and close peer network, in addition to appropriate patient provisions through St. John Ambulances, Niagara Health sites, and EMS. Four other agencies are in the process of receiving naloxone (unchanged since last update). All agencies that have chosen to be a public access point are listed at: <https://www.ontario.ca/page/where-get-free-naloxone-kit> (*this has not changed due to the holiday time period*).
3. The website is updated as data becomes available. These updates are available through PH&ES site (in addition to elsewhere on the Region's site). https://www.niagararegion.ca/living/health_wellness/alc-sub-abuse/drugs/overdose-prevention.aspx
4. For this report, we have included some **preliminary** data (in broken lines) in addition to the data found on the website. A summary of opioid-related population health outcome and naloxone distribution data available to date follows. Trends are mirroring those seen last year.



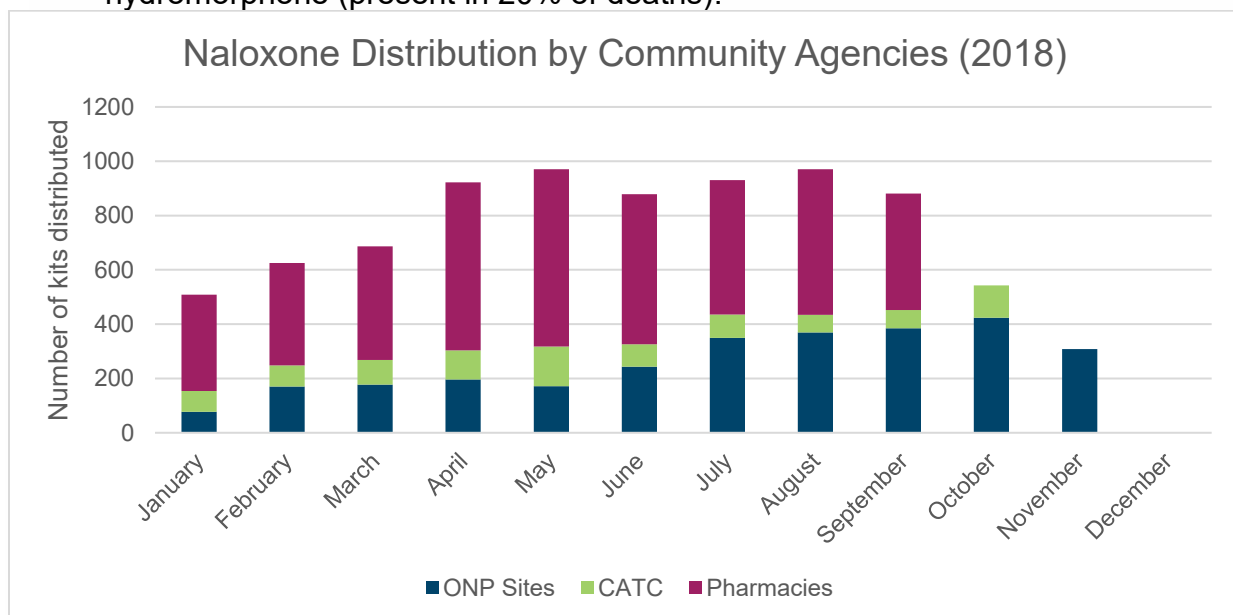
Data source: EMS Edge [2018].

- As of November 2018, a new data extraction process has been made available to track EMS responses to suspected opioid overdoses. This process is automated, faster and applies standardized inclusion and exclusion criteria to detect suspected overdoses that is better aligned with what is being reported by other ambulatory services across the province. As a result, the EMS numbers are lower than in previous reports.

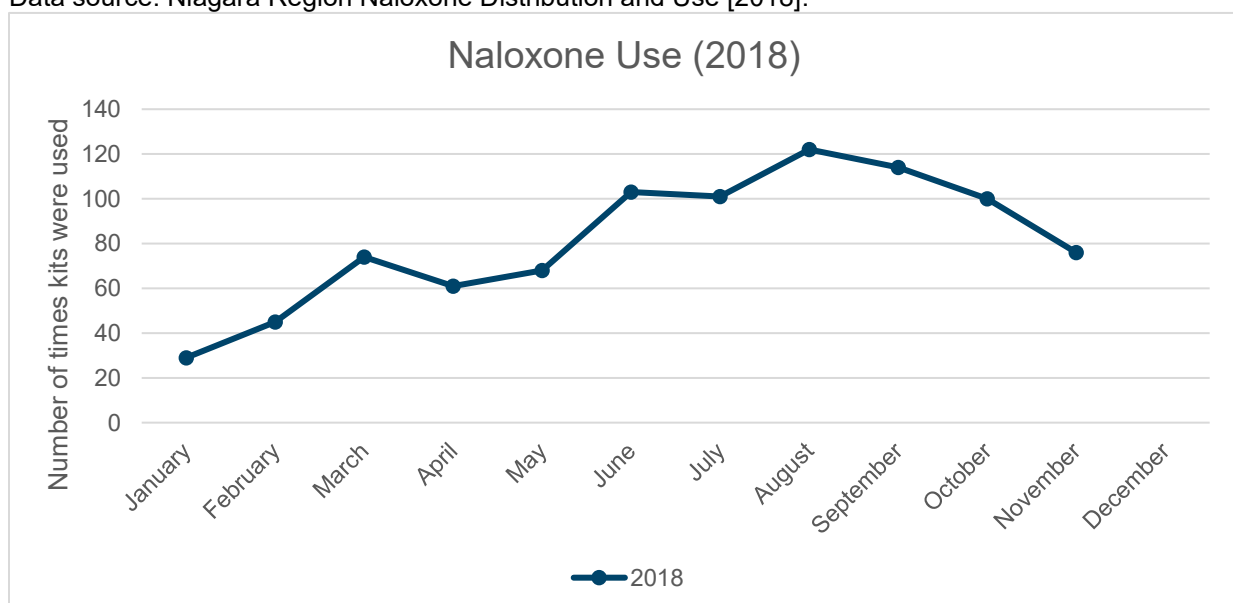


Data source: National Ambulatory Care Reporting System, 2018; Discharge Abstract Database, 2018; Office of the Chief Coroner of Ontario, 2017.

- In 2016 there were a total of 297 opioid poisoning emergency department (ED) visits, and 82 hospitalizations
- In 2017 there was a total of 521 opioid poisoning ED visits (a 75% increase from 2016) and 124 hospitalizations (a 50% increase from 2016)
- In the first half of 2018, there have been 325 opioid poisoning ED visits
- In the first quarter of 2018, there have been 23 hospitalizations related to opioid poisonings. Data from the second quarter of 2018 is still preliminary.
- In 2017 there were 74 opioid overdose deaths, which is an 85% increase from 2016, where there were 40 deaths. In 2017, fentanyl was the most common type of opioid present at the time of death (present in 58% of deaths), followed by hydromorphone (present in 20% of deaths).



Data source: Niagara Region Naloxone Distribution and Use [2018].



Data source: Niagara Region Naloxone Distribution and Use [2018].

- Currently, naloxone can be obtained from participating Ontario pharmacies, community health centres, methadone clinics, detention centres, and addiction treatment facilities. PH&ES is ordering, coordinating, and supervising naloxone inventory, distributing it to community agencies to in turn distribute to their clients, and reporting on its distribution and use to the Ministry of Health and Long-Term Care (MOHLTC).
- As of January 2018, a new data collection system has been implemented for naloxone distribution and use in the community
 - Data on naloxone use may change over time as more individuals have their kits replaced
- The graph on naloxone distribution in the community now contains data from Ontario Naloxone Program (ONP) sites, Canadian Addiction Treatment Centres (CATC), and pharmacies in an effort to show a more holistic picture of distribution within the community

We will continue to keep you updated. Other pertinent correspondence is listed below:

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CWCD 300-2018
CWCD 330-2018
CWCD 353-2018
CWCD 379-2018
CWCD 407-2019

Respectfully submitted and signed by

Andrea Feller, MD, MS, FAAP, FACPM
Associate Medical Officer of Health

Minute Item No. 4.2.1

CSD 4-2019

Stop up, close portion of Regional Road 27 (Wellandport Road) in the Township of West Lincoln

That Report CSD 4-2019, dated January 9, 2019, respecting Stop Up and Close a Portion of Regional Road 27 (Wellandport Road) in the Township of West Lincoln, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That a portion of the untravelled road allowance of Regional Road 27 (Wellandport Road) in the Township of West Lincoln designated as part 1 on Plan 30R-15311 containing approximately 526 square metres (0.13 acres) as shown on Appendix 1 attached (the "Lands") **BE APPROVED** to be stopped up and closed.
2. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration.

Minute Item No. 7.01

CSD 2-2019

Request to Write-Off Outstanding Amounts over \$25,000

That Report CSD 2-2019, dated January 9, 2019, respecting Request to Write-off Outstanding Amounts over \$25,000, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Write-off of uncollectible accounts receivable totaling \$542,745.00 **BE APPROVED**.

Minute Item No. 7.2

CSD 3-2019

Vacancy Program Revisions to Ministry of Finance

That Report CSD 3-2019, dated January 9, 2019, respecting Vacancy Program Revisions to Ministry of Finance, **BE RECEIVED** and that the following recommendations **BE APPROVED**:

1. That the proposed amendments to the existing Commercial/Industrial Vacant Unit Rebate and Vacant/Excess Land Subclass property tax rate reductions programs **BE APPROVED** as follows:

- a) Vacant Unit Tax Rebate
 - i. Commercial Properties: Phase out the current program in its entirety, over three years, by reducing the eligible rebate percentage from the current rate of 30% in 2018, to 20% in 2019, 10% in 2020, and 0% in 2021 and onwards.
 - ii. Industrial Properties: Phase out the current program in its entirety, over three years, by reducing the eligible rebate percentage from the current rate of 30% in 2018, to 20% in 2019, 10% in 2020, and 0% in 2021 and onwards.
- b) Vacant/Excess Land Tax Rate Reduction
 - i. Commercial Properties: Phase out the current program in its entirety, over four years starting 2021, by reducing the eligible rebate percentage from the current rate of 30% in 2018, to 22.5% in 2021, 15% in 2022, 7.5% in 2023 and 0% in 2024 and onwards.
 - ii. Industrial Properties: Phase out the current program in its entirety, over four years starting 2021, by reducing the eligible rebate percentage from the current rate of 30% in 2018, to 22.5% in 2021, 15% in 2022, 7.5% in 2023 and 0% in 2024 and onwards;
- 2. That the Province of Ontario **BE REQUESTED** to adopt regulations and make any other legislative amendments required to adjust Niagara Region's Vacant Unit and Vacant/Excess Land Tax Programs as per Recommendation 1;
- 3. That the Commissioner, Enterprise Resource Management Services/Treasurer **BE DIRECTED** to submit this report to the Ontario Minister of Finance, along with any other supporting documentation as required by the Ministry to enact the requested program changes; and
- 4. That this report **BE CIRCULATED** to the Councils of the area municipalities for information.

Minute Item No. 7.3

CSD 5-2019

2018 Development Charges, Grants and Exemption Funding.

That Report CSD 5-2019, dated January 9, 2019, respecting 2018 Development Charges, Grants and Exemption Funding, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Council **ENDORSE** the approach as outlined in Report CSD 5-2019 to fund development charge grants and exemptions in excess of the budgeted amount.

Minute Item No. 7.4

CSD 6-2019

Approval of Interim Levy Dates and Amounts

That Report CSD 6-2019, dated January 9, 2019, respecting Approval of Interim Levy Dates and Amounts, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the interim amounts for the Regional levy **BE APPROVED** by Regional Council in the amounts shown in Appendix I to Report CSD 6-2019;
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 6-2019 **BE CIRCULATED** to the Councils of the local area municipalities for information.

Minute Item No. 7.5

CSD 10-2019

Asset Management Governance Model

That Report CSD 10-2019, dated January 9, 2019, respecting Asset Management Governance Model, **BE RECEIVED**, and the following recommendation **BE APPROVED**:

1. That the creation of a Corporate Asset Management Office at a cost of \$0.85 million including the addition of seven full time equivalents **BE REFERRED** for consideration as part of the 2019 budget process.

Minute Item No. 7.6

CSD 12-2019

Procurement By-law Review and Proposed Amendments

That Report CSD 12-2019, dated January 9, 2019, respecting Procurement By-law Review and Proposed Amendments, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the By-law to define the procurement policies and procedures for The Regional Municipality of Niagara (By-law 02-2016) **BE AMENDED** as outlined in Report CSD 12-2019;
2. That staff **BE AUTHORIZED** to further amend By-law 02-2016 to amend Section 21 once Niagara Region completes its full transition to eBidding (electronic submissions);
3. That the necessary by-law **BE PREPARED** and **PRESENTED** to Council for consideration; and
4. That Report CSD 12-2019 **BE CIRCULATED** to local area municipalities and external procurement stakeholders for information.

Minute Item No. 7.7

CSD CSC-C 2-2019

Recommendations from the Joint Board of Management (JBM) – Niagara Courts meeting held on December 13, 2018 for consideration

That Memorandum CSC-C 2-2019, dated January 9, 2019, respecting Recommendations from the Joint Board of Management (JBM) – Niagara Courts meeting held on December 13, 2018 for consideration, **BE RECEIVED** and that the following recommendations **BE APPROVED**:

1. That Report JBM-C 9-2018, dated December 13, 2018, respecting the Court Services Write-Off Recommendations for the period ending October 31, 2018, **BE RECEIVED**;
2. That the delinquent cases summarized in the Analysis Section of this Report JBM-C 9-2018 **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 Guidelines and the Niagara Region Courts approved write off criteria (POA Write-off Criteria); and
3. That the write-off criteria for ICON code PW **BE APPROVED** to include #4 "Where technical issues with ICON prevent the case from completing once payment has been satisfied."

Minute Item No. 8.1
CSC-C 1-2019
Q3 Financial Update

That Correspondence Item CSC-C 1-2019, being a memorandum from T. Harrison, Commissioner/ Treasurer, Enterprise Resource Management Services, dated January 9, 2019, respecting Q3 Financial Update, **BE RECEIVED** for information.

Minute Item No. 11.1
Confidential Report CSD 11-2019
A Matter of Proposed Disposition of Land in the Township of West Lincoln.

That Confidential Report CSD 11-2019, dated January 9, 2019, respecting A Matter of Proposed Disposition of Land in the Township of West Lincoln, **BE RECEIVED** the recommendation contained therein **BE APPROVED**.

Minute Item No. 11.2
Confidential Report CSC-C 3-2019
A Matter of Disposition of Surplus Lands at the Provincial Offenses Court Facility ("POCF") located at 445 East Main Street, City of Welland

That Confidential Memorandum CSC-C 3-2019, dated January 9, 2019, respecting A Matter of Disposition of Surplus Lands at the Provincial Offenses Court Facility ("POCF") located at 445 East Main Street, City of Welland, BE RECEIVED for information.

**THE REGIONAL MUNICIPALITY OF NIAGARA
CORPORATE SERVICES COMMITTEE
OPEN SESSION**

**CSC 1-2019
Wednesday, January 9, 2019
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bradley (Regional Chair), Butters, Campion, Easton, Edgar, Fertich, Foster (Committee Chair), Gale, Heit, Huson, Ip, Redekop, Rigby, Whalen (Committee Vice-Chair)

Absent/Regrets: Diodati

Staff: H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner, Enterprise Resource Management Services / Treasurer, S. Hendrie, Chief Information Officer, B. Julian, Director, Construction & Facilities Management, B. Menage, Director, Procurement & Strategic Acquisitions, M. Murphy, Associate Director, Budget Planning & Strategy, A.-M. Norio, Regional Clerk, M. Trennum, Deputy Regional Clerk, R. Tripp, Acting, Chief Administrative Officer, R. Fleming, Senior Tax & Revenue Analyst

1. CALL TO ORDER

Ann-Marie Norio, Regional Clerk, called the meeting to order at 9:33 a.m.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. SELECTION OF CHAIR AND VICE-CHAIR

3.1 Call for Nominations for Committee Chair

Ann-Marie Norio, Regional Clerk, called for nominations for the position of Chair of the Corporate Services Committee for the 2019-2020 term.

Moved by Councillor Easton
Seconded by Councillor Fertich

That Councillor Foster **BE NOMINATED** as Chair of the Corporate Services Committee for a two-year term (2019-2020).

Moved by Councillor Edgar
Seconded by Councillor Heit

That Councillor Redekop **BE NOMINATED** as Chair of the Corporate Services Committee for a two-year term (2019-2020).

3.2 Motion to Close the Nominations for Committee Chair

Ann-Marie Norio, Regional Clerk, called a second and third time for nominations for the position of Corporate Services Committee Chair.

There being no further nominations it was:

Moved by Councillor Campion
Seconded by Councillor Fertich

That nominations for the position of Chair of the Corporate Services Committee for the 2019-2020 term, **BE CLOSED**.

Carried

3.3 Voting for Position of Committee Chair

A recorded vote was requested. Members voted as follows:

Voting for Councillor Foster (8): Councillors Easton, Fertich, Foster, Gale, Huson, Ip, Rigby, Whalen.

Voting for Councillor Redekop (5): Councillors Butters, Campion, Edgar, Heit, Redekop.

Based on the result of the vote, the Regional Clerk announced that Councillor Foster had received the majority of votes and would be the Chair of the Corporate Services Committee for the 2019-2020 term.

3.4 Call for Nominations for Committee Vice-Chair

Ann-Marie Norio, Regional Clerk, called for nominations for the position of Vice-Chair of the Corporate Services Committee for the 2019-2020 term.

Moved by Councillor Gale
Seconded by Councillor Heit

That Councillor Whalen **BE NOMINATED** as Vice-Chair of the Corporate Services Committee for a two-year term (2019-2020).

3.5 Motion to Close the Nominations for Committee Vice-Chair

Ann-Marie Norio, Regional Clerk, called a second and third time for nominations for the position of Corporate Services Committee Vice-Chair.

There being no further nominations it was:

Moved by Councillor Rigby
Seconded by Councillor Easton

That nominations for the position of Vice-Chair of the Corporate Services Committee for the 2019-2020 term, **BE CLOSED**.

Carried

3.6 Voting for Position of Committee Vice-Chair

There being only one nominee for the position of Committee Vice-Chair, the Regional Clerk announced that Councillor Whalen would be the Corporate Services Committee Vice-Chair for a two-year term (2019-2020).

At this point in the meeting, Councillor Foster assumed the Chair.

4. **PUBLIC PARTICIPATION MEETING PURSUANT TO THE MUNICIPAL ACT, 2001 AND REGIONAL POLICY**

Stop Up, Close Portion of Regional Road 27 (Wellandport Road) in the Township of West Lincoln.

At 9:43 a.m. Committee Chair Foster called the public participation meeting pursuant to the *Municipal Act, 2001* and Regional Policy to order.

The Committee Chair advised that the purpose of this meeting was to receive comments and answer questions from the public regarding the proposed stop up, close portion of Regional Road 27 (Wellandport Rd.) in the Township of West Lincoln and for the consideration of Report CSD 4-2019 and its recommendations following the opportunity for the public to provide comments.

The Committee Chair stated that in accordance with Regional Policy, public notice of the meeting was advertised on December 19, 2018 in accordance with the notice provisions on the Region's website (at least 10 days prior to this meeting - Corporate Policy - Public Notice C-RC-005). He further stated that any person present who wished to provide comments on the matter would be given an opportunity.

4.1 Speakers

The Committee Chair invited members of the public to provide their input to the Members of the Corporate Services Committee and to Regional staff either orally today or in writing to the Regional Clerk.

No persons spoke to the matter.

4.2 Report for Consideration

4.2.1 CSD 4-2019

Stop up, close portion of Regional Road 27 (Wellandport Road) in the Township of West Lincoln.

Moved by Councillor Rigby
Seconded by Councillor Ip

That Report CSD 4-2019, dated January 9, 2019, respecting Stop Up and Close a Portion of Regional Road 27 (Wellandport Road) in the Township of West Lincoln, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That a portion of the untravelled road allowance of Regional Road 27 (Wellandport Road) in the Township of West Lincoln designated as part 1 on Plan 30R-15311 containing approximately 526 square metres (0.13 acres) as shown on Appendix 1 attached (the "Lands") **BE APPROVED** to be stopped up and closed.
2. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration.

Carried

4.3 Adjournment of the Public Participation Meeting Pursuant to the Municipal Act, 2001 and Regional Policy

The Committee Chair declared the public participation meeting pursuant to the *Municipal Act, 2001* and Regional Policy adjourned at 9:44 a.m.

5. **PRESENTATIONS**

There were no presentations.

6. **DELEGATIONS**

There were no delegations.

7. ITEMS FOR CONSIDERATION

7.1 CSD 2-2019

Request to Write-Off Outstanding Amounts over \$25,000

Moved by Councillor Campion
Seconded by Councillor Easton

That Report CSD 2-2019, dated January 9, 2019, respecting Request to Write-off Outstanding Amounts over \$25,000, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Write-off of uncollectible accounts receivable totaling \$542,745.00 **BE APPROVED**.

Carried

Councillor Information Request(s):

Circulate Report CSD 100-2013, respecting Request to Write-Off Outstanding Accounts over \$10,000 and Report CSD-2014, respecting Accountants' Report With Respect to Niagara Regional Policy Service Invoicing and Collections to the Members of the Corporate Services Committee. Councillor Gale.

7.2 CSD 3-2019

Vacancy Program Revisions to Ministry of Finance

Moved by Councillor Gale
Seconded by Councillor Fertich

That Report CSD 3-2019, dated January 9, 2019, respecting Vacancy Program Revisions to Ministry of Finance, **BE RECEIVED** and that the following recommendations **BE APPROVED**:

1. That the proposed amendments to the existing Commercial/Industrial Vacant Unit Rebate and Vacant/Excess Land Subclass property tax rate reductions programs **BE APPROVED** as follows:
 - a) Vacant Unit Tax Rebate
 - i. Commercial Properties: Phase out the current program in its entirety, over three years, by reducing the eligible rebate percentage from the current rate of 30% in 2018, to 20% in 2019, 10% in 2020, and 0% in 2021 and onwards.

- ii. Industrial Properties: Phase out the current program in its entirety, over three years, by reducing the eligible rebate percentage from the current rate of 30% in 2018, to 20% in 2019, 10% in 2020, and 0% in 2021 and onwards.
- b) Vacant/Excess Land Tax Rate Reduction
 - i. Commercial Properties: Phase out the current program in its entirety, over four years starting 2021, by reducing the eligible rebate percentage from the current rate of 30% in 2018, to 22.5% in 2021, 15% in 2022, 7.5% in 2023 and 0% in 2024 and onwards.
 - ii. Industrial Properties: Phase out the current program in its entirety, over four years starting 2021, by reducing the eligible rebate percentage from the current rate of 30% in 2018, to 22.5% in 2021, 15% in 2022, 7.5% in 2023 and 0% in 2024 and onwards;
- 2. That the Province of Ontario **BE REQUESTED** to adopt regulations and make any other legislative amendments required to adjust Niagara Region's Vacant Unit and Vacant/Excess Land Tax Programs as per Recommendation 1;
- 3. That the Commissioner, Enterprise Resource Management Services/Treasurer **BE DIRECTED** to submit this report to the Ontario Minister of Finance, along with any other supporting documentation as required by the Ministry to enact the requested program changes; and
- 4. That this report **BE CIRCULATED** to the Councils of the area municipalities for information.

Carried

Councillor Information Request(s):

Circulate Report CSD 77-2017, respecting Commercial and Industrial Sub Class Tax Rate Reductions and Rebates to the Members of the Corporate Services Committee. Committee Chair Foster

7.3 CSD 5-2019

2018 Development Charges, Grants and Exemption Funding.

Margaret Murphy, Associate Director, Budget Planning and Strategy , and Rob Fleming, Senior Tax and Revenue Analyst, provided information respecting 2018 Development Charges, Grants and Exemption Funding.

Topics of the presentation included:

- The Purpose of Development Charges
- How Development Charges are Calculated
- By-law 2017-98
- Mandatory and Discretionary By-law Exemptions
- Funding Exemptions/Grants
- Forecasted RDC Exemptions
- 2018 Strategy - Payback provision
- 2019 Strategy and Future Strategy
- RDC Exemptions Funding Strategy

Moved by Councillor Huson
Seconded by Councillor Ip

That Report CSD 5-2019, dated January 9, 2019, respecting 2018 Development Charges, Grants and Exemption Funding, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That Council **ENDORSE** the approach as outlined in Report CSD 5-2019 to fund development charge grants and exemptions in excess of the budgeted amount.

Carried

Councillor Information Request(s):

Provide information respecting recently constructed agricultural buildings.
Councillor Redekop.

7.4 CSD 6-2019

Approval of Interim Levy Dates and Amounts

Moved by Councillor Heit
Seconded by Councillor Rigby

That Report CSD 6-2019, dated January 9, 2019, respecting Approval of Interim Levy Dates and Amounts, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the interim amounts for the Regional levy **BE APPROVED** by Regional Council in the amounts shown in Appendix I to Report CSD 6-2019;
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 6-2019 **BE CIRCULATED** to the Councils of the local area municipalities for information.

Carried

7.5 CSD 10 -2019

Asset Management Governance Model

Ron Tripp, Acting Chief Administrative Officer and Roop Lutchmen, GHD Advisory, provided information respecting the Asset Management Governance Model. Topics of the presentation included:

- Why Asset Management?
- Asset Management Maturity (North America)
- Risks of Not Doing Good Asset Management
- The Preferred Solution
- Business Case
- Tangible and Intangible Benefits

Moved by Councillor Redekop
Seconded by Councillor Easton

That Report CSD 10-2019, dated January 9, 2019, respecting Asset Management Governance Model, **BE RECEIVED**, and the following recommendation **BE APPROVED**:

1. That the creation of a Corporate Asset Management Office at a cost of \$0.85 million including the addition of seven full time equivalents **BE REFERRED** for consideration as part of the 2019 budget process.

Carried

7.6 CSD 12-2019

Procurement By-law Review and Proposed Amendments

Moved by Councillor Rigby
Seconded by Councillor Ip

That Report CSD 12-2019, dated January 9, 2019, respecting Procurement By-law Review and Proposed Amendments, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the By-law to define the procurement policies and procedures for The Regional Municipality of Niagara (By-law 02-2016) **BE AMENDED** as outlined in Report CSD 12-2019;
2. That staff **BE AUTHORIZED** to further amend By-law 02-2016 to amend Section 21 once Niagara Region completes its full transition to eBidding (electronic submissions);
3. That the necessary by-law **BE PREPARED** and **PRESENTED** to Council for consideration; and
4. That Report CSD 12-2019 **BE CIRCULATED** to local area municipalities and external procurement stakeholders for information.

Carried

7.7 CSC-C 2-2019

Recommendations from the Joint Board of Management (JBM) – Niagara Courts meeting held on December 13, 2018 for consideration

Moved by Councillor Whalen
Seconded by Councillor Edgar

That Memorandum CSC-C 2-2019, dated January 9, 2019, respecting Recommendations from the Joint Board of Management (JBM) – Niagara Courts meeting held on December 13, 2018 for consideration, **BE RECEIVED** and that the following recommendations **BE APPROVED**:

1. That Report JBM-C 9-2018, dated December 13, 2018, respecting the Court Services Write-Off Recommendations for the period ending October 31, 2018, **BE RECEIVED**;

2. That the delinquent cases summarized in the Analysis Section of this Report JBM-C 9-2018 **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 Guidelines and the Niagara Region Courts approved write off criteria (POA Write-off Criteria); and
3. That the write-off criteria for ICON code PW **BE APPROVED** to include #4 "Where technical issues with ICON prevent the case from completing once payment has been satisfied."

Carried

8. CONSENT ITEMS FOR INFORMATION

8.1 CSC-C 1-2019

Q3 Financial Update

Moved by Councillor Butters

Seconded by Councillor Fertich

That Correspondence Item CSC-C 1-2019, being a memorandum from T. Harrison, Commissioner/ Treasurer, Enterprise Resource Management Services, dated January 9, 2019, respecting Q3 Financial Update, **BE RECEIVED** for information.

Carried

9. OTHER BUSINESS

9.1 Councillor Expense Policy

Councillor Ip requested that staff provide a report respecting recommendations from a financial and accounting perspective regarding potential amendments to the Councillor Expense Policy related to expense approvals, spending limits, permitted expenses and required back up documentation to coincide with the independent external governance auditor's report respecting Councillor expenses.

9.2 Code of Conduct

Councillor Ip requested staff provide information respecting the review of the current code of conduct and report back at the Corporate Services Committee meeting being held on February 20, 2019 and include a copy of the Code of Conduct drafted by John Mascarini, Niagara Region's Previous Integrity Commissioner.

10. CLOSED SESSION

Council did not resolve into closed session.

11. BUSINESS ARISING FROM CLOSED SESSION ITEMS

11.1 Confidential CSD 11-2019

A Matter of Proposed Disposition of Land in the Township of West Lincoln.

Moved by Councillor Easton
Seconded by Councillor Huson

That Confidential Report CSD 11-2019, dated January 9, 2019, respecting A Matter of Proposed Disposition of Land in the Township of West Lincoln, **BE RECEIVED** the recommendation contained therein **BE APPROVED**.

Carried

11.2 Confidential CSC-C 3-2019

A Matter of Disposition of Surplus Lands at the Provincial Offenses Court Facility ("POCF") located at 445 East Main Street, City of Welland

Moved by Councillor Rigby
Seconded by Councillor Gale

That Confidential Memorandum CSC-C 3-2019, dated January 9, 2019, respecting A Matter of Disposition of Surplus Lands at the Provincial Offenses Court Facility ("POCF") located at 445 East Main Street, City of Welland, **BE RECEIVED** for information.

Carried

12. NEXT MEETING

The next meeting will be held on Wednesday, February 20, 2019 at 9:30 a.m. in the Council Chamber, Regional Headquarters.

13. ADJOURNMENT

There being no further business, the meeting adjourned at 12:29 p.m.

Councillor Foster
Committee Chair

Matthew Trennum
Deputy Regional Clerk

Ann-Marie Norio
Regional Clerk

Subject: Stop Up and Close a Portion of Regional Road 27 (Wellandport Road) in the Township of West Lincoln

Report to: Corporate Services Committee

Report date: Wednesday, January 9, 2019

Recommendations

1. That a portion of the untravelled road allowance of Regional Road 27 (Wellandport Road) in the Township of West Lincoln designated as part 1 on Plan 30R-15311 containing approximately 526 square metres (0.13 acres) as shown on Appendix 1 attached (the “Lands”) **BE APPROVED** to be stopped up and closed.
2. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration.

Key Facts

- Council approval is required to stop up and close untravelled road allowance of a Regional road
- A property owner approached Niagara Region about purchasing the Lands in order to merge the Lands with the adjacent property to become a developable parcel of land
- Transportation staff have reviewed this request and have determined that the Lands are not required for future road purposes

Financial Considerations

An independent appraisal was undertaken to determine the value of the Lands. The appraised value is greater than \$100,000; therefore, approval of Council is required to declare the Lands surplus and to approve the intended manner or process of the sale which is addressed in confidential report CSD 11-2019 dated January 9, 2019.

Analysis

As the Lands are currently part of the untravelled road allowance of Regional Road 27 (Wellandport Road), it is necessary for the Lands to be stopped up and closed following the procedures required under Niagara Region’s Public Notice Policy C-RC-005 (formerly C3.P09). The procedures include posting of a public meeting on Niagara Region’s website at least ten (10) days prior to the public meeting. The public meeting is scheduled for January 9, 2019 at Corporate Services Committee. The

recommendations in this report are subject to approval of the oral report resulting from the public meeting.

Transportation and Water & Wastewater staff were consulted in regards to the stopping up and closing of the untravelled road allowance and have no concerns.

Staff circulated information to utility companies in regards to securing easements following the stopping up and closing of the Lands. Easements will be put in place for any infrastructure that requires protection.

Alternatives Reviewed

A possible alternative is to not approve the recommendation to stop up and close the untravelled road allowance which would stop the process of selling the Lands.

Relationship to Council Strategic Priorities

This report was brought forward as a result of a property owner's request to purchase the Lands. The recommendations support Council's Strategic Priority of Fostering Investment, Innovation and Entrepreneurship.

Other Pertinent Reports

CSD 11-2019 (Confidential) Corporate Services Committee January 9, 2019

Prepared by:

Pamela Salvatore
Real Estate Coordinator
Enterprise Resource Management
Services

Recommended by:

Todd Harrison, CPA, CMA
Commissioner/Treasurer
Enterprise Resource Management
Services

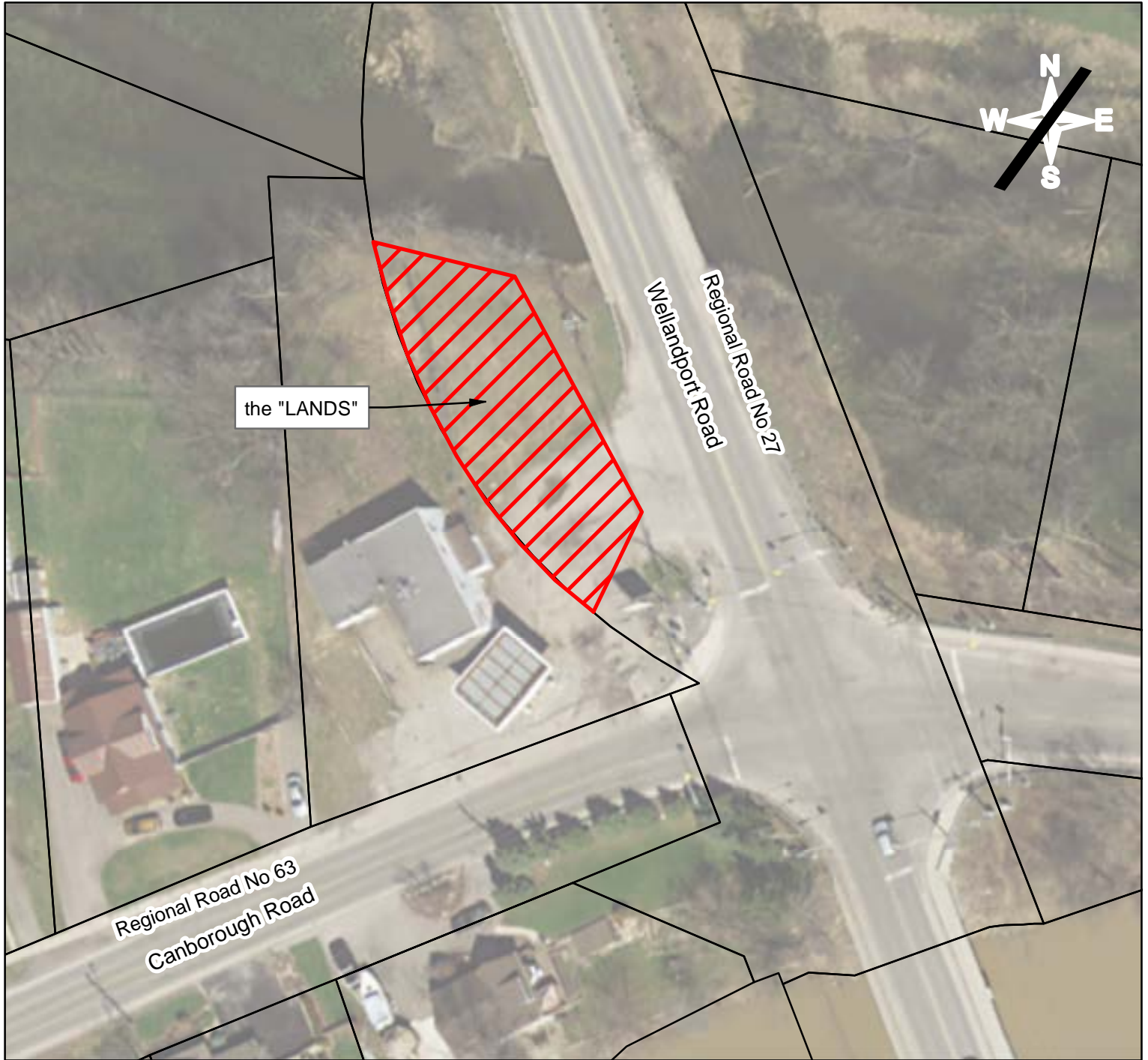
Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was reviewed by Bart Menage, Director, Procurement and Strategic Acquisitions.

Appendix 1 – the “Lands”



the "LANDS"



**ILLUSTRATION SHOWING PART 1 ON PLAN 30R-15311
BEING APPROXIMATELY 0.13 ACRES (526 SQUARE METRES)
ALONG REGIONAL ROAD No.27 AT REGIONAL ROAD No. 63
TOWNSHIP OF WEST LINCOLN**

SCALE = 1:650 0 5 10 20 Metres

LEGEND:

-  - DENOTES TERANET MAPPING
-  - DENOTES PROPOSED WIDENING

CAUTION:

- This is not a Plan of Survey
- The proposed widened limits have been compiled from office records



DISCLAIMER

This map was compiled from various sources and is current as of 2018
The Region of Niagara makes no representations or warranties whatsoever, either expressed or implied,
as to the accuracy, completeness, reliability, and currency or otherwise of the information shown on this map
© 2018 Niagara Region and its suppliers. Projection is UTM, NAD 83, Zone 17. Airphoto (Spring 2015)

**Transportation Services
Surveys & Property Information
IR-18-377 Date: 2018-12-13**

Subject: Request to Write-Off Outstanding Amounts over \$25,000**Report to:** Corporate Services Committee**Report date:** Wednesday, January 9, 2019

Recommendations

That the write-off of uncollectible accounts receivable totaling \$542,745.00 **BE APPROVED.**

Key Facts

- The purpose of this report is to authorize the write-off of three local area municipality's 2018 Transportation Master Plan (TMP) invoices, and one Casino Niagara account dating back to 2011/2012.
- Write-offs exceeding \$25,000 require Council approval.
- Transportation staff have contacted the local area municipalities to collect the outstanding cost sharing billings for the TMP and determined that a new cost recovery plan for municipal EMME model data or analysis requests is favourable.
- The Casino Niagara account is related to short payments of 2011 and 2012 invoiced amounts for policing services. The disputed amounts are from a contract disagreement and collection efforts have been exhausted.
- Staff are recommending the accounts be written-off in fiscal year 2018.

Financial Considerations

The financial implication to the 2018 fiscal year related to these write-offs is \$195,000, related to the Transportation Master Plan (TMP) invoices. The remaining \$347,745 related to the Casino Niagara billings was fully provisioned to allowance for doubtful accounts in 2012.

Customer Name	Explanation	Year	Write-off Total
City of St. Catharines	Invoice for TMP cost sharing contribution. In consultation with the municipality, Transportation staff have agreed that this invoice should be written off and an alternative method of charging local area municipalities for data requested from the TMP will be pursued in the future.	2018	\$100,000.00

Town of Grimsby	Invoice for TMP cost sharing contribution. In consultation with the municipality, Transportation staff have agreed that this invoice should be written off and an alternative method of charging local area municipalities for data requested from the TMP will be pursued in the future.	2018	\$50,000.00
City of Welland	Invoice for TMP cost sharing contribution. In consultation with the municipality, Transportation staff have agreed to revise the original \$50,000 invoice down to \$5,000. The balance of this invoice should be written off, and an alternative method of charging local area municipalities for data requested from the TMP will be pursued in the future.	2018	\$45,000.00
Casino Niagara	Write-off amounts are related to short payments of 2011 and 2012 invoiced amounts for policing services due to contract differences. Original request for write-off was made to Corporate Services Committee at year-end 2013 and denied June 4, 2014.	2011	\$125,684.00
		2012	\$222,061.00
Total			\$542,745.00

Analysis

This report is being brought forward in accordance with the Accounts Receivable Policy C-F-001 (formerly C3-A01) approved by Regional Council. This policy sets the following authorization levels for account write-offs:

- Write-offs not exceeding \$10,000 are authorized by the Manager, Accounting Services;
- Write-offs exceeding \$10,000 and not exceeding \$25,000 are authorized by the Deputy Treasurer / Treasurer; and
- Write-offs exceeding \$25,000 require Council approval.

Transportation Master Plan Invoices

When the project began in 2013, the development of the Regional EMME model for undertaking the Regional Transportation Master Plan and supporting subsequent

municipal studies was based on the premise that each of the twelve municipalities within Niagara Region would contribute to the model development, calibration, and application. Over the life of this project, the cost sharing plan was modified.

Of the twelve municipalities, Transportation staff determined that eight would be billed; of that, four municipalities (West Lincoln, Niagara Falls, Lincoln, and Fort Erie) have paid their invoices in full. The remaining four municipalities (St. Catharines, Grimsby, Welland, and Thorold) are disputing their cost sharing contribution and will be billed under a new plan. (Note: At \$25,000, Thorold's invoice falls under the Deputy Treasurer / Treasurer's write-off authority and is not included in this report, but will be included in the Region's overall 2018 allowance for doubtful accounts.)

Following the preparation of the Niagara Region Transportation Master Plan, the Region retained IBI Group to provide EMME model data assembly and model analysis as a cost effective approach on a project basis. For municipal EMME model data or analysis requests, the Region requires IBI to provide a letter proposal to identify the project scope of work and associated cost. Going forward, the cost of responding to the project request will be shared by the municipality and Niagara Region as follows:

1. For local area municipalities that have paid their required model development contribution, the cost recovery for the IBI service is 50% municipality and 50% Niagara Region.
2. For local area municipalities that have not paid their required model development contribution, the cost recovery is 10% of the original model development contribution plus the cost for the IBI service as 50% municipality and 50% Niagara Region.

Staff recommend that the TMP cost sharing invoices are written-off in favour of the revised cost recovery plan.

Casino Niagara

A request to write-off these 2011 and 2012 balances was made at 2013 year end and was denied by Corporate Services Committee on June 4, 2014. The amount stems from a dispute regarding the agreement between Niagara Regional Police Services Board and the Ontario Lottery and Gaming Corporation, which mandates the funding obligations of the involved parties for the Service's Casino Patrol Unit. This amount was fully provisioned at 2012 year end and since all collections procedures have been followed to collect this account and all collections efforts have been exhausted, staff recommend that this account be written-off. More information regarding the details of this account can be found in Niagara Regional Police Services Board Report C.189.2013.

Alternatives Reviewed

Council may choose to not approve the write-off for the TMP invoices and increase the allowance for doubtful accounts; however, there is no further opportunity to pursue collection.

Council may choose to not approve the write-off for the Casino Niagara account; however, as there is no further opportunity to pursue collection and the amount was fully provisioned in 2012, there is no additional recourse.

Relationship to Council Strategic Priorities

This report ties to Council's strategic priority of Moving People and Goods (with respect to the Transportation Master Plan).

Other Pertinent Reports

CSD 100-2013 Request to write-off outstanding accounts over \$10,000

CSD 43-2014 Accountant's report with respect to Niagara Regional Police Service invoicing and collections

Niagara Regional Police Services Board report C.189.2013 Casino allowance write-off

Prepared by:

Helen Chamberlain, CPA, CA
Director/Deputy Treasurer
Enterprise Resource Management
Services

Recommended by:

Todd Harrison, CPA, CMA
Commissioner/Treasurer
Enterprise Resource Management
Services

Submitted by:

Ron Tripp, P. Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Erin Amirault, Associate Director, Finance Operations & Systems, Brian McMahon, Program Financial Specialist, and Christine Conron, Senior Accounts Receivable Clerk.

Subject: Request to Write-Off Outstanding Amounts over \$25,000

Report to: Corporate Services Committee

Report date: Wednesday, January 9, 2019

Recommendations

That the write-off of uncollectible accounts receivable totaling \$542,745.00 **BE APPROVED.**

Key Facts

- The purpose of this report is to authorize the write-off of three local area municipality's 2018 Transportation Master Plan (TMP) invoices, and one Casino Niagara account dating back to 2011/2012.
- Write-offs exceeding \$25,000 require Council approval.
- Transportation staff have contacted the local area municipalities to collect the outstanding cost sharing billings for the TMP and determined that a new cost recovery plan for municipal EMME model data or analysis requests is favourable.
- The Casino Niagara account is related to short payments of 2011 and 2012 invoiced amounts for policing services. The disputed amounts are from a contract disagreement and collection efforts have been exhausted.
- Staff are recommending the accounts be written-off in fiscal year 2018.

Financial Considerations

The financial implication to the 2018 fiscal year related to these write-offs is \$195,000, related to the Transportation Master Plan (TMP) invoices. The remaining \$347,745 related to the Casino Niagara billings was fully provisioned to allowance for doubtful accounts in 2012.

Customer Name	Explanation	Year	Write-off Total
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Total			\$542,745.00

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Transportation Master Plan Invoices

When the project began in 2013, the development of the Regional EMME model for undertaking the Regional Transportation Master Plan and supporting subsequent

municipal studies was based on the premise that each of the twelve municipalities within Niagara Region would contribute to the model development, calibration, and application. Over the life of this project, the cost sharing plan was modified.

Of the twelve municipalities, Transportation staff determined that eight would be billed; of that, four municipalities (West Lincoln, Niagara Falls, Lincoln, and Fort Erie) have paid their invoices in full. The remaining four municipalities (St. Catharines, Grimsby, Welland, and Thorold) are disputing their cost sharing contribution and will be billed under a new plan. (Note: At \$25,000, Thorold's invoice falls under the Deputy Treasurer / Treasurer's write-off authority and is not included in this report, but will be included in the Region's overall 2018 allowance for doubtful accounts.)

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2. For local area municipalities that have not paid their required model development contribution, the cost recovery is 10% of the original model development contribution plus the cost for the IBI service as 50% municipality and 50% Niagara Region.

Staff recommend that the TMP cost sharing invoices are written-off in favour of the revised cost recovery plan.

Casino Niagara

A request to write-off these 2011 and 2012 balances was made at 2013 year end and was denied by Corporate Services Committee on June 4, 2014. The amount stems from a dispute regarding the agreement between Niagara Regional Police Services Board and the Ontario Lottery and Gaming Corporation, which mandates the funding obligations of the involved parties for the Service's Casino Patrol Unit. This amount was fully provisioned at 2012 year end and since all collections procedures have been followed to collect this account and all collections efforts have been exhausted, staff recommend that this account be written-off. More information regarding the details of this account can be found in Niagara Regional Police Services Board Report C.189.2013.

Alternatives Reviewed

Council may choose to not approve the write-off for the TMP invoices and increase the allowance for doubtful accounts; however, there is no further opportunity to pursue collection.

Council may choose to not approve the write-off for the Casino Niagara account; however, as there is no further opportunity to pursue collection and the amount was fully provisioned in 2012, there is no additional recourse.

Relationship to Council Strategic Priorities

This report ties to Council's strategic priority of Moving People and Goods (with respect to the Transportation Master Plan).

Other Pertinent Reports

CSD 100-2013 Request to write-off outstanding accounts over \$10,000

CSD 43-2014 Accountant's report with respect to Niagara Regional Police Service invoicing and collections

Niagara Regional Police Services Board report C.189.2013 Casino allowance write-off

Prepared by:

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Enterprise Resource Management
Services

Recommended by:

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Commissioner/Treasurer
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Submitted by:

Ron Tripp, P. Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Erin Amirault, Associate Director, Finance Operations & Systems, Brian McMahon, Program Financial Specialist, and Christine Conron, Senior Accounts Receivable Clerk.

CSD 5-2019

2018 Development Charges Grant and Exemptions

Corporate Services Committee

January 9, 2019

The Purpose of Development Charges

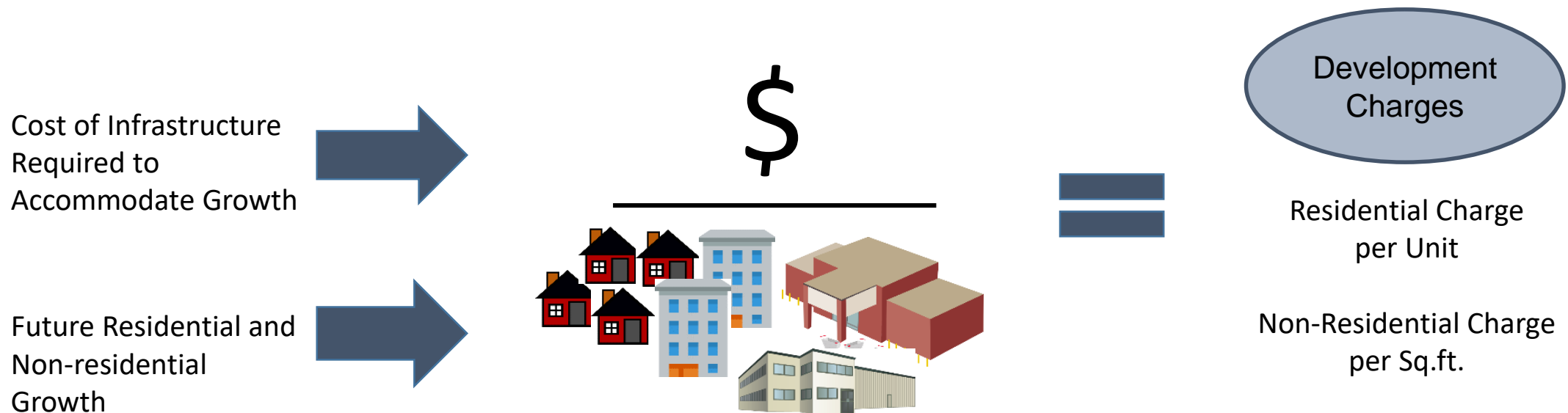
To recover the cost of infrastructure required to accommodate residential and non-residential Growth within the Region – “Growth Pays for Growth”

Municipalities are empowered to impose these charges via the Development Charges Act

For more information on Development Charges:

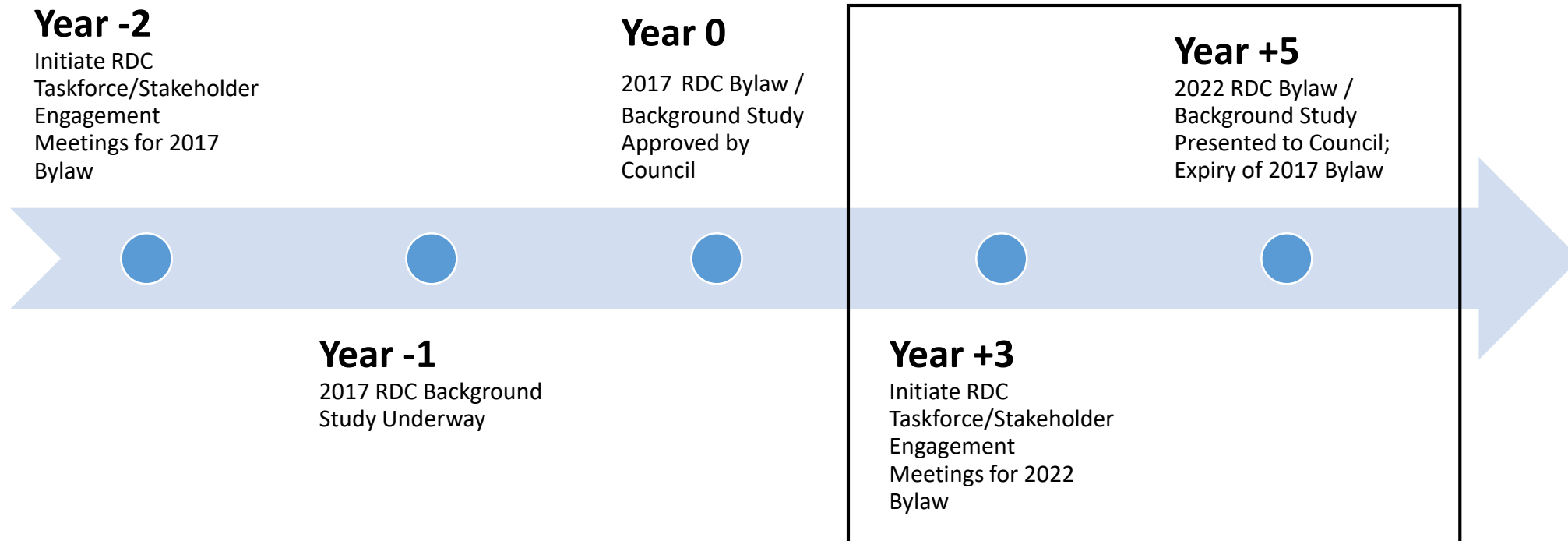
<https://www.youtube.com/watch?v=Dyd6hQLvc2g>

How development charges are calculated



Bylaw 2017-98

- *Timeline of events for Regional Development Charge (RDC) bylaw review/approval*



Bylaw 2017-98

RDC bylaw contains **mandatory** and **discretionary** exemptions:

- **Mandatory Exemptions**

are those that are required to be provided as per current Provincial Legislation.

- **Discretionary Exemptions**

are not required by Legislation, but are optional policy decisions adopted by Regional Council.

Mandatory Bylaw Exemptions

Required by Provincial Legislation and includes:

- Industrial building expansions (may expand 50% with no DC)
- Up to two apartments for a single detached, as long as the size of the home does not double
- One additional unit in medium & high density buildings
- Upper/Lower Tier Governments and School Boards

2018 estimate of Mandatory Exemption of \$724 Thousand

Discretionary Bylaw Exemptions

Non-legislated Regional Council policy decisions and includes:

Full Exemptions

- Granny Flats
- Parking structures
- buildings used for agricultural use
- the portion of a place of worship used for religious services
- municipal housing project facilities
- buildings used for affordable housing projects
- gas station canopies and those intended for the loading and unloading of vehicles

Partial Exemptions

- Long-term care home shall be reduced by 50%.

Other Reductions

- Phasing of Development Charges
- Brownfields Rehabilitation RDC Reduction
- Smart Growth - 50% rebate for achieving Smart Growth criteria
- Industrial RDC grant
- Non-Profit RDC grant

2018 estimate of Discretionary Exemption of \$11 Million

Funding of Exemptions/Grants

Funds still needed to fund growth related infrastructure even if development charges are not collected.

Development Charges Act – Any Mandatory or Discretionary Exemption, Grants or Reductions in Development Charges payable must still be available in the reserves in order to have fund growth infrastructure.

Exemptions must be appropriately tracked and the RDC reserve shortfalls must be paid for from Operating Revenue (i.e., the annual Tax Supported Operating Budget).

Year	2014	2015	2016*	2017	2018**
Gross Budget Available for RDC Exemptions (in 000's)	\$ 800	\$ 800	\$ 3,300	\$ 1,200	\$ 4,238

* One-time funding of \$2.5 million (GE)

** One-time funding \$2.5 million for incentives

Forecasted RDC Exemptions

1. Deliberations of the 2017 Regional Development Charges bylaw = \$16.7 million
2. Preparation of the 2018 Operating Budget = \$16.7 million
3. Q3 2018 Quarterly Financial Update Report = \$ 11.8 million
4. Preparation of the 2019 Operating Budget = \$11.1 million

Forecasted RDC Exemptions Deficit 2018

As presented with most recent Quarterly Financial Update report (Q3 2018).

	2018 (Values in 000's)	
	Annual Budget	Updated Forecast
Mandatory Exemptions:		
50% Industrial Expansion	599	599
Residential Intensification	124	124
Subtotal Mandatory Exemptions	\$ 724	\$ 724
Discretionary Exemptions:		
Phase in costs	2,314	2,167
Brownfield	-	1,508
Smart Growth Niagara	-	402
Board of Education	-	36
NRH	-	1,089
Parking garage	-	-
Agriculture	-	4,463
Hotels/Motels	-	170
Non-Profit	150	150
Industrial and Gateway	1,050	1,054
Subtotal Discretionary Exemptions	\$ 3,514	\$ 11,040
Total Exemptions	\$ 4,238	\$ 11,763
Total Variance		\$ (7,526)

2018 Strategy – Payback provision

- Historically DC reserves were not sufficient to fund growth related projects
- As a result, Levy and Rate supported programs paid for growth related infrastructure
- The Background Study identified that the DC reserves are required to “payback” these capital investments totalling \$67 million
 - Water \$20 million
 - Wastewater \$37 million
 - Roads \$10 million

2019 & Future Strategy

- 2019 Budget Summary:

Forecasted Exemptions	\$ 11.1 million
Base Budget	\$ 1.7 million
Allocation of Tax Growth	\$ 3.6 million
Total Budget	\$ 5.3 million
Forecasted Deficit	\$ 5.8 million

- Strategy to utilize in-year surplus plus payback provision to offset forecasted 2019 deficit.

RDC Exemptions Funding Strategy

As per report CSD 5-2019, recommendations are:

- That the transfer from the DC reserves occur as part of the Year-End Results and Transfer report
- First, utilize actual year end operating surplus
- Second, utilize payback provision - Funds be transferred from the development charge reserve to Tax Supported Operations
 - Based on current trends this option is available over 6 to 8 years
- Manage payback impact of future growth with budget increases over time

Questions?



Subject: 2018 Development Charges Grants and Exemption Funding

Report to: Corporate Services Committee

Report date: Wednesday, January 9, 2019

Recommendations

That Council **ENDORSE** the approach as outlined in this report to fund development charge grants and exemptions in excess of the budgeted amount.

Key Facts

- The purpose of this report is to provide a funding strategy for the cost of discretionary development charge grants and exemptions paid in excess of the approved budget. Staff has forecast that there will be a deficit in the operating budget available to fund these estimated at \$7.5 million (forecasted actuals against available budget) as identified in **Appendix I**.
- These grant and exemptions have been previously established through the Development Charge (DC) Bylaw 2017-98 but must be funded in order to ensure dollars are available in the DC reserves to pay for the necessary infrastructure to facilitate development as per the Development Charge Background Study.
- Operating budget shortfalls were identified during the deliberations of the 2017 Regional Development Charges bylaw, as well as the preparation of the 2018 Operating Budget.
- The Niagara Region Development Charges Background Study approved by Regional Council identified previously completed capital projects in the Roads, Water and Wastewater categories that had a growth component funded from sources other than development charges (i.e., tax levy and rate requisitions) as identified in **Appendix II**. Therefore the development charge reserves need to payback the original funding source.
- Staff is recommending that funds be transferred back to operating budgets from the development charge reserve over time to align with the cost of grants and exemptions as discussed in the analysis section of this report.
- It is recommended that the transfer from the development charge reserves occur as part of the Year-End Results and Transfer report after the actual year end operating surplus/deficit is taken into consideration.

Financial Considerations

When development charge exemptions are granted, the Region pays these by way of a grant expense (reimbursement to the DC Reserve) funded from the operating budget.

This ensures that the development charge reserves are kept whole and have sufficient balances to support the financing of future growth related projects identified in the background study. These grants can create an operating pressure to the extent that the exemptions exceed the allotted operating budget for the year. In order to alleviate this pressure, staff have considered the use of the payback requirement in the Development Charge Background study as identified in **Appendix II**.

The 2018 budget for development charge grants and exemptions is approximately \$4.2 million. Staff has forecast an annual expense of \$11.8 million resulting in a projected 2018 deficit of approximately \$7.5 million as noted in the Q3 Financial Update report. It should be noted that the projected deficit in the Q3 report is approximately \$3 million greater than what was presented as part of the Q2 report as a result of updated forecast assumptions and year-to-date actuals. It is important to note, that these grant and exemptions have been previously established through the Development Charge Bylaw 2017-98. A significant portion of the forecasted deficit can be attributed to discretionary exemptions including: Phase-in costs of \$2.2 Million, Brownfield Reductions of \$1.5 Million, Affordable Housing Exemptions \$1.1 Million and \$4.4 Million in agricultural exemptions.

The projected December 31, 2018 uncommitted balance in the development charge reserves in aggregate is \$60 million. The result of paying back the 2018 operating budget projected shortfall some of the funding previously used on growth related projects will reduce the uncommitted balance in the DC reserves to approximately \$52.5 million as identified in Table 1.

Table 1: Projected 2018 Year-end Development Charges Reserve Balances ('000)

	Projected Uncommitted Balances - December 31, 2018	Estimated DC Payback for 2018	Projected Uncommitted Balances - December 31, 2018 (after transfer)
Development Charges-General Government	\$1,171	\$0	\$1,171
Development Charges-Police Services	\$1,296	\$0	\$1,296
Development Charges-Roads	\$17,715	\$1,854	\$15,861
Development Charges-Sewer	\$30,251	\$3,672	\$26,579
Development Charges-Water	\$6,956	\$2,000	\$4,956
Development Charges-Emergency Medical	\$1	\$0	\$1
Development Charges-LT Care	\$1,845	\$0	\$1,845
Development Charges-POA	\$116	\$0	\$116
Development Charges-Health	\$235	\$0	\$235
Development Charges-Social Housing	(\$4)	\$0	(\$4)

Development Charges-Waste Division	\$464	\$0	\$464
Total	\$60,046	(\$7,526)	\$52,520

Analysis

This report was originally presented to the Corporate Services Committee on September 5, 2018. Due to time constraints, the report was deferred to the next committee meeting. Staff have updated the report to reflect the most current financial position as of Q3 2018.

In the past, internal Regional financing was used for growth related projects and the Background Study identified that the development charge reserves are required to payback the following amounts to Regional operating budget funding sources:

- Water \$20 million
- Wastewater \$37 million
- Roads \$10 million

These funds are available to assist with funding the cost of development charge grants and exemptions paid in excess of the approved budget. Staff is recommending that the development charge reserves payback the Regional funding source over time and to the extent that the Regions development charges grant and exemptions budgets are in a deficit position at year end. However before this strategy is adopted any other operating budget surplus available at year end will first be recommended to mitigate the shortfall in order to maximize the DCs available for investment in growth infrastructure.

Staff recommendation to fund any program shortfall at year end in the Year-end Results and Transfer report to conform to both the Budget Control By-Law and the Surplus Deficit Policy. By doing so, all year end surplus and deficit positions are taken into consideration before any transfers are recommended. It should be noted that as reported in the Q3 Financial Update, Niagara's levy supported program are in an overall projected surplus position of approximately \$1 million inclusive of the \$7.5 million DC grants and exemption shortfall. Therefore no 2018 payback from DC Reserves would be required.

Alternatives Reviewed

Transfer funds from the DC reserve to offset the potential deficit in DC related grants despite the overall tax supported corporate surplus. This alternative is **NOT RECOMMENDED**. With the surplus in the tax supported programs, there is sufficient dollars to fund the DC grant deficit, thus leaving the payback for future years when required.

That the overall grant program deficit be mitigated by reducing other program spending. This alternative is **NOT RECOMMENDED** and not necessary as a surplus is being forecast in the Q3 results.

Relationship to Council Strategic Priorities

This report ties to Council's strategic priorities of encouraging economic growth in Niagara.

Other Pertinent Reports

CSD 63-2017 Regional Development Charges and Proposed By-law
CSD 11-2017 Regional Development Charges and Proposed By-law
CSD 48-2018 2018 Development Charges Grant Exemptions Funding

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Recommended by:

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Commissioner/Treasurer
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Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Margaret Murphy, Associate Director, Budget Planning & Strategy, Melanie Steele, Associate Director, Reporting & Analysis and Rob Fleming, Senior Tax & Revenue Analyst.

Appendices

Appendix I	3 rd Quarter Projected Development Charge Grant Deficit
Appendix II	Growth Related Components of Works Previously Completed

Regional Development Charges Economic Incentives Forecast Summary

	YTD - as at Sept. 30, 2018			Annual Forecast		
	Q3 Budget	Actuals	Variance	Annual Budget	Updated Forecast	Variance
Other Economic Incentives:	3,037,674	3,111,487	(73,814)	3,037,674	10,559,671	(7,521,997)
50% Industrial - (M)		449,412			599,216	
Phase in costs - (D)		1,624,972			2,166,629	
Brownfield - (D)		308,000			1,508,000	
Smart Growth Niagara - (D)		401,950			401,950	
Board of Education - (D)		36,267			36,267	
NRH - (D)					1,089,455	
Parking garage - (D)		-			-	
Agriculture - (D)		27,241			4,463,402	
Intensification RDC Reductions - (M)		93,320			124,427	
Hotels/Motels - (D)		170,326			170,326	
Non-Profit - (D)	112,500	89,794	22,706	150,000	150,000	-
Industrial and Gateway - (D)	787,500	1,053,578	(266,078)	1,050,000	1,053,578	(3,578)
	3,937,674	4,254,859	(317,186)	4,237,674	11,763,249	(7,525,575)

Discretionary (D) Mandatory (M)

INFRASTRUCTURE COSTS COVERED IN THE DC CALCULATION

Niagara Region
Service: Services Related to a Highway - Roads

Prj. No	Increased Service Needs Attributable to Anticipated Development	Corridor	Section	Timing (year)	Gross Capital Cost Estimate (2017\$)	Less:	Adjusted Gross Capital Cost Estimate (2017\$)	Post Period Benefit	Net Capital Cost	Less:		Potential DC Recoverable Cost		
						Prior Funding				Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share 76%	Non-Residential Share 24%
	2017-2041													
Already Constructed														
		Fourth Ave	Third St to Vancsickle		2,669,751		2,669,751		2,669,751			2,669,751	2,029,011	640,740
		Thorold Stone Rd	Stanley Ave to Victoria		2,173,491		2,173,491		2,173,491			2,173,491	1,651,853	521,638
		Old Hwy 20	Station St to Hwy 406		3,805,169		3,805,169		3,805,169			3,805,169	2,891,929	913,241
		Woodlawn Rd	Gram Rd to Rice Rd.		1,150,930		1,150,930		1,150,930			1,150,930	874,707	276,223
		Hwy 406	New Interchange at First/Third		172,953		172,953		172,953			172,953	131,445	41,509
Sub-total Already Constructed					9,972,296		9,972,296	-	9,972,296	-	-	9,972,296	7,578,945	2,393,351
Projects in Capital Budget														
1	Capacity Improvement	Casablanca Blvd	QEW to Livingston Ave	2017-2021	7,448,000	850,000	6,598,000	-	6,598,000	989,700	-	5,608,300	4,262,308	1,345,992
2	Capacity Improvement	East Main St	Hwy 140 to Moyer Rd	2022-2031	2,970,000	-	2,970,000	-	2,970,000	445,500	-	2,524,500	1,918,620	605,880
3	New Road & Capacity Improvement	Merritt Rd	Rice Rd to Niagara St & Niagara St to Hwy 406	2017-2021	8,610,000	-	8,610,000	-	8,610,000	1,291,500	-	7,318,500	5,562,060	1,756,440
4	Capacity Improvement	Martindale Rd	QEW to Vancsickle Rd, Vancsickle Rd to Fourth Ave & Bridge widening over Hwy 406	2017-2021	31,461,000	3,210,000	28,251,000	-	28,251,000	3,922,650	2,100,000	22,228,350	16,893,546	5,334,804
5	Capacity Improvement	McLeod Rd	Phase 1 - Montrose Rd, Pin Oak Dr to Hydro Canal	2017-2021	14,392,000	9,650,000	4,742,000	-	4,742,000	711,300	-	4,030,700	3,063,332	967,368
6	Capacity Improvement	McLeod Rd	Phase 2 - Hydro Canal to Wilson Cr	2017-2021	4,312,000	350,000	3,962,000	-	3,962,000	564,300	200,000	3,197,700	2,430,252	767,448
7	Capacity Improvement	McLeod Rd	Phase 3 - Wilson Cr to Stanley Ave	2022-2031	3,640,000	-	3,640,000	-	3,640,000	501,000	300,000	2,839,000	2,157,640	681,360
8	Capacity Improvement	Rice Rd	Old Hwy 20 to Merritt Rd	2017-2021	9,828,000	900,000	8,928,000	-	8,928,000	1,264,200	500,000	7,163,800	5,444,488	1,719,312
9	Capacity Improvement	Rice Rd	Merritt Rd to Quaker Rd & Quaker Rd to Thorold Rd	2017-2021	16,200,000	-	16,200,000	-	16,200,000	2,430,000	-	13,770,000	10,465,200	3,304,800
10	Capacity Improvement	Niagara Stone Rd	Concession 6 Rd to Line 2 Rd & Penner St (Line 1 Rd) to East and West Line	2017-2021	12,528,000	1,600,000	10,928,000	-	10,928,000	1,526,700	750,000	8,651,300	6,574,988	2,076,312
11	Capacity Improvement	Collier Rd	Hwy 58 to Beaverdams Rd	2022-2031	5,616,000	-	5,616,000	-	5,616,000	842,400	-	4,773,600	3,627,936	1,145,664
12	New Road	Thorold Stone Rd	Extension east of Stanley Ave to Gale Centre	2017-2021	11,088,000	8,300,000	2,788,000	-	2,788,000	418,200	-	2,369,800	1,801,048	568,752
13	New Road	Thorold Stone Rd	Phase 2 - Gale Centre to Victoria Ave	2022-2031	11,200,000	-	11,200,000	-	11,200,000	1,680,000	-	9,520,000	7,235,200	2,284,800
14	Capacity Improvement	Glendale Ave	Interchange at QEW (1/3 contribution)	2022-2031	3,333,000	1,000,000	2,333,000	-	2,333,000	349,950	-	1,983,050	1,507,118	475,932
15	Capacity improvement	Montrose Road	Charmwood to McLeod	2017-2021	1,904,000	-	1,904,000	-	1,904,000	285,600	-	1,618,400	1,229,984	388,416
16	Highway Improvement	Hwy 406 Interchange	At Third Ave Louth (1/3 contribution)	2022-2031	13,333,000	1,450,000	11,883,000	-	11,883,000	1,782,450	-	10,100,550	7,676,418	2,424,132
17	New Road	Livingston Ave	Main St to Casablanca Blvd	2022-2031	8,456,000	250,000	8,206,000	-	8,206,000	1,200,900	200,000	6,805,100	5,171,876	1,633,224
18	New Road	South Niagara East-West Arterial	South Niagara East-West Arterial (1/3 contribution)	2022-2031	16,275,000	500,000	15,775,000	-	15,775,000	2,366,250	-	13,408,750	10,190,650	3,218,100
19		Canadian Motor Speedway Infrastructure Improvements		2017-2021	2,625,000	-	2,625,000	-	2,625,000	393,750	-	2,231,250	1,695,750	535,500
Subtotal - Projects in Capital Budget					185,219,000	28,060,000	157,159,000	-	157,159,000	22,966,350	4,050,000	130,142,650	98,908,414	31,234,236

INFRASTRUCTURE COSTS COVERED IN THE DC CALCULATION

SERVICE:

Water - Growth Related Component of Works Previously Completed

Region of Niagara

Prj. No.	System	Type	Description	Timing	Gross Capital Cost Est. (2017 \$)	Less:			Potential DC Recoverable Cost		
						Benefit to Existing Development		Post Period Benefit	Net Costs Benefiting New Development	Residential Share	Non- Residential Share
						\$	%				
			<u>Already Constructed</u>								
ZCW0405	Decew	Recovery of PPC	New Watermain Decew System	<2012	1,424,375	-		-	1,424,375		
ZCW9709	Decew Falls	Recovery of PPC	DeCew WTP Phase 3 Upgrade	<2008	196,320	-		-	196,320		
ZCW0405	Decew Falls	Recovery of PPC	Loop trunk system from Eastchester to Roehampton (1.3	<2012	105,509	-		-	105,509		
ZCW0205	Decew Falls(# 11)	Recovery of PPC	Consolidated Storage in Vineland	<2008	799,177	-		-	799,177		
	Decew Falls	Recovery of PPC	Decew Falls WTP Upgrade	<2004	165,587			-	165,587		
	Decew Falls	Recovery of PPC	Water Supply Reinforcement, Niagara Falls/NOTL	<2004	131,908			-	131,908		
	Subtotal				2,822,877				2,822,877	1,745,229	1,077,648
ZCW0504	Fort Erie (#12, 13, 14)	Recovery of PPC	Eagle Street Watermain - From Stevensville to Bridge/Pettit	<2012	1,986,388	-		-	1,986,388		
	Fort Erie	Recovery of PPC	Treated Water Reservoir in Stevensville	<2004	954,230			-	954,230		
	Fort Erie	Recovery of PPC	Trunk Watermain - Barnard St. from Dominion to Garrison	<2004	404,145			-	404,145		
	Fort Erie	Recovery of PPC	10 ML/d expansion to the water plant and upgrades	<2004	352,724			-	352,724		
	Subtotal				3,697,486				3,697,486	2,497,780	1,199,706
ZCW0303	Grimsby (# 7)	Recovery of PPC	London Road Booster Station and reservoir	<2008	4,417,509	-		-	4,417,509		
ZCW0303	Grimsby (#9)	Recovery of PPC	Watermain from Park Road Booster Station to new London	<2008	3,589,702	-		-	3,589,702		
	Grimsby	Recovery of PPC	Grimsby WTP Expansion	<2004	1,403,280			-	1,403,280		
	Subtotal				9,410,491				9,410,491	6,999,606	2,410,885
ZCW9504	Niagara Falls (#7)	Recovery of PPC	Niagara Falls WTP Upgrade and reservoir expansion	<2008	208,151	-		-	208,151		
	Niagara Falls	Recovery of PPC	Water Supply Reinforcement, Niagara Falls/NOTL	<2004	131,908				131,908		
	Niagara Falls	Recovery of PPC	Trunk Watermain - St. Paul St. from Thorold Stone to	<2004	420,984				420,984		
	Niagara Falls	Recovery of PPC	400mm WM across Welland River at Niagara Pkwy (water	<2004	16,453				16,453		
	Niagara Falls	Recovery of PPC	400mm WM on Church's Lane from St. Paul Ave to Stanley	<2004	225,738				225,738		
	Niagara Falls	Recovery of PPC	26 ML additional system storage	<2004	428,002				428,002		
	Subtotal				1,431,235				1,431,235	976,049	455,186
	Port Colborne	Recovery of PPC	Install a 500mm x 1km watermain on King Street from the	<2012	51,218	-		-	51,218		
ZCW0402	Port Colborne (# 3)	Recovery of PPC	Fielden Avenue Pumping Station	<2008	85,393	-		-	85,393		
ZCW0203	Port Colborne (#1)	Recovery of PPC	Elizabeth Street watermain Killally Street East to Main	<2008	30,549	-		-	30,549		
ZCW1002	Port Colborne (#4)	Recovery of PPC	Fielden Reservoir expansion (10ML) in lieu of tank	<2012	165,754	-		-	165,754		
ZCW9621	Port Colborne (#5)	Recovery of PPC	Port Colborne WTP Upgrades	<2008	16,309	-		-	16,309		
	Port Colborne	Recovery of PPC	Bell-Elizabeth Trunk Watermain (part of)	<2004	58,470			-	58,470		
	Subtotal				407,693				407,693	297,808	109,885
ZCW9814	Welland (# 8)	Recovery of PPC	Hwy 406 and Towpath Road watermain	<2008	1,853,012	-		-	1,853,012		
ZCW0204	Welland (#1, #4)	Recovery of PPC	Welland WTP Upgrade including new inground reservoir and	<2012	136,582	-		-	136,582		
	Welland	Recovery of PPC	Welland WTP Improvement	<2004	56,131			-	56,131		
	Welland	Recovery of PPC	400mm WM on Ridge Rd from Southworth to Moore	<2004	181,092			-	181,092		
	Subtotal				2,226,817				2,226,817	1,775,950	450,867
Total Estimated Capital Cost					\$ 19,996,600	\$ -		\$ -	\$ 19,996,600	\$ 14,292,422	\$ 5,704,178

INFRASTRUCTURE COSTS COVERED IN THE DC CALCULATION

SERVICE:

Wastewater - Growth Related Component of Works Previously Completed

Region of Niagara

Prj. No.	System	Type	Description	Timing	Gross Capital Cost Est. (2017 \$)	Less:			Potential DC Recoverable Cost				
						Benefit to Existing Development		Post Period Benefit	Net Costs Benefiting New Development	Residential Share		Non-Residential Share	
						\$	%						
	System	Type	Already Constructed			\$	%	\$					
ZSW0716	Anger Avenue	Recovery of PPC	Anger Avenue WWTP - P2 Project	<2012	234,465	-		-	234,465	-	-		
	Anger Avenue (#5)	Recovery of PPC	Frenchman's Creek Trunk Sewer - PH2	<2012	334,113	-		-	334,113	-	-		
	Anger Avenue	Recovery of PPC	Parkway PS Replacement (Fort Erie)	<2004	928,036	-		-	928,036				
	Anger Subtotal				1,496,613				1,496,613	854,107	57.1%	642,506	42.9%
ZSW0006	Baker Road	Recovery of PPC	Smithville PS Expansion (for growth in Smithville)	<2012	897,673	-		-	897,673	-	-	-	-
ZSW0006	Baker Road	Recovery of PPC	Baker Road WWTP Capacity Expansion Stage 1	<2012	4,829,981	-		-	4,829,981	-	-	-	-
ZSW0013	Baker Road (#1)	Recovery of PPC	Replace existing Smithville pumping station	<2008	158,525	-		-	158,525	-	-	-	-
	Baker Road	Recovery of PPC	Smithville PS & Sewer (West Lincoln)	<2004	44,905			-	44,905				
	Baker Road	Recovery of PPC	Install Forcemain on North Service - Biggar PS to Roberts	<2004	105,411			-	105,411				
	Baker Road	Recovery of PPC	Gravity Trunk Sewer Along Ontario St. @ QEW Crossing	<2004	577,927			-	577,927				
	Baker Road Subtotal				6,614,421			-	6,614,421	4,893,099	74.0%	1,721,322	26.0%
ZSW0721	Crystal Beach Subtotal	Recovery of PPC	Crystal Beach WWTP - P2 Project	<2012	234,465	-		-	234,465	226,335	96.5%	8,130	3.5%
ZSW0115	Stephensville/Douglstown	Recovery of PPC	Douglstown Forcemain	<2012	799,233	-		-	799,233				
ZSW0607	Stephensville/Douglstown	Recovery of PPC	Stevensville PS capacity upgrade	<2012	175,849	-		-	175,849				
	Stephensville/Douglstown Subtotal				975,082			-	975,082	596,096	61.1%	378,986	38.9%
ZSW0302	Niagara Falls	Recovery of PPC	Alternative biosolids management program	<2008	749,407	-		-	749,407	-	-	-	-
ZSW0714	Niagara Falls	Recovery of PPC	Niagara Falls WWTP - P2 project	<2012	213,832	-		-	213,832	-	-	-	-
	Niagara Falls	Recovery of PPC	HRT facility at NF High Lift Pumping Station	<2012	375,144	-		-	375,144	-	-	-	-
ZSW9305	Niagara Falls (#2)	Recovery of PPC	Central Avenue Pumping Station and forcemain	<2008	492,745	-		-	492,745	-	-	-	-
	Niagara Falls	Recovery of PPC	Upgrade Niagara Falls WPCP	<2004	1,010,361			-	1,010,361				
	Niagara Falls	Recovery of PPC	Upgrade NF WPCP	<2004	4,319,262			-	4,319,262				
	Niagara Falls Subtotal				7,160,751			-	7,160,751	4,767,263	66.6%	2,393,488	33.4%
ZSW0807	Niagara-on-the-Lake	Recovery of PPC	Niagara-on-the-Lake WWTP Capacity Upgrade from 5.7	<2012	1,965,999	-		-	1,965,999				
	Niagara-on-the-Lake	Recovery of PPC	NOTL Sewage Treatment Facility Upgrade	<2004	190,846			-	190,846				
	Niagara-on-the-Lake	Recovery of PPC	William St PS and Forcemain (NOTL)	<2004	62,867			-	62,867				
	Niagara-on-the-Lake Subtotal				2,219,712	-		-	2,219,712	1,674,580	75.4%	545,132	24.6%
ZSW9816	Port Dalhousie	Recovery of PPC	Port Dalhousie WPCP optimization study and upgrades	<2008	317,645	-		-	317,645	-	-	-	-
ZSW0712	Port Dalhousie	Recovery of PPC	Port Dalhousie WWTP - P2 Project	<2012	410,314	-		-	410,314	-	-	-	-
	Port Dalhousie	Recovery of PPC	Port Dalhousie WPCP Upgrading	<2004	110,391			-	110,391				
	Port Dalhousie Subtotal				838,350			-	838,350	445,349	53.1%	393,001	46.9%
	Port Weller	Recovery of PPC	Upgrade Black Horse PS	<2004	358,995			-	358,995				
	Port Weller	Recovery of PPC	Peel St PS	<2004	2,163,175			-	2,163,175				
	Port Weller Subtotal				2,522,170			-	2,522,170	1,615,016	64.0%	907,154	36.0%
	Seaway	Recovery of PPC	Seaway WPCP Upgrading (Port Colborne)	<2004	855,439			-	855,439				
	Seaway	Recovery of PPC	Elm Street PS Upgrading (Port Colborne)	<2004	276,614			-	276,614				
	Seaway	Recovery of PPC	Industrial PS Upgrade	<2004	142,908			-	142,908				
	Seaway Subtotal				1,274,961			-	1,274,961	931,364	73.1%	343,597	26.9%
	Welland	Recovery of PPC	Sanitary Sewer Service to East Industrial Lands (Welland)	<2004	175,578			-	175,578				
	Welland	Recovery of PPC	North East Welland Trunk Sewer	<2004	1,717,614			-	1,717,614				
	Welland	Recovery of PPC	Dain City PS upgrade	<2004	254,058			-	254,058				
ZSW0609	Welland	Recovery of PPC	Welland WWTP - P2 Project	<2012	24,150	-		-	24,150	-	-	-	-
ZSW9815	Welland	Recovery of PPC	South Thorold PS, forcemains, sewers	<2008	11,213,742	-		-	11,213,742	-	-	-	-
	Welland Subtotal				13,385,143				13,385,143	10,675,416	79.8%	2,709,727	20.2%
	Grand Total				36,721,668	-		-	36,721,668	26,678,625		10,043,043	

Subject: Approval of Interim Levy Dates and Amounts

Report to: Corporate Services Committee

Report date: Wednesday, January 9, 2019

Recommendations

1. That the interim amounts for the Regional levy **BE APPROVED** by Regional Council in the amounts shown in **Appendix I** to Report CSD 6-2019;
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 6-2019 **BE CIRCULATED** to the Councils of the local area municipalities for information.

Key Facts

- The purpose of this report is to provide an interim levy equivalent to 50% of the prior year's approved estimates pursuant to Section 316 of the Municipal Act in order to continue core services prior to the adoption of budget estimates for the year.
- The authority to incur expenditures by Regional departments, boards and agencies is granted by Regional Council through the annual approved budget as prescribed by the Municipal Act.
- 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.
- The Region's Budget Control Bylaw (2017-63, section 6.3 paragraph b.) provides that prior to Council's approval of the Capital Budget Bylaw, expenditures for new capital projects may be permitted if an individual capital project is deemed a priority by Council and specifically approved by Council in advance of the general capital budget bylaw (section 6.3. paragraph b).

Financial Considerations

The interim levy amounts to be requisitioned from the local area municipalities totals \$173,374,138 (General Levy) and \$17,301,170 (Waste Management) for a total of \$190,675,308 or 50% of the 2018 levied amounts. The interim levy will provide sufficient

cash flows for current year Region operations until approval of the 2019 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.

Expenditures for new capital projects prior to Council's approval of the 2019 consolidated capital budget bylaw may be permitted if an individual capital project is deemed a priority by Council and specifically approved by Council in advance of the general capital budget bylaw (section 6.3. paragraph b).

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.

Interim levy dates are consistent with the prior years. The local area municipalities were consulted and no alternative dates are considered.

Relationship to Council Strategic Priorities

Approval of the interim levy for 2019 will permit expenditures to be incurred in order to maintain business as usual for Regional services.

Other Pertinent Reports

N/A.

Prepared by:

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

Recommended by:

Todd Harrison, CPA, CMA
Commissioner/Treasurer
Enterprise Resource Management
Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Rob Fleming, Senior Tax & Revenue Analyst and reviewed by Margaret Murphy, Associate Director, Budget Planning & Strategy.

Appendices

Appendix I Interim Levy Payments and Dates

Page 4

Appendix I - Interim Levy Payments and Dates

General Levy			
Municipality	March 13, 2019	May 15, 2019	Total Interim Levy
Fort Erie	5,481,277	5,481,277	10,962,554
Grimsby	6,273,994	6,273,994	12,547,988
Lincoln	5,043,903	5,043,903	10,087,806
Niagara Falls	18,214,623	18,214,623	36,429,245
Niagara-on-the-Lake	7,365,417	7,365,417	14,730,834
Pelham	3,603,433	3,603,433	7,206,867
Port Colborne	2,878,164	2,878,164	5,756,327
St. Catharines	23,371,245	23,371,245	46,742,490
Thorold	3,390,085	3,390,085	6,780,169
Wainfleet	1,300,920	1,300,920	2,601,841
Welland	7,128,946	7,128,946	14,257,891
West Lincoln	2,635,064	2,635,064	5,270,128
Total	86,687,069	86,687,069	173,374,138

Waste Management Special Levy			
Municipality	March 13, 2019	May 15, 2019	Total Interim Levy
Fort Erie	656,840	656,840	1,313,680
Grimsby	452,694	452,694	905,387
Lincoln	393,664	393,664	787,327
Niagara Falls	1,686,399	1,686,399	3,372,797
Niagara-on-the-Lake	369,902	369,902	739,804
Pelham	292,632	292,632	585,264
Port Colborne	437,090	437,090	874,180
St. Catharines	2,678,457	2,678,457	5,356,915
Thorold	357,948	357,948	715,897
Wainfleet	135,227	135,227	270,453
Welland	974,580	974,580	1,949,161
West Lincoln	215,154	215,154	430,307
Total	8,650,585	8,650,585	17,301,170

Total General & Waste Management Interim Levy			
Municipality	March 13, 2019	May 15, 2019	Total Interim Levy
Fort Erie	6,138,117	6,138,117	12,276,234
Grimsby	6,726,687	6,726,687	13,453,375
Lincoln	5,437,567	5,437,567	10,875,133
Niagara Falls	19,901,021	19,901,021	39,802,042
Niagara-on-the-Lake	7,735,319	7,735,319	15,470,638
Pelham	3,896,065	3,896,065	7,792,131
Port Colborne	3,315,254	3,315,254	6,630,507
St. Catharines	26,049,702	26,049,702	52,099,404
Thorold	3,748,033	3,748,033	7,496,066
Wainfleet	1,436,147	1,436,147	2,872,294
Welland	8,103,526	8,103,526	16,207,052
West Lincoln	2,850,218	2,850,218	5,700,435
Total	95,337,654	95,337,654	190,675,308

2019

CSD 10-2019
ASSET MANAGEMENT GOVERNANCE MODEL

JANUARY 9, 2019

Asset Management Governance Model

Region of Niagara



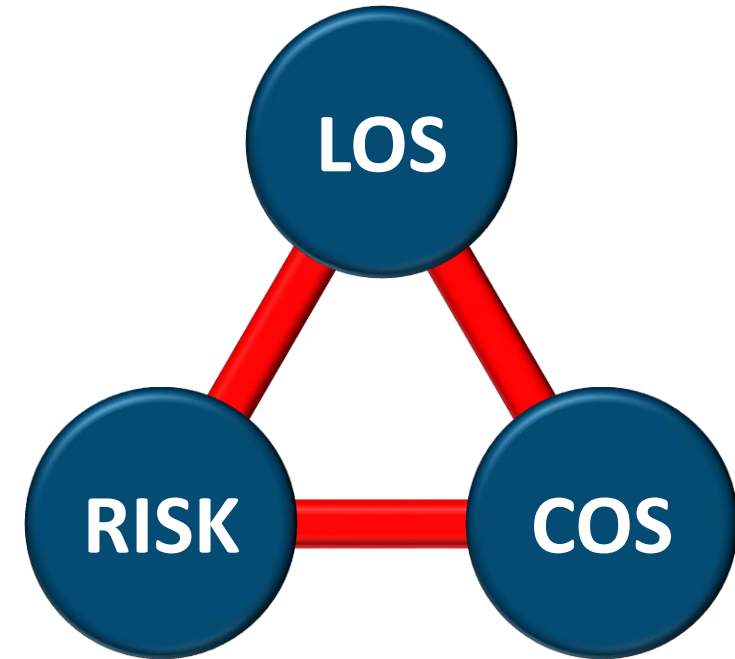
January 09, 2019



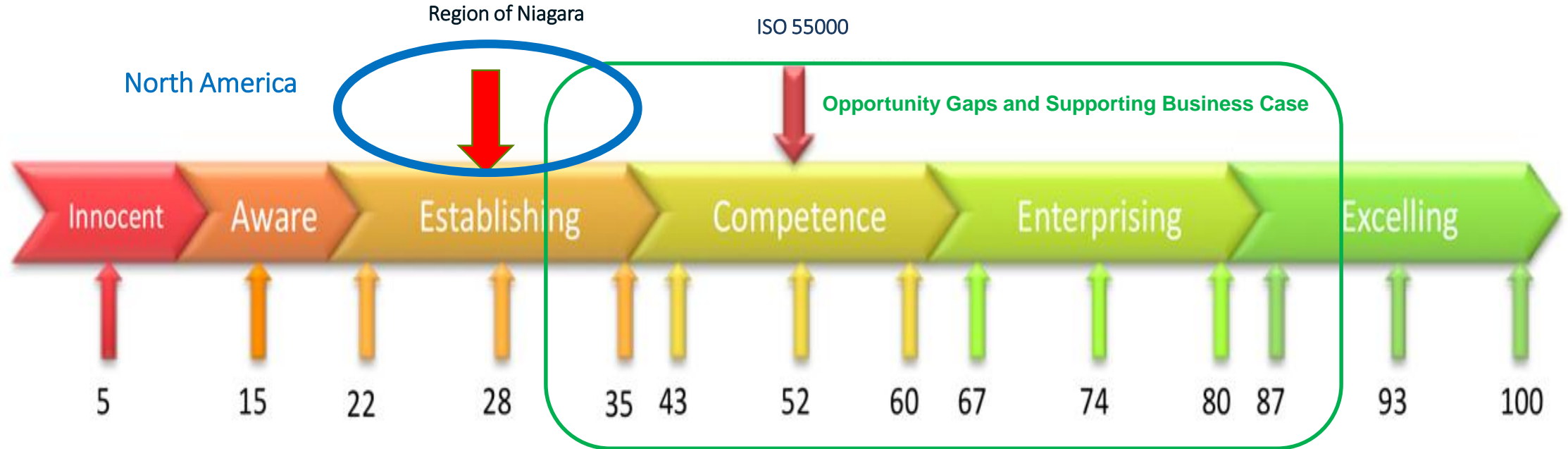
Why Asset Management?

To ensure that the Region is:

- Doing the **RIGHT WORK**
- On the **RIGHT ASSETS**
- At the **RIGHT TIME**
- At the **RIGHT COSTS**
- For the **RIGHT REASONS**



Asset Management Maturity (North America)



Implementation support

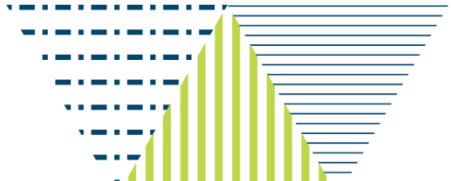
AM Governance Model

Program sustenance

Risks of Not Doing Good Asset Management

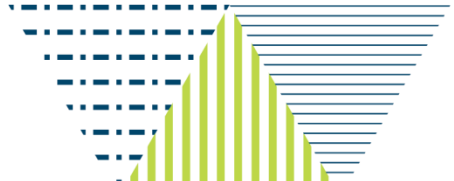
The province has approved a new municipal asset management planning regulation (O. Reg. 588/2017: Effective January 1, 2018)

- **July 1, 2019:** Finalized strategic AM Policy
- **July 1, 2021:** Approved AM Plan for core assets (roads, bridges, culverts, water, wastewater, stormwater mgmt) that discusses current LOS and COS
- **July 1, 2023:** As above, for all infrastructure assets
- **July 1, 2024:** Approved AM Plan for all infrastructure assets that also discusses proposed LOS, activities required to meet proposed LOS, and a strategy to fund the activities

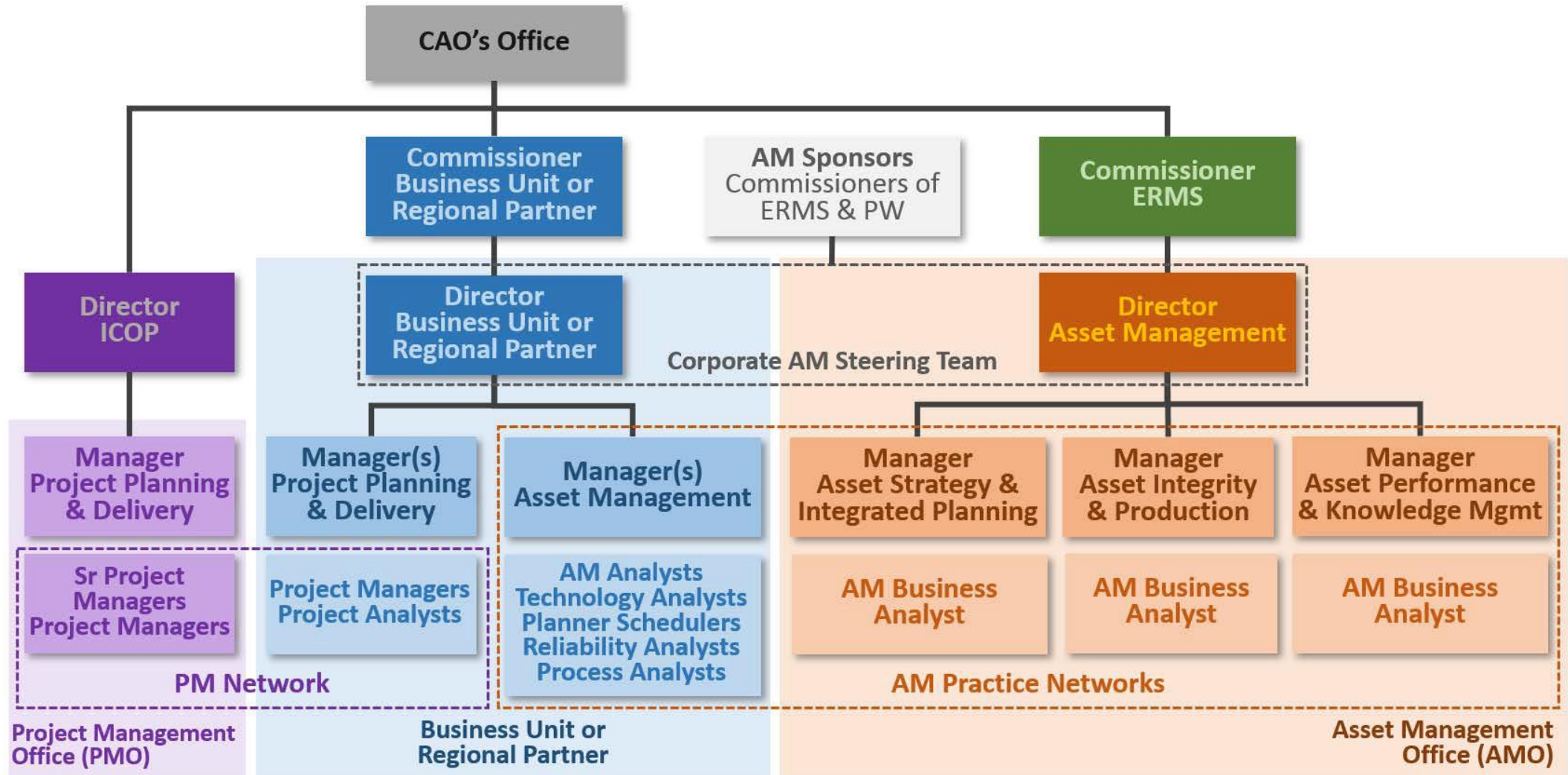


Risks of Not Doing Good Asset Management

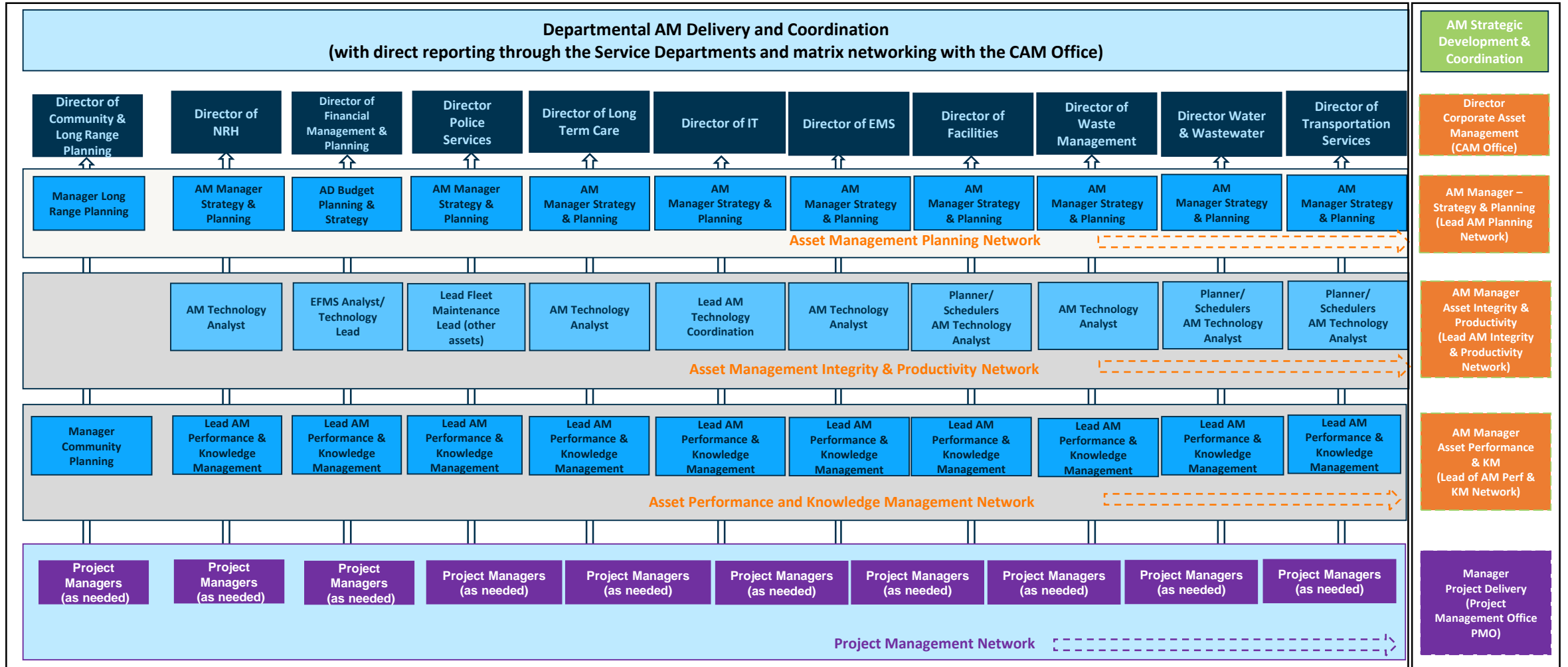
- Federal Gas Tax funding (~\$15M / year for Region)
- Development Charge funding (~\$50M / year for Region)
- Clean Water & Wastewater funding
- Future application-based government funding



The Preferred Solution



The Preferred Solution



Business Case



Eligibility for Funding



Improved Capital Planning

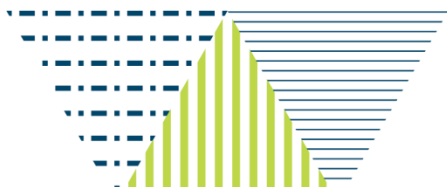


Optimized Maintenance Programming

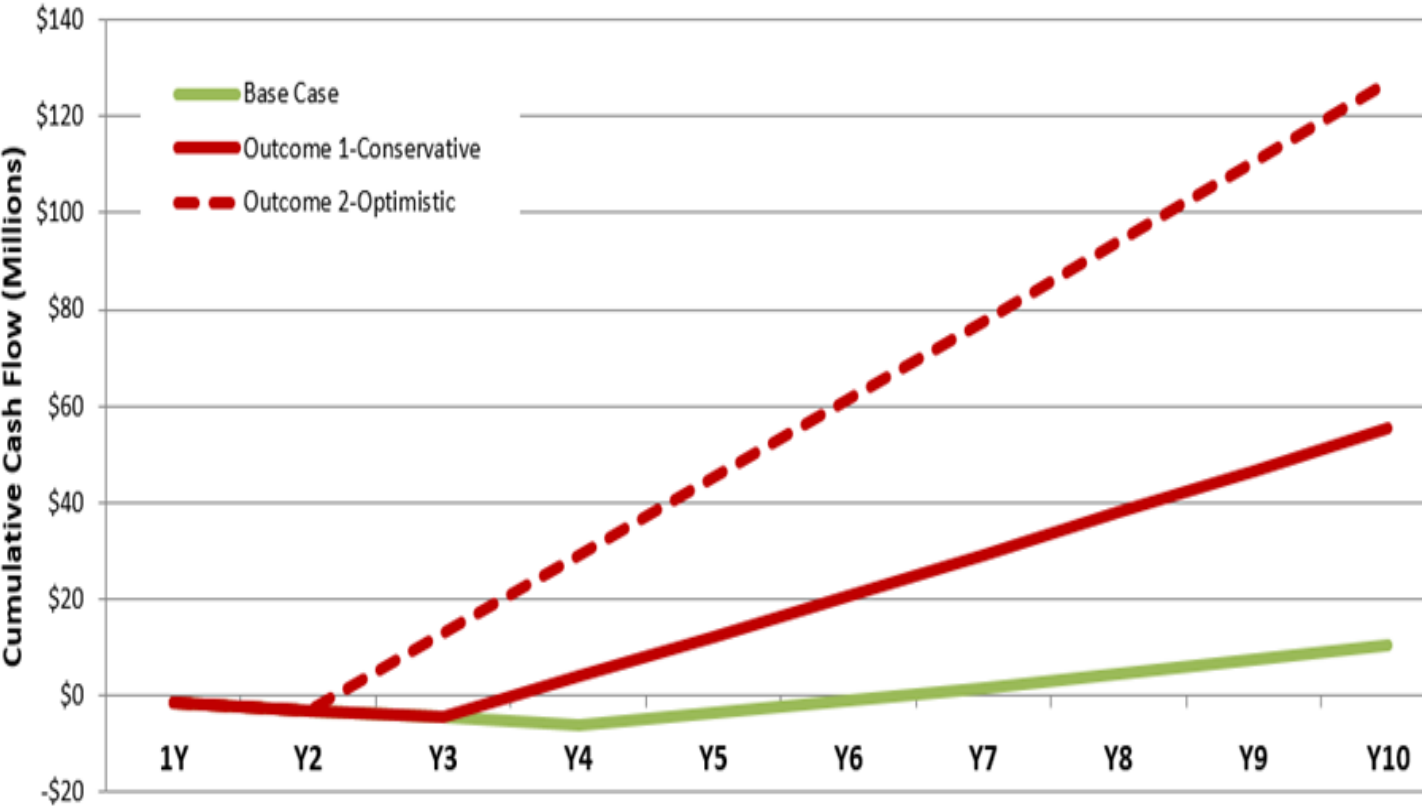


Utilities Savings

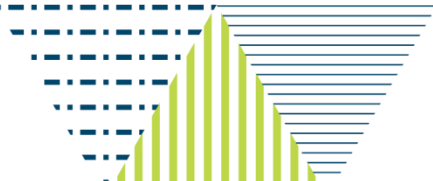
Base Case	1% reduction in federal Gas Tax funding (Year 3)	1% reduction in annual CIP budget (Year 5)	10% reduction in annual O&M budget (Year 5)	2% reduction in annual utilities budget (Year 5)
Outcome 1 Conservative	Fully eligible	3% reduction in annual CIP budget (Year 3)	25% reduction in annual O&M budget (Year 3)	5% reduction in annual utilities budget (Year 3)
Outcome 2 Optimistic	Fully eligible	5% reduction in annual CIP budget (Year 2)	40% reduction in annual O&M budget (Year 2)	10% reduction in annual utilities budget (Year 2)



Tangible Benefits



Option	Description	NPV	IRR	PBP
Base Case	Current Decentralized AM Governance Model, Steering Team	\$6.6 M	23%	9 yrs
1-Conservative	Recommended Hybrid AM Governance Model, 7 new FTEs in Corporate AM Office, Conservative Savings	\$41 M	87%	4 yrs
2-Optimistic	Recommended Hybrid AM Governance Model, 7 new FTEs in Corporate AM Office, Optimistic Savings	\$98 M	245%	3 yrs



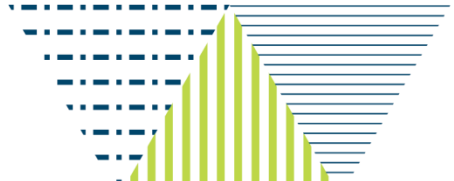
Tangible Benefits

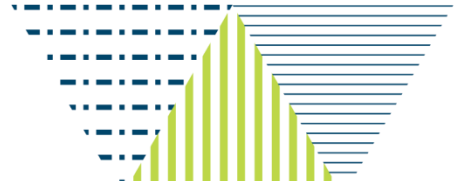
Benefit	Description
Eligibility for Funding	<ul style="list-style-type: none"> • Producing AM Plans per O. Reg. 588/17 to enable other agency funding • e.g. Federal Gas Tax fund
Improved Capital Planning	<ul style="list-style-type: none"> • Savings from more cost effective lifecycle management: <ul style="list-style-type: none"> • doing the right projects, at the right times • through a formal options development and analysis process based on risk to meeting levels of service • Better coordination of efforts with local municipalities and stakeholders
Optimized O&M Planning	<ul style="list-style-type: none"> • Savings in maintenance labor (internal and external) and materials • Operations savings through better coordination between maintenance and engineering in optimal system performance
Utilities Savings	<ul style="list-style-type: none"> • Potential savings in energy costs through more reliable, energy efficient and better operated assets



Intangible Benefits

- Delivers best value for customers and stakeholders
 - Understand LOS and risks to not meeting LOS
 - Optimize investment decisions (lowest cost of asset ownership)
 - Accountability for decisions
- Better alignment between AM activities, corporate objectives and customer service outcomes
- Increased efficiency and effectiveness by shifting focus from dept (functional) objectives to corporate (service) objectives
- Systems approach drives discipline and consistency
- Supports continual improvement





Subject: Asset Management Governance Model

Report to: Corporate Services Committee

Report date: Wednesday, January 9, 2019

Recommendation

That the creation of a Corporate Asset Management Office at a cost of \$0.85 million including the addition of seven full time equivalents **BE REFERRED** for consideration as part of the 2019 budget process.

Key Facts

- The purpose of this report is to inform Council of the proposed Asset Management (AM) Governance Model that will lead the Region's capital asset portfolio with a replacement value in excess of \$7.4 billion.
- In 2017, the Ontario government released a new regulation under the Infrastructure for Jobs and Prosperity Act, 2015 – Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure (O. Reg. 588/17) which outlines deadlines for achieving strategic AM practices (Appendix 1).
- In addition to the above regulation, Federal and Provincial governments require updated comprehensive AM plans for Federal Gas Tax funding, future application based funding and Development Charges.
- Conservatively, the creation of a CAM office at an annual cost of \$0.85 million and operating for a 10 year period, based on an industry scan and standards is estimated to have a 4 year payback period.
- Through consultation with local area municipalities, it is expected that they can leverage process, policy and strategy development, networking and technology from the Region's work on AM to further advance their own AM maturity levels.

Financial Considerations

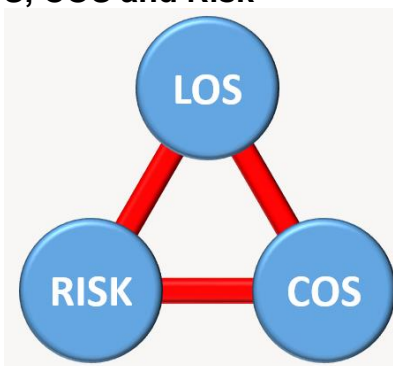
As summarized in Table 1 below, the Council approved 2016 Asset Management Plan (AMP) identified for the Region an annual infrastructure funding gap of \$73.3 million for the first 10 years. The remaining 40 years of the plan have a projected annual funding gap of \$34.1 million.

Table 1: Avg. annual renewal investment (AARI) required compared to avg. annual capital budget

(in \$M)	Current Replacement Value	TCA Historical Value	10-Year Capital Budget	10-Year AARI	10-Year Budget vs AARI
Asset Portfolio					
Transportation	\$1,787	\$845	\$58	\$57	\$1
Water & Wastewater	\$4,402	\$1,088	\$58	\$135	-\$77
Waste Management	\$331	\$77	\$3	\$3	\$0
Public Health	\$37	\$24	\$4	\$3	\$1
Social & Community Services	\$231	\$104	\$12	\$12	\$0
Niagara Regional Housing	\$416	\$176	\$5	\$3	\$2
Information Technology	\$27	\$33	\$4	\$4	\$0
Facilities	\$134	\$37	\$3	\$3	\$0
Police	\$33	\$70	\$6	\$6	\$0
Total	\$7,398	\$2,454	\$153	\$226	-\$73

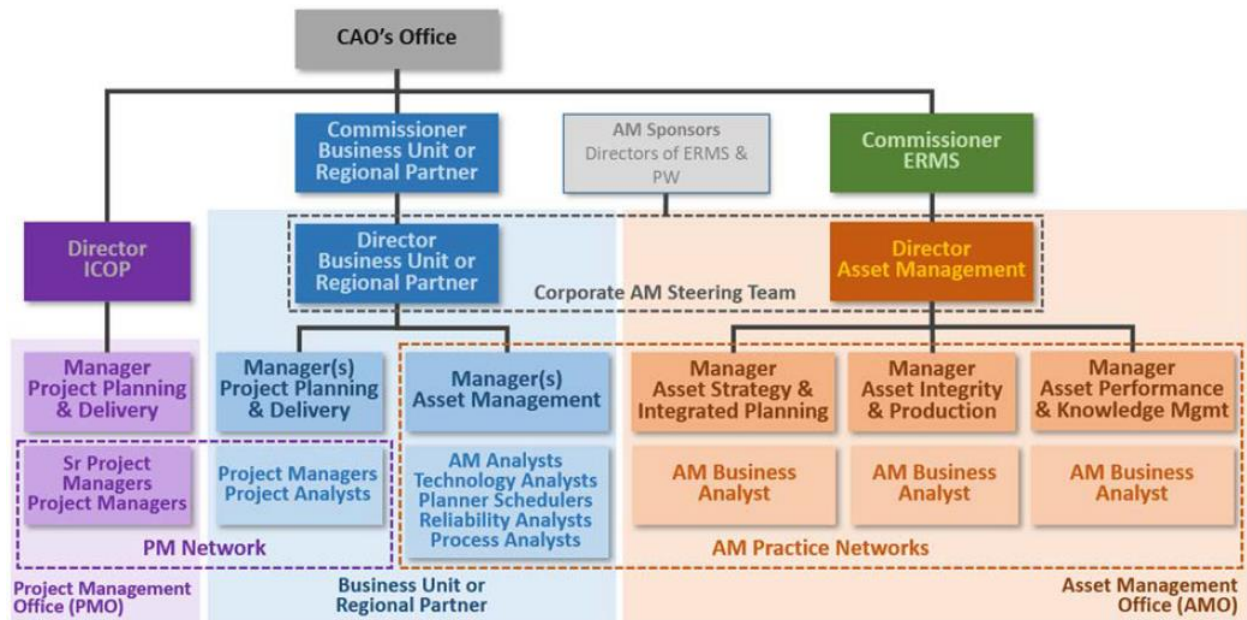
The CAM office will promote the use of consistent AM policies and practices across the Region's departments, boards and commissions, and ensure capital decisions are based on effective management of infrastructure risks, and balance the lowest cost of service (COS) while providing the desired levels of service (LOS), as per Image 1.

Image 1: Relationship of LOS, COS and Risk



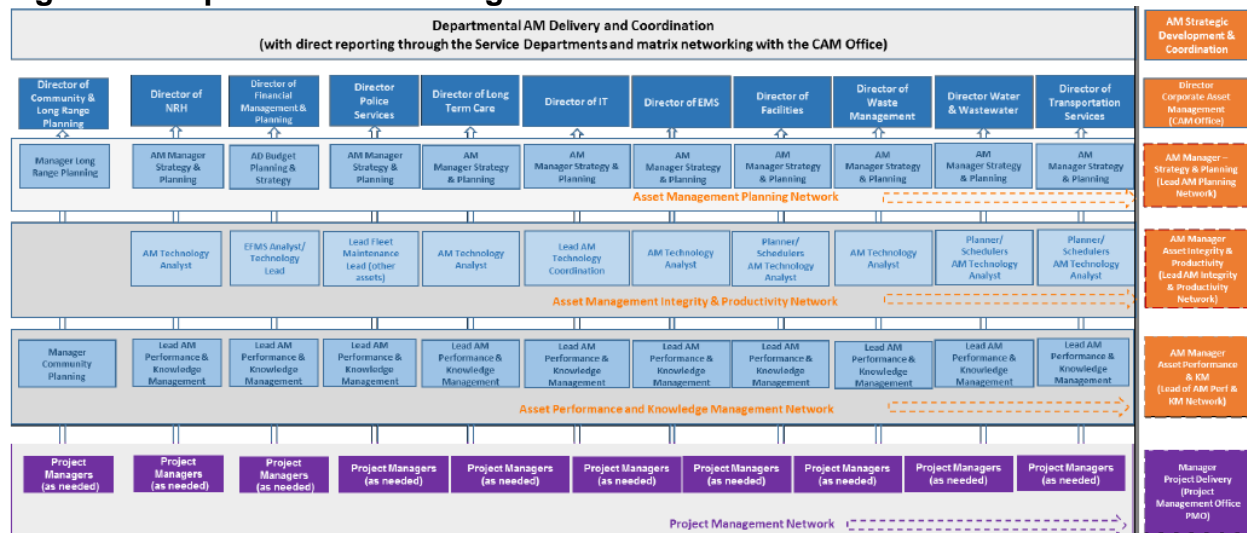
In order to fully implement the proposed CAM office structure, the Region will require an additional seven full time equivalent (FTE) employees (shown in orange in Figure 1). These employees would be required to start-up the AM governance structure, develop and implement policies and practices, and ensure there is adequate training, knowledge transfer and support for the departmental AM leads. This will help ensure that the Region is doing the right work, on the right assets, at the right time, for the right costs and the right reasons.

Figure 1: Proposed Asset Management Governance Model



The CAM Office will lead the Region's cross departmental AM Networks that support the different focuses of AM (see Figure 2), including the integration of AM across the organization and building the inter-departmental relationships required to move the overall AM maturity of the organization forward. The recommended staff complement of 7 for the CAM office will support the over \$7.4 billion of Region owned assets.

Figure 2: Proposed Asset Management Networks



The fully staffed CAM office is estimated to have an annual cost of \$0.85 million to implement in 2019, including all payroll-related costs, training, professional fees and general office related expenditures. The CAM office is proposed to be funded in 2019 within guidance, subject to 2019 budget approval. The Director of the CAM office fulfills the O. Reg. 588/17 requirement of an executive lead to be responsible for AM planning.

The implementation of a CAM office is expected to result in savings related to capital asset budgeting, on-going maintenance costs and utilities savings that based on industry standards, as well as a scan of other municipalities engaged in AM practices, conservative estimates suggest these savings to be 3%, 25%, and 5%, respectively. These savings will be a result of the Region being able to make corporate wide risk and condition based prioritization decisions to ensure that the projects that are approved deliver the best return for the Region. It will implement processes and procedures across the Region that will better identify other lifecycle activities that may be undertaken and the ideal timing for them to sustain the level of service (LOS) of the asset and prolong the useful life at the most effective cost for the Region. The CAM office will also help the Region better coordinate efforts across divisions and with local municipalities to ensure interconnected projects are completed concurrently, therefore reducing scenarios where assets are replaced before the end of their useful life.

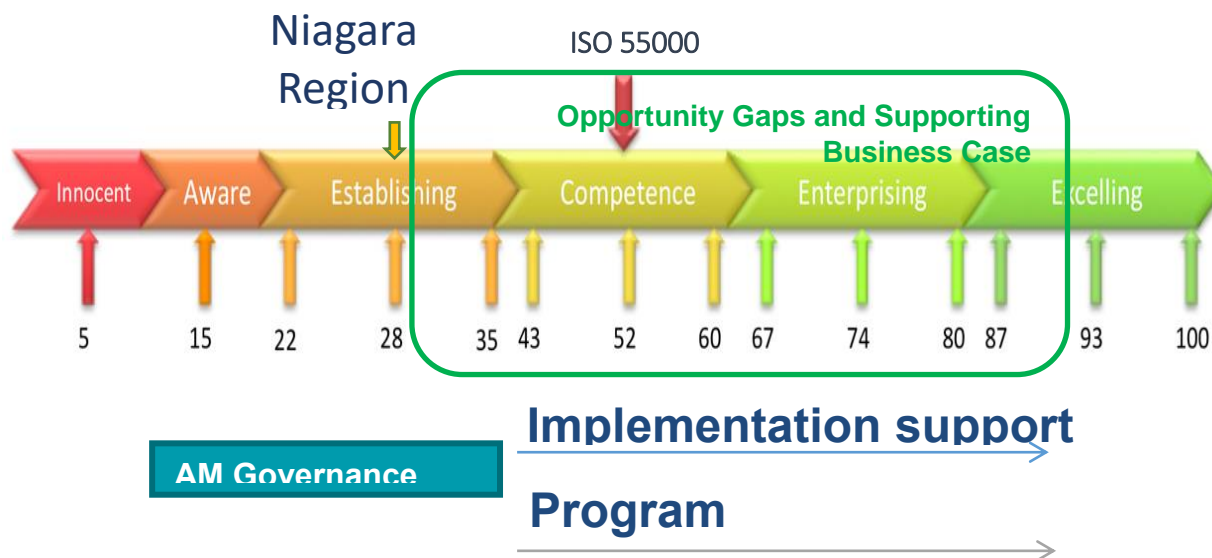
An approved AM Plan is also a requirement of:

1. Federal Gas Tax, averaging approximately \$14.2 million annually
2. Ontario Development Charges Act. Development Charges are projected to be \$50.0 million annually (per the 2017 Development Charge Background Study), and
3. Future Federal and Provincial application based funding.

Analysis

The Region currently performs base requirements of AM as is evidenced by the maintenance and rehabilitation of the existing assets used in service delivery. However, as determined through the first phase on the AM program, the overall maturity of the Region was determined to be in the stage of Establishing, as seen in figure 1.

Figure 1: AM Maturity



The Region has embarked on a multi-year phased AM Program to develop and implement leading AM principles and practices. O. Reg. 588/17, which was released in December 2016 and came into effect on January 1, 2017, requires the following be accomplished by the Region:

- July 2019: Strategic AM Policy approved and published
- July 2021: Core infrastructure AMP and current LOS
- July 2023: Comprehensive AMP and current LOS
- July 2024: Alignment of the Comprehensive AMP to the proposed LOS and financing strategy to achieve the proposed LOS
- Continuous updates to these every 5-years.

AM is considered to be a fundamental element in an asset-intensive organization's operations, as the efficient allocation and management of resources are crucial to maximize performance and fulfil strategic goals. The creation of a CAM office will position the Region to make AM practices a part of business as usual. The resulting capital program will be aligned with the AM Plan and will support the most effective use of Regional resources, and achieve the AM goals of doing the right work, on the right assets, at the right time, for the right cost and the right reasons

The first phase of the AM Program, which was completed in 2017, involved the development of:

- An AM Roadmap to guide the AM Program through the various phases of development.
- An AM Strategy that measured the Region's asset management system against a standard of best practice and outlined actions to achieve efficiency and effectiveness in service delivery across the Region.
- An update of the Region's AM Plan to 2016.
- An information technology review.

The second phase of the AM Program addresses governance models that underpin effective processes in managing assets, shifting the focus to concentrating on accountability for assets, asset life-cycle reporting requirements and communication between AM policy makers, asset managers and asset users in order to comply with regulations and to support good decision making. The outcomes of this phase include:

- Business case for the CAM office (Appendix 2)
- Proposing an AM Governance model that empowers staff (Appendix 3).
- Identifying the impacts on the organization of implementing an AM Governance structure by considering work tasks, people, structure and culture (Appendix 4).
- Developing a framework for change management, communications and training plans to support the implementation (Appendix 5)

As a result of the second phase analysis, the model that is being recommended is provided in Figure 1 and includes:

- The creation of a Corporate Asset Management (CAM) office (see Figure 1 orange areas).
- The establishment of a cross-divisional Corporate AM Steering Team The AM Steering Team would help guide AM decision and support the consistent implementation of AM practices throughout the Region that would report through the Corporate Leadership Team (CLT).
- Identification of current departmental staff that are performing AM tasks and formalize the AM component of their roles (see Figure 1 blue areas).
- The alignment of the Project Management Office (PMO) with the departmental staff who will be executing the projects identified through the AMP.

It is expected that the full implementation of the AM Governance initiative will occur over a one to two year period (including role integration) however we need to ensure that a sustainable source of funding is in place. This includes building the resources, training, capability, collaboration and guidance required to execute AM work efficiently and effectively at both the CAM office and departmental levels. In the interim, any surplus cash flow may be used to accelerate onboarding through the use of consultants.

In addition to the new roles and structures discussed above, the creation of AM Networks to support AM delivery, coordination and continuous improvements across departments is also being recommended. These networks will be cross-divisional

communities of practice that will meet frequently during the establishment of the Region's AM practices (i.e. monthly), then less frequently once the practices are fully implemented and are maturing (i.e. quarterly). Through these networks staff will share information, knowledge and best practices to help synchronize all divisions' AM maturation.

The Region has consulted with the local area municipalities (LAMs) including the CAO's, treasurers and public works officials, on the proposed AM Governance structure for the Region, and solicited feedback on how the Region's efforts could be further leveraged by the LAMs. The following opportunities were brought forward:

- Establish a central repository to promote the sharing of materials such as templates, policies, research, etc. This would be available to any LAM staff who is involved in AM planning.
- Establish a region-wide AM working group that would meet quarterly and work with the Region's cross-departmental teams to share knowledge, best practices, etc.
- Make available any reports and analysis completed by the consultants retained by the Region for the LAMs to leverage local information in their work.

Alternatives Reviewed

In addition to the recommended AM model, which includes the creation of a cross-Departmental Asset Management Steering Team, Corporate Asset Management Office and formal decentralization departmental Delivery, there were three other governance model structures considered during the assessment of the Region (please refer to Table 6.6 – Evaluation of Asset Management Governance Models in Appendix 3). Based on a review of the goals of AM practices and procedures that will promote effective and efficient AM implementation and growth throughout the entire Region, it was determined that they were not as effectively aligned as the model being proposed. These models included:

- Corporate Asset Management Steering Team (Senior Level Cross-Departmental Office) and Decentralized Departmental Delivery – **NOT RECOMMENDED** (lack of consistency across departments, difficulty reaching consensus on decisions, longer term to implement and realize benefits of AM)
- Corporate Asset Management Office and Informal Decentralized Departmental Delivery – **NOT RECOMMENDED** (fear CAM Office will take over departmental operations, CAM office could disconnect from departmental units)
- Corporate Asset Management Steering Team, Asset Management Delivery through Task Teams – **NOT RECOMMENDED** (lack of consistency across departments, longer term to implement, lack of accountability and authority)

Relationship to Council Strategic Priorities

The Comprehensive AM Plan was identified as a priority of the previous Council that directly supports Organizational Excellence, as well as supporting the Infrastructure and Taxation priorities.

The 2016 Council directed value for money audit conducted by Deloitte included a recommendation that the Region's capital investment plan should include major capital assets that are expected to require replacement or rehabilitation in the next 10 years to allow for effective decision making and a proactive approach to managing these large projects. The first step to address this recommendation was the update of the AM Plan.

In 2019 the Region will begin with the sustainability review supported by the previous Council with \$400,000 in funding. The Region is faced with substantial fiscal challenges as it attempts to implement its long term AM program and support the increasing cost of the delivery of services in an environment where tax increases remain relatively modest. In order to ensure the Region has the funding necessary to maintain its capital assets and essential services, a review is required of the services provided for opportunities to redirect cost savings is required.

Other Pertinent Reports

CSD 11-2017	2017 DC Background Study
CSD 21-2017	Asset Management Plan
CSD 51-2018	Asset Management Governance

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Appendices

Appendix 1	Ontario Regulation 588/17
Appendix 2	Business Case
Appendix 3	Proposed Asset Management Governance Model
Appendix 4	Impact Assessment Report
Appendix 5	Change Management, Communications & Training Plan

ONTARIO REGULATION 588/17

made under the

INFRASTRUCTURE FOR JOBS AND PROSPERITY ACT, 2015

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ASSET MANAGEMENT PLANNING FOR MUNICIPAL INFRASTRUCTURE

CONTENTS

INTERPRETATION AND APPLICATION

- 1. Definitions
- 2. Application

STRATEGIC ASSET MANAGEMENT POLICIES

- 3. Strategic asset management policy
- 4. Update of asset management policy

ASSET MANAGEMENT PLANS

- 5. Asset management plans, current levels of service
- 6. Asset management plans, proposed levels of service
- 7. Update of asset management plans
- 8. Endorsement and approval required
- 9. Annual review of asset management planning progress
- 10. Public availability
- Table 1 Water assets
- Table 2 Wastewater assets
- Table 3 Stormwater management assets
- Table 4 Roads
- Table 5 Bridges and culverts

COMMENCEMENT

- 11. Commencement

INTERPRETATION AND APPLICATION

Definitions

1. (1) In this Regulation,

“asset category” means a category of municipal infrastructure assets that is,

- (a) an aggregate of assets described in each of clauses (a) to (e) of the definition of core municipal infrastructure asset, or
- (b) composed of any other aggregate of municipal infrastructure assets that provide the same type of service; (“catégorie de biens”)

“core municipal infrastructure asset” means any municipal infrastructure asset that is a,

- (a) water asset that relates to the collection, production, treatment, storage, supply or distribution of water,
- (b) wastewater asset that relates to the collection, transmission, treatment or disposal of wastewater, including any wastewater asset that from time to time manages stormwater,
- (c) stormwater management asset that relates to the collection, transmission, treatment, retention, infiltration, control or disposal of stormwater,
- (d) road, or
- (e) bridge or culvert; (“bien d’infrastructure municipale essentiel”)

“ecological functions” has the same meaning as in Ontario Regulation 140/02 (Oak Ridges Moraine Conservation Plan) made under the *Oak Ridges Moraine Conservation Act, 2001*; (“fonctions écologiques”)

“green infrastructure asset” means an infrastructure asset consisting of natural or human-made elements that provide ecological and hydrological functions and processes and includes natural heritage features and systems, parklands,

- stormwater management systems, street trees, urban forests, natural channels, permeable surfaces and green roofs; (“bien d’infrastructure verte”)
- “hydrological functions” has the same meaning as in Ontario Regulation 140/02; (“fonctions hydrologiques”)
- “joint municipal water board” means a joint board established in accordance with a transfer order made under the *Municipal Water and Sewage Transfer Act, 1997*; (“conseil mixte de gestion municipale des eaux”)
- “lifecycle activities” means activities undertaken with respect to a municipal infrastructure asset over its service life, including constructing, maintaining, renewing, operating and decommissioning, and all engineering and design work associated with those activities; (“activités relatives au cycle de vie”)
- “municipal infrastructure asset” means an infrastructure asset, including a green infrastructure asset, directly owned by a municipality or included on the consolidated financial statements of a municipality, but does not include an infrastructure asset that is managed by a joint municipal water board; (“bien d’infrastructure municipale”)
- “municipality” has the same meaning as in the *Municipal Act, 2001*; (“municipalité”)
- “operating costs” means the aggregate of costs, including energy costs, of operating a municipal infrastructure asset over its service life; (“frais d’exploitation”)
- “service life” means the total period during which a municipal infrastructure asset is in use or is available to be used; (“durée de vie”)
- “significant operating costs” means, where the operating costs with respect to all municipal infrastructure assets within an asset category are in excess of a threshold amount set by the municipality, the total amount of those operating costs. (“frais d’exploitation importants”)
- (2) In Tables 1 and 2,
- “connection-days” means the number of properties connected to a municipal system that are affected by a service issue, multiplied by the number of days on which those properties are affected by the service issue. (“jours-branchements”)
- (3) In Table 4,
- “arterial roads” means Class 1 and Class 2 highways as determined under the Table to section 1 of Ontario Regulation 239/02 (Minimum Maintenance Standards for Municipal Highways) made under the *Municipal Act, 2001*; (“artères”)
- “collector roads” means Class 3 and Class 4 highways as determined under the Table to section 1 of Ontario Regulation 239/02; (“routes collectrices”)
- “lane-kilometre” means a kilometre-long segment of roadway that is a single lane in width; (“kilomètre de voie”)
- “local roads” means Class 5 and Class 6 highways as determined under the Table to section 1 of Ontario Regulation 239/02. (“routes locales”)
- (4) In Table 5,
- “Ontario Structure Inspection Manual” means the Ontario Structure Inspection Manual (OSIM), published by the Ministry of Transportation and dated October 2000 (revised November 2003 and April 2008) and available on a Government of Ontario website; (“manuel d’inspection des structures de l’Ontario”)
- “structural culvert” has the meaning set out for “culvert (structural)” in the Ontario Structure Inspection Manual. (“ponceau structurel”)

Application

2. For the purposes of section 6 of the Act, every municipality is prescribed as a broader public sector entity to which that section applies.

STRATEGIC ASSET MANAGEMENT POLICIES

Strategic asset management policy

3. (1) Every municipality shall prepare a strategic asset management policy that includes the following:
1. Any of the municipality’s goals, policies or plans that are supported by its asset management plan.
 2. The process by which the asset management plan is to be considered in the development of the municipality’s budget or of any long-term financial plans of the municipality that take into account municipal infrastructure assets.
 3. The municipality’s approach to continuous improvement and adoption of appropriate practices regarding asset management planning.
 4. The principles to be followed by the municipality in its asset management planning, which must include the principles set out in section 3 of the Act.

5. The municipality's commitment to consider, as part of its asset management planning,
 - i. the actions that may be required to address the vulnerabilities that may be caused by climate change to the municipality's infrastructure assets, in respect of such matters as,
 - A. operations, such as increased maintenance schedules,
 - B. levels of service, and
 - C. lifecycle management,
 - ii. the anticipated costs that could arise from the vulnerabilities described in subparagraph i,
 - iii. adaptation opportunities that may be undertaken to manage the vulnerabilities described in subparagraph i,
 - iv. mitigation approaches to climate change, such as greenhouse gas emission reduction goals and targets, and
 - v. disaster planning and contingency funding.
6. A process to ensure that the municipality's asset management planning is aligned with any of the following financial plans:
 - i. Financial plans related to the municipality's water assets including any financial plans prepared under the *Safe Drinking Water Act, 2002*.
 - ii. Financial plans related to the municipality's wastewater assets.
7. A process to ensure that the municipality's asset management planning is aligned with Ontario's land-use planning framework, including any relevant policy statements issued under subsection 3 (1) of the *Planning Act*, any provincial plans as defined in the *Planning Act* and the municipality's official plan.
8. An explanation of the capitalization thresholds used to determine which assets are to be included in the municipality's asset management plan and how the thresholds compare to those in the municipality's tangible capital asset policy, if it has one.
9. The municipality's commitment to coordinate planning for asset management, where municipal infrastructure assets connect or are interrelated with those of its upper-tier municipality, neighbouring municipalities or jointly-owned municipal bodies.
10. The persons responsible for the municipality's asset management planning, including the executive lead.
11. An explanation of the municipal council's involvement in the municipality's asset management planning.
12. The municipality's commitment to provide opportunities for municipal residents and other interested parties to provide input into the municipality's asset management planning.

(2) For the purposes of this section,

"capitalization threshold" is the value of a municipal infrastructure asset at or above which a municipality will capitalize the value of it and below which it will expense the value of it. ("seuil de capitalisation")

Update of asset management policy

4. Every municipality shall prepare its first strategic asset management policy by July 1, 2019 and shall review and, if necessary, update it at least every five years.

ASSET MANAGEMENT PLANS

Asset management plans, current levels of service

5. (1) Every municipality shall prepare an asset management plan in respect of its core municipal infrastructure assets by July 1, 2021, and in respect of all of its other municipal infrastructure assets by July 1, 2023.

(2) A municipality's asset management plan must include the following:

1. For each asset category, the current levels of service being provided, determined in accordance with the following qualitative descriptions and technical metrics and based on data from at most the two calendar years prior to the year in which all information required under this section is included in the asset management plan:
 - i. With respect to core municipal infrastructure assets, the qualitative descriptions set out in Column 2 and the technical metrics set out in Column 3 of Table 1, 2, 3, 4 or 5, as the case may be.
 - ii. With respect to all other municipal infrastructure assets, the qualitative descriptions and technical metrics established by the municipality.
2. The current performance of each asset category, determined in accordance with the performance measures established by the municipality, such as those that would measure energy usage and operating efficiency, and based on data from

at most two calendar years prior to the year in which all information required under this section is included in the asset management plan.

3. For each asset category,
 - i. a summary of the assets in the category,
 - ii. the replacement cost of the assets in the category,
 - iii. the average age of the assets in the category, determined by assessing the average age of the components of the assets,
 - iv. the information available on the condition of the assets in the category, and
 - v. a description of the municipality's approach to assessing the condition of the assets in the category, based on recognized and generally accepted good engineering practices where appropriate.
4. For each asset category, the lifecycle activities that would need to be undertaken to maintain the current levels of service as described in paragraph 1 for each of the 10 years following the year for which the current levels of service under paragraph 1 are determined and the costs of providing those activities based on an assessment of the following:
 - i. The full lifecycle of the assets.
 - ii. The options for which lifecycle activities could potentially be undertaken to maintain the current levels of service.
 - iii. The risks associated with the options referred to in subparagraph ii.
 - iv. The lifecycle activities referred to in subparagraph ii that can be undertaken for the lowest cost to maintain the current levels of service.
5. For municipalities with a population of less than 25,000, as reported by Statistics Canada in the most recent official census, the following:
 - i. A description of assumptions regarding future changes in population or economic activity.
 - ii. How the assumptions referred to in subparagraph i relate to the information required by paragraph 4.
6. For municipalities with a population of 25,000 or more, as reported by Statistics Canada in the most recent official census, the following:
 - i. With respect to municipalities in the Greater Golden Horseshoe growth plan area, if the population and employment forecasts for the municipality are set out in Schedule 3 or 7 to the 2017 Growth Plan, those forecasts.
 - ii. With respect to lower-tier municipalities in the Greater Golden Horseshoe growth plan area, if the population and employment forecasts for the municipality are not set out in Schedule 7 to the 2017 Growth Plan, the portion of the forecasts allocated to the lower-tier municipality in the official plan of the upper-tier municipality of which it is a part.
 - iii. With respect to upper-tier municipalities or single-tier municipalities outside of the Greater Golden Horseshoe growth plan area, the population and employment forecasts for the municipality that are set out in its official plan.
 - iv. With respect to lower-tier municipalities outside of the Greater Golden Horseshoe growth plan area, the population and employment forecasts for the lower-tier municipality that are set out in the official plan of the upper-tier municipality of which it is a part.
 - v. If, with respect to any municipality referred to in subparagraph iii or iv, the population and employment forecasts for the municipality cannot be determined as set out in those subparagraphs, a description of assumptions regarding future changes in population or economic activity.
 - vi. For each of the 10 years following the year for which the current levels of service under paragraph 1 are determined, the estimated capital expenditures and significant operating costs related to the lifecycle activities required to maintain the current levels of service in order to accommodate projected increases in demand caused by growth, including estimated capital expenditures and significant operating costs related to new construction or to upgrading of existing municipal infrastructure assets.

(3) Every asset management plan must indicate how all background information and reports upon which the information required by paragraph 3 of subsection (2) is based will be made available to the public.

(4) In this section,

“2017 Growth Plan” means the Growth Plan for the Greater Golden Horseshoe, 2017 that was approved under subsection 7 (6) of the *Places to Grow Act*, 2005 on May 16, 2017 and came into effect on July 1, 2017: (“Plan de croissance de 2017”)

“Greater Golden Horseshoe growth plan area” means the area designated by section 2 of Ontario Regulation 416/05 (Growth Plan Areas) made under the *Places to Grow Act, 2005*. (“zone de croissance planifiée de la région élargie du Golden Horseshoe”)

Asset management plans, proposed levels of service

6. (1) Subject to subsection (2), by July 1, 2024, every asset management plan prepared under section 5 must include the following additional information:

1. For each asset category, the levels of service that the municipality proposes to provide for each of the 10 years following the year in which all information required under section 5 and this section is included in the asset management plan, determined in accordance with the following qualitative descriptions and technical metrics:
 - i. With respect to core municipal infrastructure assets, the qualitative descriptions set out in Column 2 and the technical metrics set out in Column 3 of Table 1, 2, 3, 4 or 5, as the case may be.
 - ii. With respect to all other municipal infrastructure assets, the qualitative descriptions and technical metrics established by the municipality.
2. An explanation of why the proposed levels of service under paragraph 1 are appropriate for the municipality, based on an assessment of the following:
 - i. The options for the proposed levels of service and the risks associated with those options to the long term sustainability of the municipality.
 - ii. How the proposed levels of service differ from the current levels of service set out under paragraph 1 of subsection 5 (2).
 - iii. Whether the proposed levels of service are achievable.
 - iv. The municipality’s ability to afford the proposed levels of service.
3. The proposed performance of each asset category for each year of the 10-year period referred to in paragraph 1, determined in accordance with the performance measures established by the municipality, such as those that would measure energy usage and operating efficiency.
4. A lifecycle management and financial strategy that sets out the following information with respect to the assets in each asset category for the 10-year period referred to in paragraph 1:
 - i. An identification of the lifecycle activities that would need to be undertaken to provide the proposed levels of service described in paragraph 1, based on an assessment of the following:
 - A. The full lifecycle of the assets.
 - B. The options for which lifecycle activities could potentially be undertaken to achieve the proposed levels of service.
 - C. The risks associated with the options referred to in sub-subparagraph B.
 - D. The lifecycle activities referred to in sub-subparagraph B that can be undertaken for the lowest cost to achieve the proposed levels of service.
 - ii. An estimate of the annual costs for each of the 10 years of undertaking the lifecycle activities identified in subparagraph i, separated into capital expenditures and significant operating costs.
 - iii. An identification of the annual funding projected to be available to undertake lifecycle activities and an explanation of the options examined by the municipality to maximize the funding projected to be available.
 - iv. If, based on the funding projected to be available, the municipality identifies a funding shortfall for the lifecycle activities identified in subparagraph i,
 - A. an identification of the lifecycle activities, whether set out in subparagraph i or otherwise, that the municipality will undertake, and
 - B. if applicable, an explanation of how the municipality will manage the risks associated with not undertaking any of the lifecycle activities identified in subparagraph i.
5. For municipalities with a population of less than 25,000, as reported by Statistics Canada in the most recent official census, a discussion of how the assumptions regarding future changes in population and economic activity, set out in subparagraph 5 i of subsection 5 (2), informed the preparation of the lifecycle management and financial strategy referred to in paragraph 4 of this subsection.
6. For municipalities with a population of 25,000 or more, as reported by Statistics Canada in the most recent official census,

- i. the estimated capital expenditures and significant operating costs to achieve the proposed levels of service as described in paragraph 1 in order to accommodate projected increases in demand caused by population and employment growth, as set out in the forecasts or assumptions referred to in paragraph 6 of subsection 5 (2), including estimated capital expenditures and significant operating costs related to new construction or to upgrading of existing municipal infrastructure assets,
- ii. the funding projected to be available, by source, as a result of increased population and economic activity, and
- iii. an overview of the risks associated with implementation of the asset management plan and any actions that would be proposed in response to those risks.

7. An explanation of any other key assumptions underlying the plan that have not previously been explained.

(2) With respect to an asset management plan prepared under section 5 on or before July 1, 2021, if the additional information required under this section is not included before July 1, 2023, the municipality shall, before including the additional information, update the current levels of service set out under paragraph 1 of subsection 5 (2) and the current performance measures set out under paragraph 2 of subsection 5 (2) based on data from the two most recent calendar years.

Update of asset management plans

7. (1) Every municipality shall review and update its asset management plan at least five years after the year in which the plan is completed under section 6 and at least every five years thereafter.

(2) The updated asset management plan must comply with the requirements set out under paragraphs 1, 2 and 3 and subparagraphs 5 i and 6 i, ii, iii, iv and v of subsection 5 (2), subsection 5 (3) and paragraphs 1 to 7 of subsection 6 (1).

Endorsement and approval required

8. Every asset management plan prepared under section 5 or 6, or updated under section 7, must be,

- (a) endorsed by the executive lead of the municipality; and
- (b) approved by a resolution passed by the municipal council.

Annual review of asset management planning progress

9. (1) Every municipal council shall conduct an annual review of its asset management progress on or before July 1 in each year, starting the year after the municipality's asset management plan is completed under section 6.

(2) The annual review must address,

- (a) the municipality's progress in implementing its asset management plan;
- (b) any factors impeding the municipality's ability to implement its asset management plan; and
- (c) a strategy to address the factors described in clause (b).

Public availability

10. Every municipality shall post its current strategic asset management policy and asset management plan on a website that is available to the public, and shall provide a copy of the policy and plan to any person who requests it.

TABLE 1
WATER ASSETS

Column 1 Service attribute	Column 2 Community levels of service (qualitative descriptions)	Column 3 Technical levels of service (technical metrics)
Scope	1. Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal water system. 2. Description, which may include maps, of the user groups or areas of the municipality that have fire flow.	1. Percentage of properties connected to the municipal water system. 2. Percentage of properties where fire flow is available.
Reliability	Description of boil water advisories and service interruptions.	1. The number of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system. 2. The number of connection-days per year due to water main breaks compared to the total number of properties connected to the municipal water system.

TABLE 2
WASTEWATER ASSETS

Column 1	Column 2	Column 3
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Service attribute	Community levels of service (qualitative descriptions)	Technical levels of service (technical metrics)
Scope	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal wastewater system.	Percentage of properties connected to the municipal wastewater system.
Reliability	<ol style="list-style-type: none"> 1. Description of how combined sewers in the municipal wastewater system are designed with overflow structures in place which allow overflow during storm events to prevent backups into homes. 2. Description of the frequency and volume of overflows in combined sewers in the municipal wastewater system that occur in habitable areas or beaches. 3. Description of how stormwater can get into sanitary sewers in the municipal wastewater system, causing sewage to overflow into streets or backup into homes. 4. Description of how sanitary sewers in the municipal wastewater system are designed to be resilient to avoid events described in paragraph 3. 5. Description of the effluent that is discharged from sewage treatment plants in the municipal wastewater system. 	<ol style="list-style-type: none"> 1. The number of events per year where combined sewer flow in the municipal wastewater system exceeds system capacity compared to the total number of properties connected to the municipal wastewater system. 2. The number of connection-days per year due to wastewater backups compared to the total number of properties connected to the municipal wastewater system. 3. The number of effluent violations per year due to wastewater discharge compared to the total number of properties connected to the municipal wastewater system.

TABLE 3
STORMWATER MANAGEMENT ASSETS

Column 1 Service attribute	Column 2 Community levels of service (qualitative descriptions)	Column 3 Technical levels of service (technical metrics)
Scope	Description, which may include maps, of the user groups or areas of the municipality that are protected from flooding, including the extent of the protection provided by the municipal stormwater management system.	<ol style="list-style-type: none"> 1. Percentage of properties in municipality resilient to a 100-year storm. 2. Percentage of the municipal stormwater management system resilient to a 5-year storm.

TABLE 4
ROADS

Column 1 Service attribute	Column 2 Community levels of service (qualitative descriptions)	Column 3 Technical levels of service (technical metrics)
Scope	Description, which may include maps, of the road network in the municipality and its level of connectivity.	Number of lane-kilometres of each of arterial roads, collector roads and local roads as a proportion of square kilometres of land area of the municipality.
Quality	Description or images that illustrate the different levels of road class pavement condition.	<ol style="list-style-type: none"> 1. For paved roads in the municipality, the average pavement condition index value. 2. For unpaved roads in the municipality, the average surface condition (e.g. excellent, good, fair or poor).

TABLE 5
BRIDGES AND CULVERTS

Column 1 Service attribute	Column 2 Community levels of service (qualitative descriptions)	Column 3 Technical levels of service (technical metrics)
Scope	Description of the traffic that is supported by municipal bridges (e.g., heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists).	Percentage of bridges in the municipality with loading or dimensional restrictions.
Quality	<ol style="list-style-type: none"> 1. Description or images of the condition of bridges and how this would affect use of the bridges. 2. Description or images of the condition of culverts and how this would affect use of the culverts. 	<ol style="list-style-type: none"> 1. For bridges in the municipality, the average bridge condition index value. 2. For structural culverts in the municipality, the average bridge condition index value.

COMMENCEMENT

Commencement

11. This Regulation comes into force on the later of January 1, 2018 and the day it is filed.



Asset Management Governance

Business Case

The Regional Municipality of Niagara

December 2018

Table of Contents

1. Introduction	1
1.1 Background	1
1.2 Purpose of AM Governance Model Business Case.....	5
2. The Opportunity.....	6
2.1 Opportunity Identification	6
2.2 Opportunity Assessment.....	9
3. The Options.....	10
3.1 Options Identification	10
3.2 Options Development	11
4. The Preferred Solution	15
4.1 Economic Criteria	15
4.2 Economic Assessment	15
4.3 The Preferred Option	16
4.4 Funding	17
5. Performance of Implemented Solution	18
5.1 The Opportunity	18
5.2 Performance of the Implemented Solution	18

List of Appendices

Appendix A: AM Roadmap of Improvement Initiatives

1. Introduction

1.1 Background

1.1.1 Region of Niagara AM Program: Corporate AM Strategy

The Region of Niagara has embarked on a phased, multi-year Asset Management (AM) Program that is focused on improving the Region's overall efficiencies and effectiveness in delivering sustainable services through the development and implementation of leading AM practices.

The first phase of the Region's AM Program, which was completed in 2017, included the development of an AM Strategy that measured the Region's AM system maturity and outlined an AM Roadmap of initiatives to achieve efficiency and effectiveness in service delivery across the Region. The supporting services recommendations in the AM Strategy included initiative SS1: Develop and Implement an AM Governance Model. A copy of the AM Strategy Implementation Roadmap is provided in Appendix A.

The AM Roadmap shows the estimated resource requirements to implement each of the AM Roadmap initiatives. The resource requirements average \$1.47 million per year as provided at a summary level in the following table, with the majority of the required investments being for additional Regional staff time related to the AM Governance Model.

Table 1.1 Estimated Resource Requirements for AM Roadmap

Requirement	Description	Annual Costs
Region Staff Time	To support development and implementation of the AM Roadmap initiatives *	\$0.85 M
	To sustain each of the AM Roadmap initiatives *	\$0.15 M
Consulting Costs	For external consultants to support development and implementation of the AM Roadmap initiatives **	\$0.47 M
Total		\$1.47 M

* Note: Based on an FTE of 1820 hours of internal staff time at an estimated cost of \$110,000 per annum inclusive of payroll costs

** Note: Annual cost for first six years of implementation

1.1.2 Federal and Provincial Legislation

O. Reg. 588/17: AM Planning for Municipal Infrastructure

On December 13, 2017, the province approved a new municipal AM planning regulation (O. Reg. 588/17) under the Infrastructure for Jobs and Prosperity Act, 2015. Improved AM planning has been a key objective of the province's Municipal Infrastructure Strategy since 2012. Building on this objective, O. Reg. 588/17 will help municipalities take stock of their infrastructure challenges, better understand what important services need to be supported over the long-term, and seek new opportunities to address infrastructure challenges through innovative solutions.

O. Reg. 588/17 comes after a year and a half of consultations with municipalities, stakeholders and the broader public. The new requirements are being phased in over a period six years to provide municipalities adequate time for implementation:

- **January 1, 2018:** Effective date of Regulation (there are no requirements that must be met at this time).
- **July 1, 2019:** Date for municipalities to have a finalized and published strategic AM policy.
- **July 1, 2021:** Date for municipalities to have an approved AM plan for core assets (roads, bridges and culverts, water, wastewater and stormwater management) that discusses current levels of service and the cost of maintaining those services.
- **July 1, 2023:** Date for municipalities to have an approved AM plan for all municipal infrastructure assets that discusses current levels of service and the cost of maintaining those services.
- **July 1, 2024:** Date for municipalities to have an approved AM plan for all municipal infrastructure assets that builds upon the requirements set out in 2023. This includes a discussion of proposed levels of service, what activities will be required to meet proposed levels of service, and a strategy to fund the activities.

Federal Gas Tax Agreement in Ontario

The federal Gas Tax Agreement required Ontario municipalities to develop and implement AM plans by December 31, 2016. Municipalities are now expected to continuously improve and implement their existing AM plans according to the requirements of O. Reg. 588/17.

In addition, provisions of the federal Gas Tax Agreement related to AM planning consider *“investments related to strengthening the ability of Municipalities to develop long-term planning practices”* as eligible expenditures for gas tax funding.

Development Charges Act (DCA)

The recent changes to the DCA in December 2016 (new clause 10(2) (c.2)) requires that a Development Charge Background Study must include an AM plan related to new infrastructure.

Subsection 10 (3) of the DCA provides:

(3) The asset management plan shall,

(a) deal with all assets whose capital costs are proposed to be funded under the development charge by-law;

(b) demonstrate that all the assets mentioned in clause (a) are financially sustainable over their full lifecycle;

(c) contain any other information that is prescribed; and

(d) be prepared in the prescribed manner.

Clean Water and Wastewater Fund (CWWF) Agreement in Ontario

The Canada-Ontario Clean Water and Wastewater Fund (CWWF) agreement is designed to improve the safety and quality of water for Canadian families, while supporting a clean economy. Funding recipients must provide data for performance indicators related to outcomes such as improved reliability, improved efficiency, and improved rehabilitation.

1.1.3 Region of Niagara AM Program: AM Governance Model

In February 2018, the Region issued a request for proposals for consultancy services to develop an AM Governance Model. GHD Limited was awarded the assignment and conducted the kick-off meeting with the Region's project team in May 2018.

The structural configuration of an organizational design is the way work is divided and how it achieves coordination among its various work activities. For AM governance, this includes work activities around the asset lifecycle, from determining needs based on specified performance criteria to planning, acquiring, operating, measuring performance, renewing and disposing of assets.

Through the AM Strategy, the Region was found to have an overall maturity rating reflective of the early stages of "Establishing" – less than half way on an international scale of AM practice competencies from "Innocent" to "Excelling". The current approach to AM governance was identified as a key inhibitor to AM development at the Region and is characterized by:

- A lack of Corporate-wide AM Steering team (with departmental representation) to provide guidance and direction for the AM Program

- A lack of dedicated departmental AM roles to lead implementation and sustain best practices in the department
- A lack of formalized collaboration and coordination across business units with respect to lifecycle analysis and decision making
- A lack of formalized networks or communities of practice for knowledge sharing and enabling continuous improvement.

An effective AM Governance Model can help the Region address its current challenges to AM practice development through improved collaboration and coordination around business processes related to planning, core service delivery, performance management, and the enabling elements of data, technology, people and financial management. With the right AM Governance Model in place, overall AM Program development can be expedited and new ways of working can be quickly integrated into the AM culture at the Region.

An appropriately resourced AM Office, reporting at the right level of influence, can focus on competency development (creating the necessary strategies and frameworks at the corporate level) and provide guidance and support to colleagues in the various departments. Similarly, dedicated AM staff in the various departments can take ownership for AM execution and sustenance of best practices at the departmental level. Networks and communities of practice can encourage coordination around the asset lifecycle and collaboration in the form of knowledge sharing and continuous improvement.

Senior managers and political decision makers would then have the confidence that they are operating a lean organization and have quantified and understand the risks to the business and the optimal cost of asset ownership to meet set service levels.

The first part of the AM Governance initiative has reviewed various AM governance models and identified a clear structure with appropriate authority, roles and responsibilities to support the development and implementation of leading AM practices at the Region. The organizational structure considers the needs for corporate standardization and consistency in AM and also provides the flexibility for implementation unique to the asset class and operating environment.

1.2 Purpose of AM Governance Model Business Case

In this part of the AM Governance initiative, a Business Case has been developed to provide decision makers with tangible and intangible evidence of the benefits and costs of implementing the identified AM Governance Model.

The business case is a vehicle for communicating the evidence-based development of potential options and the rationale for the preferred solution. It provides justification for the proposed solution or recommended initiative, summarising all the work undertaken and results obtained so as to:

- Enable the reader to effectively comprehend and assess the merit of the initiative, and assess this against the criteria stipulated by funding agencies
- Provide certainty to decision-makers that they have been provided with sufficiently detailed information to assure them they are making a fully informed decision on the initiative.

The business case documents the following:

- **The Opportunity:** Identification of the problems that prevent (or opportunities that enable) the achievement of the stated goals and objectives, and assessment of their importance to the Region through provision of evidence of their scale, cost, causes and effects.
- **The Options:** Development of potential initiatives (options) to solve problems or realise opportunities (ideally, this would include at least two options in addition to a “do minimum” base case)
- **The Preferred Solution:** Assessment of the options to select the one with the highest net value to the Regional community (considering intangible benefits and costs, and tangible benefits and costs of the options, expressed as economic criteria: Net Present Value (NPV), Internal Rate of Return (IRR), and Payback Period (PBP))
- **Performance of Implemented Solution:** Document how performance will be measured over time to understand whether benefits have been realised as expected, whether costs estimations were accurate, and what lessons can be learned.

2. The Opportunity

This section of the Business Case develops a clear statement of the problems that prevent (or opportunities that enable) the achievement of the Region's stated goals and objectives. This section also assesses the importance of the problem or opportunity to the Region through provision of evidence of their scale, cost, causes and effects.

2.1 Opportunity Identification

The province has approved a new municipal AM planning regulation (O. Reg. 588/17). The timing of the provincial requirements will be phased in over six years, as described in the Introduction, to provide time for implementation.

To meet the requirements of the new regulation, the Region plans to proceed with implementation of the Corporate AM Strategy developed in 2016. One of the first year initiatives is the development and implementation of an AM Governance Model to lead continuous improvement of the Region's overall AM practice maturity and meet the phased requirements of O. Reg. 588/17.

2.1.1 Current AM Governance Model

The current AM organizational design at the Region can be described as a mix of informal AM roles embedded in traditional manager, supervisor and analyst roles, and in some cases formal or dedicated AM roles. Both informal and formal AM roles currently reside at the individual business unit level, with limited collaboration across business units.

An AM Steering Team was established to initiate and guide the design and implementation of the AM Program at the Region. However, at the conclusion of the Phase 1 AM Project, the AM Steering Team was replaced by a Finance led project team for the AM Governance Model initiative.

The current approach to AM governance was identified as a key inhibitor to AM development at the Region.

2.1.2 Recommended AM Governance Model

The first part of the AM Governance initiative has recommended creating a formal AM Governance Model with a clear organizational structure and appropriate authority, roles and responsibilities to support the development and implementation of leading AM practices.

The AM Governance Model recommendations include creation of a Corporate AM Steering Team, a centralized Corporate AM Office to develop and guide AM practices and AM Practice Networks, and formalization of decentralized

Departmental AM responsibilities that implement and sustain AM practices. Implementation is recommended in three steps, as shown below (with timing).

Table 2.1 Recommended AM Governance Model Implementation

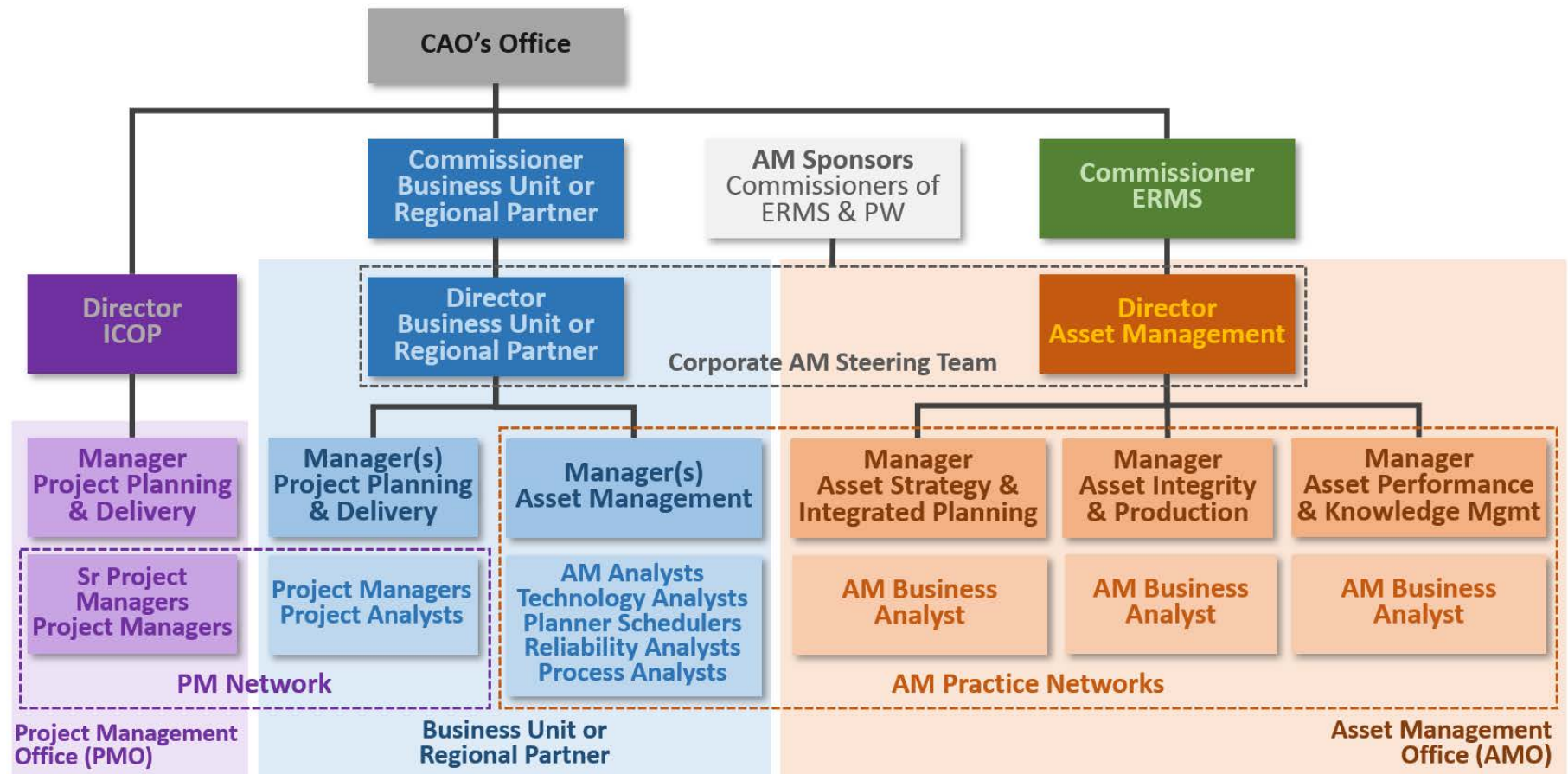
Step 1. Corporate (Immediate)	Step 2. Department (Short Term)	Step 3. Department (Medium Term)
1.1 Create a Corporate AM Steering Team 1.2 Create (new) a formal Corporate AM Office (AMO): <ul style="list-style-type: none"> • Director of AMO (1) • AM Manager & Analyst: Strategy & Integrated Planning (2) • AM Manager & Analyst: Asset Integrity & Productivity (2) • AM Manager & Analyst: Asset Performance & Asset Knowledge (2) 	2.1 Create (rebrand and augment) formal Departmental AM Responsibilities: <ul style="list-style-type: none"> • Dept AM Managers 2.2 Establish AM Practice Networks across the Departments: <ul style="list-style-type: none"> • AM Planning Network • AM Productivity Network • Asset Knowledge & Performance Management Network 	3.1 Create (rebrand and augment) formal Departmental AM Responsibilities: <ul style="list-style-type: none"> • Dept Planner Schedulers • Dept Technology Analysts • Dept Reliability Analysts • Dept Process Analysts

The addition of the roles and responsibilities needed for immediate creation of a formal Corporate AM Office will require **seven net new staff at an estimated annual cost of approximately \$0.85 million per year.**

O. Reg. 588/17 Asset Management Planning for Municipal Infrastructure requires that the Region identify a senior executive with responsibility for implementing and managing an AM program. The AM Co-Sponsors are the Commissioners of Enterprise, Resource Management Services / Regional Treasurer and the Commissioner of Public Works.

The organization chart of the recommended AM Governance Model is show in the following figure.

Figure 2.1 Recommended AM Governance Model



2.2 Opportunity Assessment

The preceding step developed a clear statement of the problems that prevent (or opportunities that enable) the achievement of the stated goals and objectives. This step provides evidence of the scale, costs, causes and effects of the problem or opportunity.

2.2.1 Scale and Cost of the Opportunity

The Region's eligibility for federal Gas Tax funding, valued at approximately \$15 million per year, is reliant on the Region's ability to demonstrate compliance of AM planning with O. Reg. 588/17. Other sources of funding also require production of AM Plans, including Development Charge funding (approximately \$60 million per year) and Clean Water & Wastewater funding.

Implementation of the AM Strategy Roadmap, through the recommended AM Governance Model, will greatly increase the likelihood of meeting the new O. Reg. 588/17 requirements over the next five (5) years. Costs to implement the recommended AM Governance Model are estimated at \$0.85 million per year, which are eligible expenditures through federal Gas Tax funding.

2.2.2 Causes and Effects of the Opportunity

Cause of the opportunity

The federal government states that the federal Gas Tax Fund is a permanent source of funding for municipal infrastructure. It is predictable, long-term and stable.

This opportunity is a result of the federal government requirement that a municipality provide O. Reg. 588/17 compliant AM Plans as support for projects to be eligible for federal Gas Tax funding. The Region's AM Program must be expedited for the Region to be assured that it will meet the phased requirements of O. Reg. 588/17.

Effects of the opportunity

The impact of not meeting O. Reg. 588/17 and, therefore, becoming ineligible for federal Gas Tax funding would be loss of all or part of annual Gas Tax funding value of approximately \$15 million for the Region.

3. The Options

This section of the Business Case develops potential initiatives (options) to solve problems or realise opportunities (ideally, this would include at least two options in addition to a “do minimum” base case).

3.1 Options Identification

- **Base Case: Current Decentralized AM Governance Model:** The “Do Minimum” base case is to implement the Corporate AM Strategy through the current decentralized governance model. The costs associated with this option are assumed to be the same for all options, but the benefits for the Base Case will be delayed as it will take longer to implement the AM Roadmap initiatives outlined in the Corporate AM Strategy.
- **Outcome 1: Proposed Hybrid Model: Conservative:** Outcome 1 is to implement the Corporate AM Strategy through the recommended AM Governance Model assuming the same costs as the base case, but being conservative with assumptions for the benefits: both the amount of the benefit and the timing of receipt of the benefits.
- **Outcome 2: Proposed Hybrid Model: Optimistic:** Outcome 2 is to implement the Corporate AM Strategy through the recommended AM Governance Model assuming the same costs as the base case, but being optimistic with assumptions for the benefits: both the amount of the benefit and the timing of receipt of the benefits.

The proposed hybrid model consists of:

- **Corporate AM Steering Team** with designated senior executives with clear responsibility for implementing and managing the AM program.
- An appropriately resourced **Corporate AM Office** that focuses on competency development (creating the necessary strategies and frameworks at the corporate level) and provides guidance and support to colleagues in the various departments.
- **Dedicated AM staff in the departments** who take ownership for execution and sustenance of AM best practices at the departmental level.
- **Networks and communities of practice** that encourage coordination around the asset lifecycle and collaboration in the form of knowledge sharing and continuous improvement.

3.2 Options Development

3.2.1 Tangible Benefits

To enable economic analysis, the anticipated tangible benefits are developed for each option. The following benefits are described for the Base Case: Current Decentralized AM Governance Model, and for the two outcomes of the Proposed Hybrid Model: Outcome 1 – Conservative and Outcome 2 – Optimistic. The following four benefits were considered:

- **Eligibility for Funding:** A key objective of all Ontario municipalities at this point in time is the production of AM plans to meet the new O. Reg. 588/17. Meeting this regulation is a prerequisite to eligibility for funding from other agencies (e.g. federal Gas Tax fund). Although the Region has a greater risk of not meeting O. Reg. 588/17 with the Base Case and therefore not being eligible for funding from other agencies, this risk has not been monetized in the model.
- **Improved Capital Planning:** The primary objective of implementing more advanced AM practices is to improve the efficiency and effectiveness of AM practices at the Region. The benefits include savings from more cost effective lifecycle management: doing the right projects, at the right times, through a formal options development and analysis process based on risk to meeting levels of service. Based on savings reported by similar organizations, the savings from improved capital planning can result in up to 5% reduction in annual Capital Infrastructure Program (CIP) budget in the second year of implementation. The Region's annual CIP budget is assumed to be \$200M based on forecasts from the Region's 2016 AM Plan.
- **Optimized Maintenance Programming:** Based on information reported by similar organizations, a move from reactive to proactive maintenance can lead to up to 20% reduction in O&M costs through savings in maintenance labour (internal and external) and materials, and operations savings through better coordination between maintenance and engineering in optimal system performance. The Region's annual O&M budget is assumed to be \$35M. *Note: The maintenance cost was estimated to be 0.5% of the Region's total \$7 billion asset inventory as maintenance costs are not generally discernable from operating expenses in the Region's 2016 AM Plan.*
- **Utilities Savings:** Based on information reported by similar organizations, potential savings in energy costs through more reliable, energy efficient and better operated assets range from 5% in the second year to 10% per year after the third year of implementing the program. The Region's annual Utilities budget is assumed to be \$5M based on national benchmarking estimates.

The following table outlines anticipated tangible benefits that have been used in developing the AM business case.

Table 3.1 Tangible Benefits, by Option

Benefit	Description	Base Case	Outcome 1: Conservative	Outcome 2: Optimistic
Eligibility for Funding	Producing O. Reg. 588/17 compliant AM Plans to enable funding from other agencies (e.g. federal Gas Tax fund). Although the Region has a greater risk of not meeting O. Reg. 588/17 with the Base Case and therefore not being eligible for funding from other agencies, this risk has not been monetized in the model.	1% reduction in federal Gas Tax funding starting in Year 3 (not included)	Fully eligible (not included)	Fully eligible (not included)
Improved Capital Planning	Savings from more cost effective lifecycle management: doing the right projects, at the right times, through a formal options development and analysis process based on risk to meeting levels of service. Can result in up to 5% reduction in annual Capital Infrastructure Program (CIP) budget in the second year of implementation. The annual CIP budget is assumed to be \$200M.	1% reduction in annual CIP budget starting in Year 5	3% reduction in annual CIP budget starting in Year 3	5% reduction in annual CIP budget starting in Year 2
Optimized Maintenance Programming	A move from reactive to proactive maintenance can lead to a 20% reduction in O&M costs. Savings in maintenance labour (internal and external) and materials, and operations savings through better coordination between maintenance and engineering in optimal system performance. The annual O&M budget is assumed to be \$35M.	10% reduction in annual O&M budget starting in Year 5	25% reduction in annual O&M budget starting in Year 3	40% reduction in annual O&M budget starting in Year 2
Utilities Savings	Potential savings in energy costs though more reliable, energy efficient and better operated assets from 5% in the second year to 10% per year after the third year of implementing the program. The annual Utilities budget is assumed to be \$5M.	2% reduction in annual utilities budget starting in Year 5	5% reduction in annual utilities budget starting in Year 3	10% reduction in annual utilities budget starting in Year 2

3.2.2 Intangible Benefits

Moving from a reactive AM culture to a cost-effective and sustainable program based on the asset lifecycle and a focus on minimal overall cost of ownership provides intangible benefits. Intangible benefits include:

- More confidence that the Region is doing the right work, on the right assets, at the right time, at the right costs, and for the right reasons (i.e. the Region has clearly defined and agreed levels of service, understands and manages the risks to delivery of these levels of services through both asset and non-asset solutions, and measures and addresses performance against the agreed levels of service).
- More satisfied customers and other stakeholders as the assets are managed to provide the capacity, function and reliability required to deliver the agreed level of service at appropriate levels of risk and affordable costs.
- Valid, complete and timely inventory and performance information is available to everyone for day to day decision making around the asset lifecycle and to support continuous improvement initiatives.
- Reduced or zero safety and environmental issues.
- Better trained staff who are prepared to be empowered and take on new roles and responsibilities.
- Better staff motivation, commitment and coordination around the asset lifecycle.
- Corporate knowledge retention necessary to support a succession planning strategy and continuity of the business.
- A work culture that embraces change and smarter ways of working using technology (this makes it easier to make future changes).

3.2.3 Costs

Costs can be broadly classified into two major areas:

- **Region Staff Time for AM Governance Model:** New hires to implement and guide the AM Program, including overhead costs
- **Consulting Costs for AM Improvement Initiative:** Consulting and other costs, excluding people costs

The costs are outlined in the AM Strategy Roadmap, provided in Appendix A. A summary of AM Strategy Roadmap costs are shown in the following table.

Table 3.2 Costs (million), by Year, for all Options

Cost	Description	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Totals
Region Staff Time for AM Governance Model	New hires to support development and implementation of the AM Roadmap initiatives	\$0.85	\$0.85	\$0.85	\$0.85	\$0.85	\$0.85	\$0.85	\$0.85	\$0.85	\$0.85	\$8.50
	To sustain each of the AM Roadmap initiatives	\$0.15	\$0.15	\$0.15	\$0.15	\$0.15	\$0.15	\$0.15	\$0.15	\$0.15	\$0.15	\$2.5
Consulting Costs for AM Improvement Initiative	For external consultants to support development and implementation of the AM Roadmap initiatives	\$0.47	\$0.47	\$0.47	\$0.47	\$0.47	\$0.47	\$0.0	\$0.0	\$0.0	\$0.0	\$2.8
Total		\$1.47	\$1.47	\$1.47	\$1.47	\$1.47	\$1.47	\$1.00	\$1.00	\$1.00	\$1.00	\$12.86

* Note: An FTE denotes 1820 hours of internal staff time and is costed at \$110,000 per annum inclusive of payroll costs

4. The Preferred Solution

This section of the Business Case assesses the options to select the one with the highest net value to the Regional community considering intangible benefits and costs and tangible benefits and costs of the options.

4.1 Economic Criteria

A key consideration in value to the Regional community is the economic assessment of the tangible benefits and costs of the options. The following economic criteria were considered:

- **Net Present Value (NPV) of the funds:** NPV considers the time value of money. The calculation uses an assumed interest rate and calculates what the value of the overall cost and investment money would be in each year of the assessment.
- **Internal Rate of Return (IRR):** IRR is one of the more popular parameters used to evaluate economic feasibility. The internal rate of return calculates the percentage return, on an annualized basis, regardless of the actual investment period.
- **Pay Back Period (PBP):** The payback period is the point where the NPV is equal to zero. At this point the overall expenditure equals the savings. Additional savings represent an overall return on investment. Stated differently, after the PBP the investment in effect earns a profit.

4.2 Economic Assessment

For this business case, the analysis is based on a 10 year project life. This is a reasonable timeframe to implement all of the proposed improvement initiatives, operationalize concepts and practices, and realize benefits.

The following table provides a summary of the economic assessment results for the base case and the two outcomes: conservative and optimistic, for each of the three economic criteria.

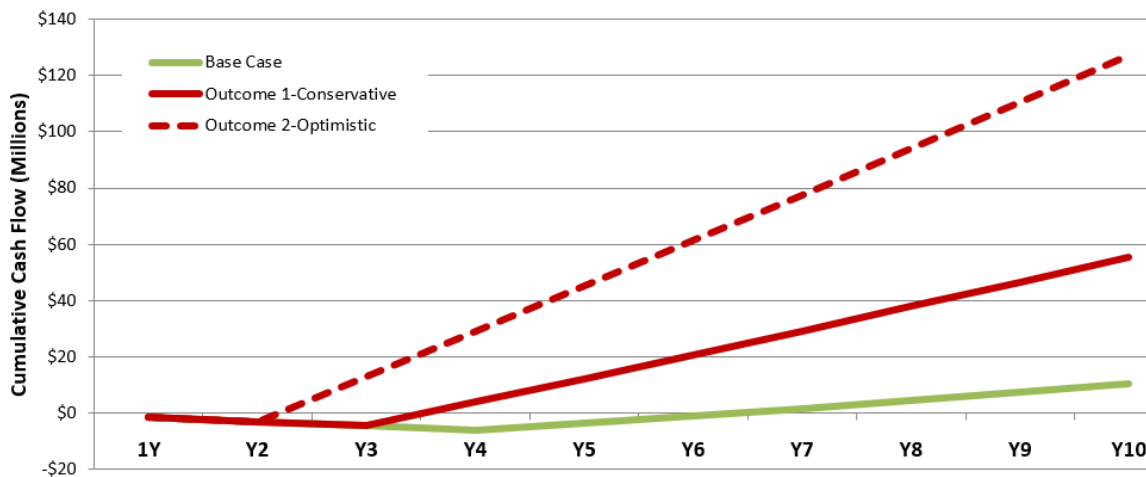
Table 4.1 Economic Assessment, by Option

Option	Description	NPV	IRR	PBP
Base Case	Current Decentralized AM Governance Model, Steering Team	\$6.6 M	23%	9 yrs
1-Conservative	Recommended Hybrid AM Governance Model, 7 new FTEs in Corporate AM Office, Conservative Savings	\$41 M	87%	4 yrs
2-Optimistic	Recommended Hybrid AM Governance Model, 7 new FTEs in Corporate AM Office, Optimistic Savings	\$98 M	245%	3 yrs

4.3 The Preferred Option

All business case options suggest that investing in AM practice improvements is a good investment for the Region. The payback period is estimated at 9 years for the Base Case and between 3 or 4 years for the Recommended Hybrid AM Governance Model, depending on whether one takes a conservative or optimistic view. The Recommended Hybrid AM Governance Model is the preferred option, as outlined in the above table and the following figure.

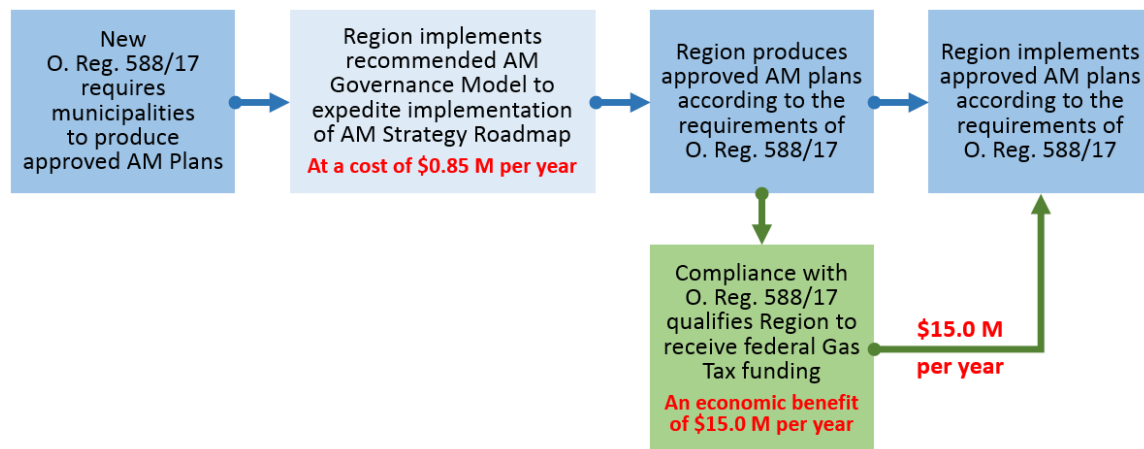
Figure 4.1 Cumulative Cash Flow



4.4 Funding

The Region is proposing to source funding of \$0.85 million per year to implement the recommended Hybrid AM Governance Model from the 2019 operating budget. The recommended AM Governance Model increases the likelihood that the Region will produce O. Reg. 588/17 compliant AM Plans and, therefore, the Region's eligibility for all available federal Gas Tax funding (\$15 million). A small investment in the AM Governance Model will trigger continued supply of federal Gas Tax funding for eligible projects.

Figure 4.2 AM Governance Model Funded from Federal Gas Tax



5. Performance of Implemented Solution

This section of the Business Case outlines how performance will be measured over time to understand whether benefits have been realised as expected, whether costs estimations were accurate, and what lessons can be learned.

5.1 The Opportunity

The opportunity is to implement the recommended hybrid AM Governance Model, at an estimated cost of \$1.0 million, with a corporate AM Steering Team, centralized AM Office to develop and guide AM practices, AM Practice Networks, and decentralized service areas with dedicated AM staff that implement and sustain AM practices:

- To expedite further development of the Region's AM capabilities through the AM Roadmap
- To meet the requirements of O. Reg. 588/17.

Federal Gas Tax funding is reliant upon O. Reg. 588/17 compliance. Federal Gas Tax funding is eligible to fund AM practice development.

5.2 Performance of the Implemented Solution

When the business case of the AM Governance Model is adopted and program implementation is in progress, it is essential to demonstrate the return on the investment. The performance of the implemented solution should be captured and reported over time. Actual costs and benefits can be used to update the business case and show actual economic indicators.

5.2.1 Costs

Costs can be captured and reported in three major areas:

- Costs for new hires for the **Corporate AM Office** that focuses on competency development through corporate strategies and frameworks at the corporate level and provides guidance and support to colleagues in the various departments.
- Costs for new hires for **dedicated AM staff in the departments** who take ownership for execution and sustenance of AM best practices at the departmental level.
- **Other costs related to the AM Improvement Initiative such as consulting and information technology costs.**

5.2.2 Benefits

Benefits can be captured and reported in four major areas:

- **Eligibility for Funding:** Producing O. Reg 588/17 compliant AM Plans to enable funding from other agencies (e.g. federal Gas Tax fund)
- **Improved Capital Planning:** Savings from more cost effective lifecycle management: doing the right projects, at the right times, through a formal options development and analysis process based on risk to meeting levels of service.
- **Optimized Operations and Maintenance Planning:** Savings in maintenance labor (internal and external) and materials, and operations savings through better coordination between maintenance and engineering in optimal system performance.
- **Utilities Savings:** Potential savings in energy costs through more reliable, energy efficient and better operated assets.

Appendix A

Appendix 1 - AM Roadmap

Practice Area	Initiative	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6 to 10	TOTALS
PLANNING PROCESSES	P1	Ongoing Improvements						
		Develop and Update AM Policy & Framework and AM Improvement Roadmap (Strategy)						
		FTE Req.	0.050	-	-	-	0.050	0.100
		FTE Cost	\$5,500	-	-	-	\$5,500	\$11,000
		Consulting Cost	\$25,000	-	-	-	-	\$25,000
		Total Cost	\$30,500	-	-	-	\$5,500	\$36,000
	P2	Ongoing Improvements						
		Review & Redesign Strategic AM Planning Workflows & Implement Pilots						
		FTE Req.	1.636	1.636	1.227	1.125	1.125	5.625
		FTE Cost	\$180,000	\$180,000	\$135,000	\$123,750	\$123,750	\$618,750
		Consulting Cost	\$154,545	\$154,545	\$115,909	-	-	\$424,999
		Total Cost	\$334,545	\$334,545	\$250,909	\$123,750	\$123,750	\$1,786,249
CORE SERVICE DELIVERY PROCESSES	CS1	Ongoing Improvements						
		Review & Redesign Asset Creation / Renewal Processes & Work flows						
		FTE Req.	-	-	2.093	2.093	0.314	5.625
		FTE Cost	-	-	\$230,233	\$230,233	\$34,535	\$618,750
		Consulting Cost	-	-	\$139,535	\$139,535	\$20,930	\$300,000
		Total Cost	-	-	\$369,768	\$369,768	\$55,465	\$618,750
	CS2	Ongoing Improvements						
		Refine Asset Maintenance, Operations & Work Management Workflows						
		FTE Req.	-	0.625	1.250	1.250	1.250	0.625
		FTE Cost	-	\$68,750	\$137,500	\$137,500	\$137,500	\$68,750
		Consulting Cost	-	\$31,250	\$62,500	\$62,500	\$62,500	\$31,250
		Total Cost	-	\$100,000	\$200,000	\$200,000	\$200,000	\$100,000
	CS3	Ongoing Improvements						
		Develop and Implement a Project Management Governance System						
		FTE Req.	-	1.000	0.250	0.250	0.250	1.250
		FTE Cost	-	\$110,000	\$27,500	\$27,500	\$27,500	\$137,500
		Consulting Cost	-	\$100,000	-	-	-	-
		Total Cost	-	\$210,000	\$27,500	\$27,500	\$27,500	\$137,500
PERFORMANCE MANAGEMENT PROCESSES	PM1	Ongoing Improvements						
		Continue to Review & Improve the AM System (i.e., Framework)						
		FTE Req.	1.739	0.261	1.000	1.000	1.000	5.000
		FTE Cost	\$191,304	\$28,696	\$110,000	\$110,000	\$110,000	\$550,000
		Consulting Cost	\$108,696	\$16,304	-	-	-	-
		Total Cost	\$300,000	\$45,000	\$110,000	\$110,000	\$110,000	\$550,000
	PM2	Ongoing Improvements						
		Redesign Performance Monitoring & Reporting Workflows						
		FTE Req.	-	-	-	0.917	0.917	0.917
		FTE Cost	-	-	-	\$100,833	\$100,833	\$100,833
		Consulting Cost	-	-	-	\$25,000	\$25,000	\$25,000
		Total Cost	-	-	-	\$125,833	\$125,833	\$125,833
	PM3	Ongoing Improvements						
		Redesign the Performance Assessment & Continuous Improvement Workflows, including External Benchmarking						
		FTE Req.	-	-	-	4.500	1.125	5.625
		FTE Cost	-	-	-	\$495,000	\$123,750	\$618,750
		Consulting Cost	-	-	-	\$375,000	-	-
		Total Cost	-	-	-	\$870,000	\$123,750	\$618,750

Practice Area	Initiative		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6 to 10	TOTALS	
ORGANIZATION & PEOPLE	SS1	Review, Endorse & Implement the AM Governance Model	Ongoing Improvements							
		FTE Req.	1.154	0.346	0.375	0.375	0.375	1.875	4.500	
		FTE Cost	\$126,923	\$38,077	\$41,250	\$41,250	\$41,250	\$206,250	\$495,000	
		Consulting Cost	\$57,692	\$17,308	-	-	-	-	\$75,000	
		Total Cost	\$184,615	\$55,385	\$41,250	\$41,250	\$41,250	\$206,250	\$570,000	
	SS2	Develop & Implement the Communications Plan		Ongoing Improvements						
		FTE Req.	-	0.250	0.063	0.063	0.063	0.313	0.752	
		FTE Cost	-	\$27,500	\$6,875	\$6,875	\$6,875	\$34,375	\$82,500	
		Consulting Cost	-	-	-	-	-	-	-	
		Total Cost	-	\$27,500	\$6,875	\$6,875	\$6,875	\$34,375	\$82,500	
	SS3	Develop & Implement the Succession Plan		Ongoing Improvements						
		FTE Req.	-	0.438	0.875	0.438	0.438	2.188	4.377	
		FTE Cost	-	\$48,125	\$96,250	\$48,125	\$48,125	\$240,625	\$481,250	
		Consulting Cost	-	\$31,250	\$62,500	\$31,250	-	-	\$125,000	
		Total Cost	-	\$79,375	\$158,750	\$79,375	\$48,125	\$240,625	\$606,250	
	SS4	Develop & Implement the Knowledge Management Plan				Ongoing Improvements				
		FTE Req.	-	-	-	1.400	1.400	4.200	7.000	
		FTE Cost	-	-	-	\$154,000	\$154,000	\$462,000	\$770,000	
		Consulting Cost	-	-	-	\$60,000	\$60,000	\$30,000	\$150,000	
		Total Cost	-	-	-	\$214,000	\$214,000	\$492,000	\$920,000	
	SS5	Incorporate AM Requirements into Information Systems				Ongoing Improvements				
		FTE Req.	-	-	-	1.375	1.375	3.343	6.093	
		FTE Cost	-	-	-	\$151,250	\$151,250	\$378,125	\$680,625	
		Consulting Cost	-	-	-	\$150,000	\$150,000	-	\$300,000	
		Total Cost	-	-	-	\$301,250	\$301,250	\$378,125	\$980,625	
	SS6	Plan & Implement AM Decision Support System for Lifecycle Asset Planning				Ongoing Improvements				
		FTE Req.	-	-	-	1.395	1.395	3.209	5.999	
		FTE Cost	-	-	-	\$153,488	\$153,488	\$353,023	\$659,999	
		Consulting Cost	-	-	-	\$93,023	\$93,023	\$13,953	\$199,999	
		Total Cost	-	-	-	\$246,511	\$246,511	\$366,976	\$859,998	
SS7	Plan & Implement a Performance Management Systems					Ongoing Improvements				
	FTE Req.	-	-	-	-	3.500	4.375	7.875		
	FTE Cost	-	-	-	-	\$385,000	\$481,250	\$866,250		
	Consulting Cost	-	-	-	-	\$300,000	-	\$300,000		
	Total Cost	-	-	-	-	\$685,000	\$481,250	\$1,166,250		
TOTALS		FTE Req	4.579	4.556	7.133	16.181	14.527	44.220	91.196	
		FTE Cost	\$503,727	\$501,148	\$784,608	\$1,779,804	\$1,597,856	\$4,874,481	\$10,041,624	
		Consulting Cost	\$345,933	\$350,657	\$380,444	\$936,308	\$711,453	\$100,203	\$2,824,998	
		Total Cost	\$849,660	\$851,805	\$1,165,052	\$2,716,112	\$2,309,309	\$4,974,684	\$12,866,622	



Asset Management Governance Charter, Vision, Mission and Potential Models

The Regional Municipality of Niagara

September 2018

Table of Contents

1. Executive Summary	2
1.1 Asset Management Governance Models	2
1.2 Asset Management Governance Model Recommendations.....	3
1.3 Governance Model Resourcing Summary	6
2. Introduction	7
2.1 Introduction.....	7
2.2 Background	8
3. Charter for Asset Management Governance.....	12
3.1 Project Justification.....	12
3.2 Stakeholders.....	14
3.3 Elevator Speech	15
4. Vision and Mission for AM Governance	17
4.1 Vision for Asset Management Governance.....	17
4.2 Mission for Asset Management Governance	17
5. Approach to AM Governance Models.....	18
5.1 Background on Organizational Design.....	18
5.2 Organization Design Concepts	18
5.3 Organizational Design Principles	19
5.4 Potential Benefits to Developing an AM Governance Model	20
5.5 Current Organizational Design.....	21
5.6 Key Findings and Opportunity Gaps	22
6. Potential Asset Management Governance Models.....	27
6.1 Asset Management Governance Models	27
6.2 Asset Management Governance Model Considerations	38
6.3 Asset Management Governance Model Recommendations.....	39
6.4 Governance Model Resourcing Summary	50
Appendix A – Asset Management Program Charter	51

1. Executive Summary

The Region has embarked on a multi-year phased Asset Management Program to develop and implement leading asset management principles and practices. The current Asset Management design at the Region can be described as a mix of informal Asset Management roles embedded in traditional manager, supervisor and analyst/technician jobs and in some cases dedicated asset management jobs. These all occur at the individual business unit level with limited collaboration across business units. An Asset Management Steering Team was established to initiate and guide the design and implementation of the Asset Management Program at the Region, however at the conclusion of the Phase 1 Asset Management Project, the overview of the program was transitioned to the Region's Corporate Leadership Steering Team.

1.1 Asset Management Governance Models

Four organizational models (based on the above guidelines and principles) listed below are currently being used by municipalities and utilities that have implemented Asset Management (AM) leading practices and have similarities to the Region's operational and business environments (e.g. assets, services and service delivery methods). These models are:

- Model 1: Departmental Asset Management Steering Team (Facilitation and Advisory), Corporate Asset Management Office and Formal Decentralized Departmental Delivery
- Model 2: Corporate Asset Management Steering Team (Senior Level Cross-Departmental Office) and Decentralized Departmental Delivery
- Model 3: Corporate Asset Management Office and Informal Decentralized Departmental Delivery
- Model 4: Corporate Asset Management Steering Team, Asset Management Delivery through Task Teams

An evaluation of the four models against the Region's needs suggests that Model 1 would best meet its needs.

1.2 Asset Management Governance Model Recommendations

A number of recommendations are provided for creating the Region's current Asset Management Governance Model, these are listed below in order of priority:

Immediate

1. Create a Corporate AM Steering Team
2. Create a formal Corporate AM Office (CAM):
 - a. Director of CAM
 - b. AM Manager and Analyst – Strategy & Integrated Planning
 - c. AM Manager and Analyst – Asset Integrity & Productivity
 - d. AM Manager and Analyst – Asset Performance & Asset Knowledge

Short term

Following the creation of the CAM office, and based on the results of the detailed organizational impacts of the AM Program, the following recommendations may need to be considered:

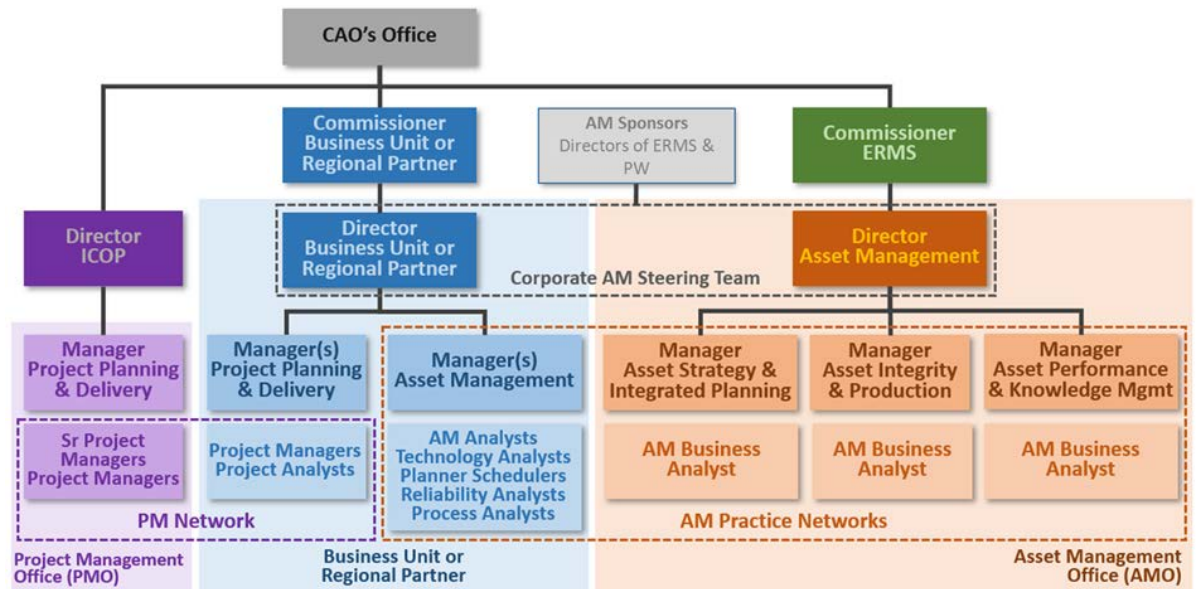
1. Rebrand (and augment with minor changes as necessary) existing roles & create AM Manager Position with business unit responsibility for Strategy, Planning, Performance & Knowledge Management
2. Implement a Formal Decentralized Departmental Delivery through formal AM roles and through Networks

Medium Term (AMO and Departmental AM Manager in Place)

1. Rebrand (and augment with minor changes as necessary) existing roles & create Planner/Schedulers to the W/WW and Transportation groups
2. Rebrand (and augment with minor changes as necessary) existing roles & create a Reliability Analyst to the W/WW group
3. Additional considerations regarding the long-term departmental support for AM will be required to determine the potential need to add AM Analyst roles to each department to support with lifecycle management activities.

The proposed organization chart based on the above recommendations is show in Fig 1.1 below:

Figure 1.1 Proposed Asset Management Governance Model

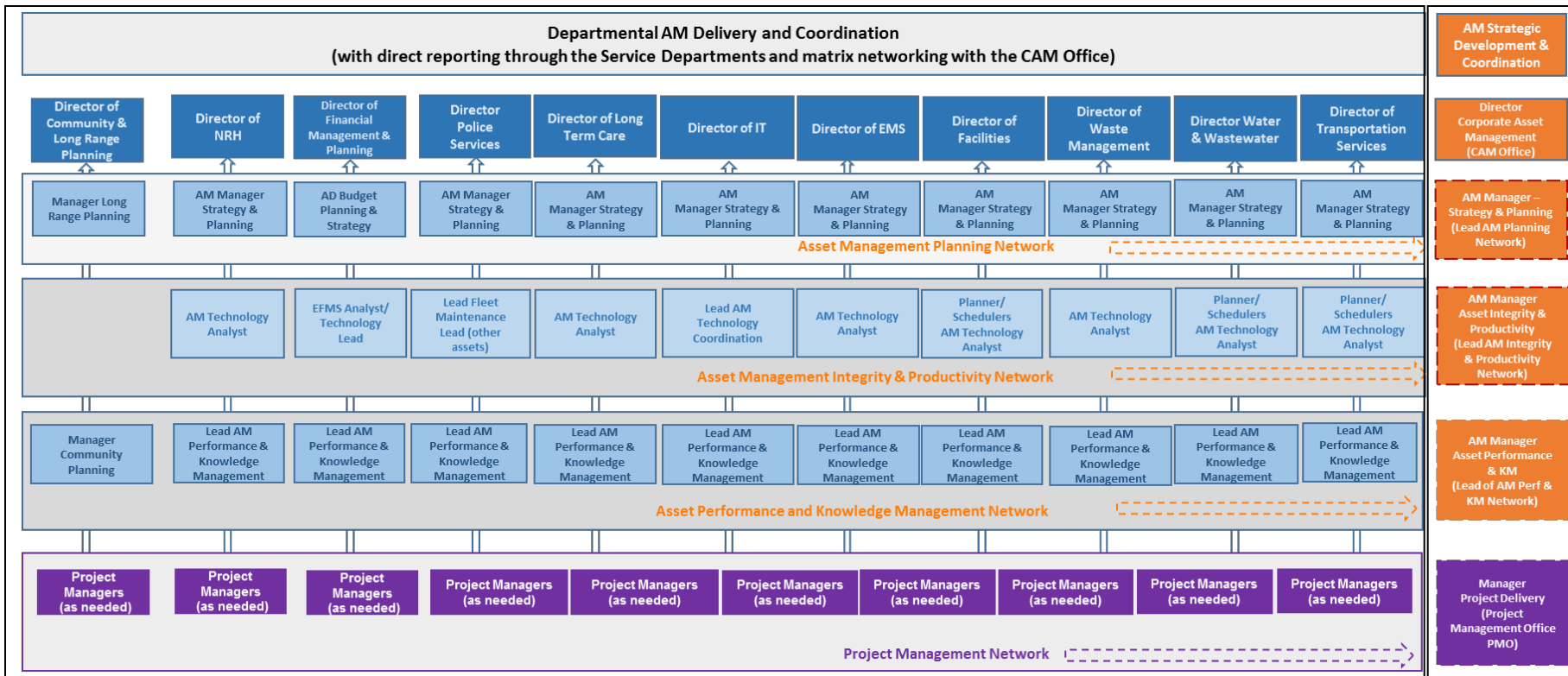


Note: Table 6.6 provides a summary description for each of the proposed roles.

Figure 1.2 below shows the Asset Management Governance Model with the proposed Asset Management Networks (or Communities of Practice) that will enable the desired level of collaboration, coordination and continuous improvement.

It is important to note that the proposed resourcing is reflective of a leading practices governance structure for the Region, and impacts and implementation feasibility will be addressed within the impact assessment.

Figure 1.2 Communities of Practice



1.3 Governance Model Resourcing Summary

It is recommended that the Region transition over the next few years into the full Asset Management Governance Model. Table 1.1 provides a summary of the proposed resourcing for the next two years. New FTEs are shown in orange and positions to be filled by rebranding existing ones are shown in green. After this period, there will be a better understanding of gaps at the tactical and operational level and there will be a need to evaluate requirements for additional Asset Management Analysts in the various departments/business units, and Reliability and Planner Schedulers in the Public Works departments.

Table 1.1 Asset Management Resourcing Impacts

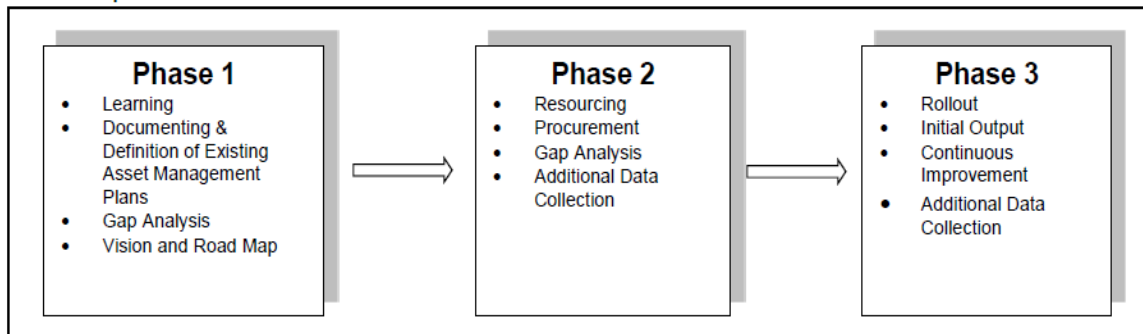
Business Unit	AM Director	AM Manager	AM Analyst	Manager PMO	Program Manager	Project Manager	Reliability Analyst	Process Analyst	Planner Scheduler	Technology Analyst
PMO				As per Project Management Initiative <div><div>New</div><div>Rebrand</div><div></div></div>						
CAM	1	3	3							
Public Works		To be decided (TBD)	TBD				TBD	TBD	TBD	TBD
Other Business Units		TBD	TBD						TBD	TBD

2. Introduction

2.1 Introduction

The Region has embarked on a multi-year phased Asset Management Program to develop and implement leading asset management principles and practices. The Asset Management Program, shown below (Fig 2.1), is focused on improving the Region's overall efficiencies and effectiveness in delivering sustainable services to its customers.

Figure 2.1 Region Asset Management Program Phases



The first phase of the Asset Management Program, which was completed in 2017, involved the development of:

- An Asset Management Strategy that measured the Region's asset management system maturity and outlined actions to achieve efficiency and effectiveness in service delivery across the Region
- An update of the Region's Asset Management Plan to 2016
- An information technology review

The first step of the second phase of the Asset Management Program moves away from the traditional engineering and technical management of assets and addresses governance models that underpin effective processes in managing assets. Therefore there is a shift in focus, concentrating on accountability for assets, decision making processes, asset life-cycle reporting requirements, and communication between asset management policy makers, asset managers and asset users.

Asset management is considered to be a fundamental element in an asset-intensive organization's operations, as efficient allocation and management of resources are crucial to maximise performance and fulfil strategic goals.

Although the processes to provide a service at the optimum level varies between service areas, asset management generally starts with identifying the need for a new asset, followed by writing asset specifications, forecasting financials related to the asset and predicting its lifecycle, then acquiring, operating, maintaining and renewing the asset, reporting on the asset, and disposing of the asset.

While asset management can be applied in many fields and has a vast interpretation, the principles are the same. Each asset management concept shares the common themes of strategic importance, systematic processes, optimising efficiency, maximising performance and output, and minimising risks, and are applicable to any service area.

This assignment focuses on the governance structures that define, regulate, and control the way in which assets are managed from a business or management point of view. This report will demonstrate how governance structures and policies impact asset management and recommend potential governance models for Niagara Region. Based on feedback from the Corporate Leadership Team, the next part of this assignment will include detailed impact analysis on the selected Regional governance model.

2.2 Background

Asset management elements or practices lead to the sustainable creation, acquisition, maintenance, operation, rehabilitation and disposal of the assets required to deliver municipal services. Asset management is a way of doing business, and a key part of a municipality's culture. Asset management practices need to be aligned with strategic objectives from executive management through to front-line service delivery. To guide staff in delivering services, municipalities typically adopt policies and define management practices and processes. These policies, practices and processes are often referred to as management systems.

An asset management system should be aligned and integrated, where appropriate, alongside other management systems in the municipality, such as financial management, health and safety management and others.

The ISA Asset Management Standard (ISO 55000, 55001 & 55002) also provides guidance on Asset Management governance as shown in Table 2.1 below:

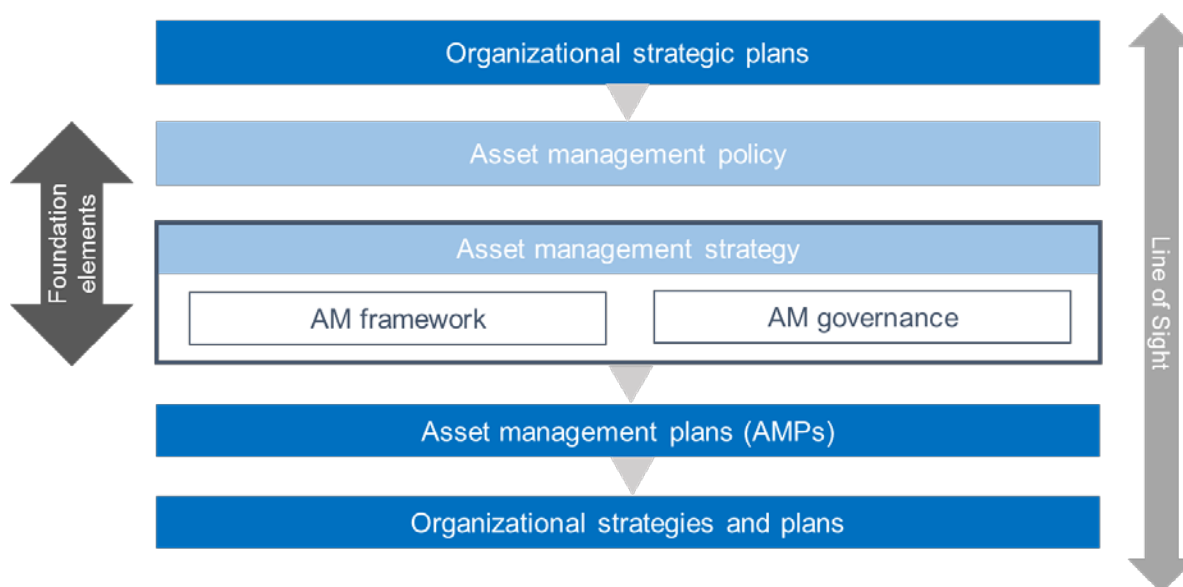
Table 2.1 ISO 55000/1/2 Asset Management System

ISO Clause		AM System Element	Documents	Description
4		Organizational Context	Organizational Plans and Objectives	<ul style="list-style-type: none"> • Ensure clear understanding of the organizational objectives and mission for stakeholders • Contain existing strategic plans that relate to the assets (e.g. service goals, sustainability)
5		Governance and Leadership	Asset Management Policy	<ul style="list-style-type: none"> • Articulates senior management commitment to asset management and continual improvement • Provides “top down” direction regarding expectations and mandatory requirements for asset management and defines the key principles that underpin asset management in the municipality
			Asset Management Strategy	<ul style="list-style-type: none"> • Defines what the organization intends to achieve from asset management activities and by when • Identifies and prioritizes key initiatives that support delivery of the asset management policy • High-level overview of resources, time scales for implementation
6		Planning and Decision-Making	Master Plans Asset Management Plans Maintenance Strategies	<ul style="list-style-type: none"> • Provide approach to managing the assets over the short, medium, and long term • Outline long-term plans for the assets including service expectations, timelines and funding, and resource requirements
7		Resources and Support		<ul style="list-style-type: none"> • There are resource implications with this clause that need to be considered in an Asset Management Governance Model
8		Operation (Service Delivery)		<ul style="list-style-type: none"> • There are resource implications with this clause that need to be considered in an Asset Management Governance Model

ISO Clause		AM System Element	Documents	Description
9		Performance and Condition Evaluations	Performance and Condition Reports	<ul style="list-style-type: none"> There are resource implications with this clause that need to be considered in an Asset Management Governance Model
		Stakeholder Engagement		<ul style="list-style-type: none"> There are resource implications with this clause that need to be considered in an Asset Management Governance Model
10		Continuous Improvement		<ul style="list-style-type: none"> There are resource implications with this clause that need to be considered in an Asset Management Governance Model

The recent publication by the Federation of Canadian Municipalities (FCM), “How to develop an asset management policy, strategy and governance framework: Set up a consistent approach to asset management in your municipality” also identifies the need for an Asset Management Governance Model (Figure 2.2) and provides some insights into good Asset Management governance (discussed below):

Figure 2.2 FCM Asset Management System



Clear definition and differentiation of roles and responsibilities of the asset manager, and the service providers for operational and maintenance activities is central to asset governance. Thus asset governance emphasises the separation of powers in asset management to increase value through effective management and exploitation of assets.

Asset governance concentrates on the process underlying rules and regulations development, ensuring alignment of asset operations to business goals/strategies. Asset governance emphasises the how and why asset-related policies are developed, especially in ensuring policies are developed in alignment with organizational strategy and goals. Asset governance is also focused on how the organizational structure can support effective asset management practices, especially by creating a more streamlined decision making process and clearer lines of responsibility (for the asset).

In line with the difference in focus between asset management and asset governance, there is a difference in the “standard” that each concept adheres and evaluates themselves against. Due to its engineering/operational focus, asset management refers to the compliance against technical specifications, health and safety standards, and any other operational industry standard. Such a compliance evaluation is executed to ensure that the physical assets acquired are fit for use and will ensure high level performance. Asset governance on the other hand ensures the organization is in compliance with business related industry regulations and rules, and international standards. This is a key requirement in the Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure (O. Reg. 588/17) that requires the municipality to identify a senior executive with responsibility for implementing and managing an asset management program. (Ref. 3(1), 10) An explicit example of the difference between the two is that while asset management concentrates on whether or not a physical asset fulfils technical specifications (such as colour, kilometres recorded, engine cylinders), asset governance ensures reporting of the physical asset (cost, utilisation, etc.) is executed in a standardised manner across the organization and is available upon request for audit.

3. Charter for Asset Management Governance

The Asset Management Governance charter will build high levels of clarity, agreement and motivation among the participants at the beginning of a project. It increases the probability that the Asset Management Governance will be successful, and will achieve high-quality performance and results. It ensures that team members share the same vision for the project and helps to create team behaviours that are stronger than individual behaviours. A draft charter for the Asset Management Program was developed in the previous AM project and is provided in Appendix A. The final charter will align with industry standard and best practice, the Asset Management Policy (in development), the Asset Management Roadmap and applicable Regional policies or By-laws.

3.1 Project Justification

An AM Steering Team was established to get the AM program going. It has enabled initial asset management strategies, frameworks, plans, databases and systems to be established. Development of a Regional Strategic Asset Management Policy is in progress, as is required by O. Reg. 588/17 Asset Management Planning for Municipal Infrastructure before July 1, 2019.

A number of improvement initiatives have been proposed for the Region to take advantage of identified opportunity gaps and improve its asset management maturity scores. The implementation of the improvement initiatives “road map” over the next five years includes development of Regional asset management policies, frameworks, processes, and systems based on best practice and current service area practices, and the adoption of Regional AM practices into service area practices. The governance model required through this period of reviewing, improving and documenting a consistent Regional asset management system will have needs that are different from those at other times.

The Region has identified the following needs:

- The determination and integration of the Region objectives for Asset Management Governance in all the Regional departments
- A collaborative relationship with all governance structures that exist within the Niagara Region departments, including the Niagara Regional Police Services and Niagara Regional Housing

- Integration of information across departments, agencies boards and commissions
- Integration of the Regional one team culture
- Accountability by management and staff within the governance structure
- Support to ensure that there is compliance by the organization to government of Ontario regulations including O. Reg. 588/17 as well as to the Asset Management Policy that is currently under development
- Defined Asset Management practices and procedures to ensure consistency and quality of data
- Protocols for changing and updating data standards, procedures and roles and responsibilities
- Deliverance of Asset Management objectives through effective Asset Management processes while meeting organizational and stakeholder objectives for scope, quality, risk, budget, and time
- Roles and responsibilities and communication lines within the organization clearly defined to carry out Asset Management objectives. Staff awareness of the part they play in ensuring that reliable data is available to support informed decision-making
- Optimization of decision making
- Alignment of capital and financial planning
- Alignment with project management
- Consistency and uniformity of financial reporting
- Consistency and uniformity of Asset Management practices
- Comparability of information between competing asset projects
- Comparisons for asset project alternatives
- Quantification of the impact of Asset Management work not done
- Efficient use of resources to achieve the goals and objectives of the Asset Management Roadmap
- Establishment of an effective process for the change management for the Asset Management Governance Model (framework)

The proposed structure for Asset Management Governance must be flexible to grow and change in an appropriate manner while ensuring strong leadership at the Niagara Region as it progresses and develops on the asset management maturity scale detailed in the Asset Management Roadmap.

It is also expected that the recommended Asset Management Governance should be reflective of all relevant industry best practices and meets all requirements under O. Reg. 588/17.

3.2 Stakeholders

The Region's stakeholders are listed in the Table 3.1 below together with their interest in Asset Management:

Table 3.1 Asset Management Stakeholders

Type	Stakeholder	Interest in Asset Management
Internal	Staff	<ul style="list-style-type: none"> • Adequate resources to manage assets (do the right thing) • Adequate processes to manage projects (do things right) • Improved collaboration & coordination • Reduced risk taking • Quality service delivery • Customer satisfaction • Pride in the Region
	Middle Management	<ul style="list-style-type: none"> • Effective planning (growth, renewal/replacement & maintenance) • Adequate resources to manage assets (do the right thing) • Improved collaboration & coordination • Regulatory compliance • Reduced risk taking • Quality service delivery • Customer satisfaction • Pride in the Region
	Senior Leadership	<ul style="list-style-type: none"> • Confidence that budget requests are realistic • Fiscal responsibility in delivery of service • Minimum cost of asset ownership • Managed risk

Type	Stakeholder	Interest in Asset Management
		<ul style="list-style-type: none"> • Quality service delivery • Regulatory compliance • Customer satisfaction • Pride in the Region
Political	Regional Council	<ul style="list-style-type: none"> • Confidence that budget requests are realistic • Minimum cost of asset ownership • Managed risk • Quality service delivery • Customer satisfaction • Pride in the Region
External	Lower Tier Municipalities	<ul style="list-style-type: none"> • Confidence that budget requests are realistic • Quality service delivery • Customer satisfaction
	Residents (Housing)	<ul style="list-style-type: none"> • Reliable, safe and timely service delivery • Low cost of service
	Community	<ul style="list-style-type: none"> • Quality service delivery • Customer satisfaction • Pride in the Region
	Regulators	<ul style="list-style-type: none"> • Regulatory compliance (normal operations) • Compliance with Asset Management Regulation
	Developers	<ul style="list-style-type: none"> • Clarify Asset Management standards and specifications that impact their developments • Cost (including development charges) impacts on their development projects

3.3 Elevator Speech

At the project kick-off meeting, initial communication about the project and the Asset Management Governance Model from consultation with key stakeholders was developed in the form of an “Elevator Speech”, as provided below:

What is the project about?

We set the foundation for our Asset Management Program with the completion of our Asset Management Policy, Framework and Strategy. We are now ready to develop an Asset Management Governance model to support implementation of the Asset Management Strategy and support the overall sustainability of our Asset Management Program Leadership. Our Asset Management will help us do the right work, on the right assets, at the right time, for the right cost and for the right reason.

What process is being followed?

Our consultant, GHD will be working closely with us to develop a governance model that works for us and fits with the way we do our tasks, our people, structure and culture. We will ensure engagement of staff to get feedback, validation of approach and outcomes through a peer review of other municipalities.

How will it impact the work we do?

The governance model will provide, the right level of resources, training, capability, empowered staff, collaboration and guidance to execute Asset Management work efficiently and effectively. There will be transparency in decision making (our goal is evidenced based decision making). It will help get the right resources at the right time to support the lifecycle management strategies that need to be implemented. It will also give us confidence that staff are balancing Cost – Level of Service (LOS) – Risk (doing the right tasks at the right time and the right costs). We will achieve consistency / standardization in Asset Management and be seen as leaders in Asset Management practices.

What will we achieve?

We will achieve a high performance governance model that supports implementation of our Asset Management Strategy, Empowerment of the work force, Clarity of Asset Management roles / responsibilities and Embed Asset Management into the overall culture at the Region (Asset Management will be business as usual for our staff).

4. Vision and Mission for AM Governance

4.1 Vision for Asset Management Governance

Achieve a high performing Asset Management Governance model that empowers our staff, supports implementation and sustenance of our Asset Management Strategy and Program and fits with the way we do work and our culture. The Asset Management Governance model:

- Supports a pragmatic approach to Asset Management / practical approach
- Creates a sustainable Asset Management program
- Covers all elements of Asset Management – including lifecycle of Asset Management – and considers the disciplines involved in effective Asset Management at the Region
- Adds to our unique culture and aligns with the Region's values, goals and objectives – leading to a better future
- Helps 'Shape Niagara', including helping each Council shape its priorities
- Is agile and adaptive to the Region's changing needs
- Sets the stage for continuous improvement and innovation.

4.2 Mission for Asset Management Governance

The Asset Management Governance initiative will be implemented over a one to two year period (including role integration) and will be sustained into the future to provide an Asset Management Governance model that supports the Asset Management Strategy and Program across the organization, considering work tasks, people, structure and culture. The Asset Management Governance model will provide the resources, training, capability, collaboration and guidance to execute Asset Management work efficiently and effectively.

5. Approach to AM Governance Models

The following discussion provides an overview of relevant organization design concepts and principles and potential models that were considered in determining the most suitable one for the Region.

5.1 Background on Organizational Design

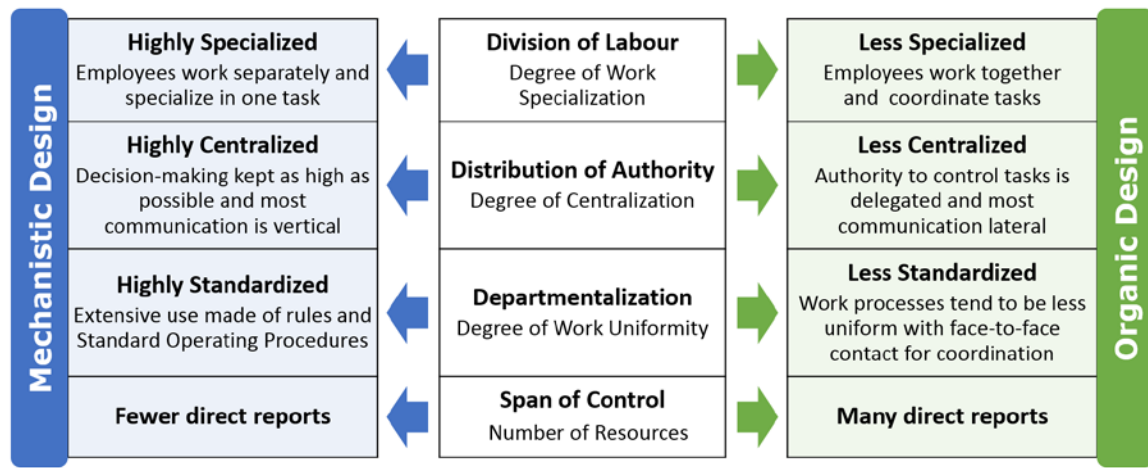
The structural configuration of an organizational design is the way work is divided and how it achieves coordination among its various work activities around the asset lifecycle from determining needs based on specified performance criteria to planning, acquiring, operating, renewing and disposing of assets. An organizational design structure resolves the two basic tasks of getting work done by:

- Enabling performance management by dividing up the work in the organization into logical units, and
- Ensuring the work gets done by providing the coordination and control of work.

5.2 Organization Design Concepts

Understanding the assets and the work needed around the lifecycle (plan, design, create, operate, maintain rehabilitate/replace and dispose) of these assets to create a service is fundamental to the organizational design process. Organization design is the series of management decisions needed to achieve the Region's vision and mission that gets translated into the strategies and tactics in the Strategic Plan. Figure 5.1 below shows four key organization concepts that can be considered in developing a suitable design for the Region, these include: Division of Labour, Distribution of Authority, Departmentalisation and Span of Control. The resulting organization design options can span from mechanistic to matrix or a combination in between.

Figure 5.1 Mechanistic vs. Organic Organizational Designs



5.3 Organizational Design Principles

The most successful and effective Asset Management governance models in place at other municipalities and utilities share many of the same organizational design principles. The most common of these are as follows:

- Reflect the strategic vision, mission and values of the organization as well as the vision for Asset Management strategy implementation.
- Reallocate and balance human resources and workload across positions within existing and vacant positions and provide for appropriate critical functions.
- Acknowledge and leverage the existing skill and expertise areas of management and staff; acknowledge the strengths of management and staff involved and identify and create opportunities for further enhancing skills (gap and skills analysis – development and succession planning).
- Reflect the organization's current Human Resources policies and practices.
- Adhere to Collective Agreements.
- Decisions will consider the best interests of the organization, customer and staff.
- Roles, responsibilities, communication links and decision making rights will be clearly defined.
- The structure will support the integration of Asset Management across the organization and the necessary interdepartmental relationships required

for moving the organization towards its vision so that activities that need to be coordinated fall within program boundaries.

- Enable the organization to attract and retain the right people/skills.
- Provide for performance measurement of Asset Management program delivery.
- The structure will be flexible to support and adapt to future Asset Management needs.

5.4 Potential Benefits to Developing an AM Governance Model

The Region was found to have an overall maturity rating reflective of the early stages of “Establishing” of Asset Management practices. The current approach to Asset Management governance is a key inhibitor to Asset Management development at the Region and is characterized by:

- A lack of Corporate-wide Asset Management Steering team (with departmental representation) to provide guidance and direction for the Asset Management Program
- A lack of dedicated departmental Asset Management roles to lead implementation and sustain best practices in the department
- A lack of formalized collaboration and coordination across business units with respect to lifecycle analysis and decision making
- A lack of formalized networks/forums or communities of practice for knowledge sharing and enabling continuous improvement.

An effective Asset Management Governance Model can help the Region address the challenges to Asset Management development listed above.

An Asset Management Governance Model is intended to ensure that there is effective collaboration and coordination around all business processes (planning, core service delivery, performance management, and the enabling processes; data/technology, people and finance). With the right Asset Management Governance Model in place overall Asset Management Program development can be expedited and new ways of working can be quickly integrated into the Asset Management culture at the Region.

To effectively develop the Asset Management Program, the Region needs an appropriate level of Capability based on best practices, and all Region staff need to be able to execute this Capability effectively in all relevant business

processes. An appropriately resourced Asset Management Office, reporting at the right level to have proper influence can focus on Capability development: creating the necessary strategies and frameworks at the corporate level, and providing guidance and support to their colleagues in the various departments. Similarly, dedicated Asset Management staff in the various departments can take ownership for Asset Management execution and sustenance of best practices at the departmental level. Networks and communities of practice can encourage coordination around the asset life cycle, collaboration, knowledge sharing and continuous improvement. The end result and benefit to the Region is that there will be transparency and accountability at all levels of the organization ensuring that the Region complies with O. Reg. 588/17 and everyone is working on the:

- Right activities (project management/delivery operations, maintenance etc.);
- at the right time;
- for the right reason; and
- for the right cost.

Senior managers and political decision makers would then have the confidence that they are operating a lean organization and have quantified and understand the risks to the business and the optimal cost of asset ownership to meet set service levels.

5.5 Current Organizational Design

The current Asset Management design at the Region can be described as a mix of informal Asset Management roles embedded in traditional manager, supervisor and analyst/technician jobs and in some cases dedicated asset management jobs. These all occur at the individual business unit level with limited collaboration across business units.

An Asset Management Steering Team was established to initiate and guide the design and implementation of the Asset Management Program at the Region, however at the conclusion of the Phase 1 Asset Management Project, this has been replaced by a Finance led project team for the Asset Management Governance Model Project.

Program Financial Specialists (PFS) are deployed in a matrix type structure, embedded in the various business units but reporting to the Financial Office. This

allows for centralised budget planning. PFS also provide administrative support with respect to financial technology and business processes in the business unit.

A similar arrangement is in place for IT support at the Business Unit level.

These organizational designs can be leveraged to build a more effective Asset Management Governance Model. Figure 5.2 below shows the current Asset Management organization chart at the Region:

Figure 5.2 Current Asset Management Organization Chart



5.6 Key Findings and Opportunity Gaps

A review of the existing organization charts and job descriptions at the Region and information obtained from interviews with senior leaders, middle management and staff highlighted the findings and opportunity gaps that are captured in Table 5.1 below. This information provides guidance for the proposed Asset Management Governance Model recommendations in Section 6.

Table 5.1 Summary of Findings, Conclusions/Opportunity Gaps

Findings	Conclusions / Opportunity Gaps
A. Organizational Design	
The Corporate Leadership Team (CLT) is supportive of Asset Management Development at the Region and is reflected in an assigned Asset Management Sponsor at the executive level. There is no Asset Management Steering Team in place.	<p>A cross departmental Asset Management Steering Team will enable Asset Management development and buy in at the departmental level.</p> <p>A formal Corporate Asset Management Office and decentralized Asset Management Roles in the various business units will support the Region's Asset Management Maturity goals.</p>
The overall organization design at the Region is "functional" and the various project teams try to implement Asset Management best practices concepts by influencing other Offices in a matrix organization design.	The current functional organizational design limits Asset Management related collaboration, coordination and continuous improvement.
An Asset Management Project Team has been established to guide the implementation of the current Asset Management Governance Model Project.	The Asset Management Project team is an excellent idea for Asset Management development at the Region, however, it is short term (project focused).
<p>A PMO support office is being considered and a PM Network is being implemented at the Region.</p> <p>There are no other Asset Management Community of Practices where departmental representatives meet on a regular basis to share information and best practices for Asset Management across the organization.</p>	<p>The PMO and a strong PM Network is an important and essential Asset Management Community of Practice.</p> <p>The PM Community of Practice is a good idea and this concept can be extended to specific Asset Management focus areas to be more meaningful.</p>
There is a governance model in place for IT assets and solutions to support Region business processes. This model also allows for appropriate interaction with many Offices (e.g. the CLT, IT Governance Community, IT Projects).	This is a good example at the departmental level of a governance model to manage IT assets.
There are Program Financial Specialists (PFS) embedded in various business units to provide timely financial support.	The use of PFS at the business unit level is a good Asset Management governance practice. PFS role can be supplemented

Findings	Conclusions / Opportunity Gaps
	with AM Analyst resources to support strategic AM financial activities.
B. Asset Management Roles CAM Office	
No Corporate Asset Management Office in place.	Limited coordination and collaboration across Offices. Lack of confidence in budget requests and decisions coming up to the CLT and Council.
C. Asset Management Roles Departmental	
<p><i>Strategy & Integrated Planning</i></p> <p>Asset Management strategy is based on the Asset Management Phase 1 development work that has been completed in the previous year, however, on going Asset Management development has been on hold pending completion of the Asset Management Governance Model Project.</p> <p>There are current manager positions responsible for asset growth and renewal planning in each of the departments or business units. These roles are limited in some cases and well developed in other groups.</p> <p><i>Asset Performance Management & Knowledge Management</i></p> <p>Level of service development and performance and monitoring varies across business units and tends to be very mature for regulatory compliance.</p> <p>Asset knowledge management varies across the organization and is still very dependent on individuals in the business units – there has been some improvement with the capture of asset knowledge in core/enterprise systems (e.g. CMMS, GIS, FIS).</p>	<p>Opportunity to augment Asset Planning role to create more comprehensive Asset Management Strategy and Planning roles.</p> <p>Opportunity to formalise Level of Service and Performance Management.</p> <p>Opportunity to formalise Knowledge Management.</p>

Findings	Conclusions / Opportunity Gaps
There is business analyst support for each of the departments in the form of the Program Financial Specialist (PFS).	The PFS role can be supplemented with AM Analyst resources to support strategic AM financial activities
<p><i>Asset Integrity and Productivity</i></p> <p>All business units conduct asset integrity/condition assessment – some of this is very comprehensive and is based on asset criticality (e.g. W/WW, Transportation and Housing/Facilities). However there are no common asset integrity protocols across the Region.</p> <p>Maintenance planning and scheduling is done formally for short lived assets (e.g. Fleet, EMS). In many areas planning and scheduling varies from simple to informal – resulting in reactive maintenance.</p> <p>The W/WW group conducts process optimization reviews to ensure that the treatment processes are optimal.</p> <p>Asset reliability analysis and continuous improvement is very formal for fleet and EMS assets, however, this is informal for other asset classes.</p>	<p>Opportunity to provide Region wide guidance and standards for asset integrity and productivity management.</p> <p>Formalized Planning & Scheduling roles will help improve asset reliability, effective asset lives and drive a proactive approach to maintenance. Formal planning and scheduling for W/WW and Transportation work would be foundational in creating a proactive work environment and preventive maintenance optimisation.</p> <p>Opportunity to extend asset reliability, performance and effective life through Reliability Engineering.</p>
<p><i>Capital Project Delivery</i></p> <p>There is a PM support office initiative being considered that will improve project delivery effectiveness across the Region.</p>	<p>A Corporate focus on integrated project delivery is a best in class Asset Management practice.</p> <p>There is an opportunity to ensure that the development of a centralized PM delivery (PMO) and decentralized PM delivery at the business unit is aligned to the Asset Management Governance Model.</p>
D. Resourcing Strategy	
Funding pressures have resulted in an overall lean organization at the Region.	This has limited the ability to add new FTEs – especially where these new roles may be considered to be “support”.

Findings	Conclusions / Opportunity Gaps
Asset Management is currently being delivered at the departmental level as part of staff' current roles and often as one off initiatives/tasks.	Political decision makers think that Asset Management is part of the job of existing staff and may not be convinced that dedicated Asset Management resources are needed.

6. Potential Asset Management Governance Models

From the previous section it is clear that the Region can benefit from a more structured approach to Asset Management Governance. This proposed Asset Management Governance model should focus on implementing the recommendations of the Asset Management Policy (that is being developed), the Asset Management Framework, the Asset Management Roadmap Initiatives and set the stage for sustenance of the new Asset Management culture at the Region. The Asset Management Governance Model should also enable the Region to comply with the new O. Reg. 588/17 Asset Management Planning for Municipal Infrastructure. Based on research of best in class Asset Management Governance and the ISO 55000 Asset Management requirements for Asset Management Governance, a number of models have been developed and evaluated. These are discussed below:

6.1 Asset Management Governance Models

Four organizational models (based on the above guidelines and principles) listed below are currently being used by municipalities and utilities that have implemented Asset Management leading practices and have similarities to the Region's operational and business environments (e.g. assets, services and service delivery methods):

- Model 1: Departmental Asset Management Steering Team (Facilitation and Advisory), Corporate Asset Management Office and Formal Decentralization Departmental Delivery
- Model 2: Corporate Asset Management Steering Team (Senior Level Cross-Departmental Office) and Decentralized Departmental Delivery
- Model 3: Corporate Asset Management Office and Informal Decentralized Departmental Delivery
- Model 4: Corporate Asset Management Steering Team, Asset Management Delivery through Task Teams

Each of these models are discussed below together with the advantages, disadvantages and which municipalities currently use the model.

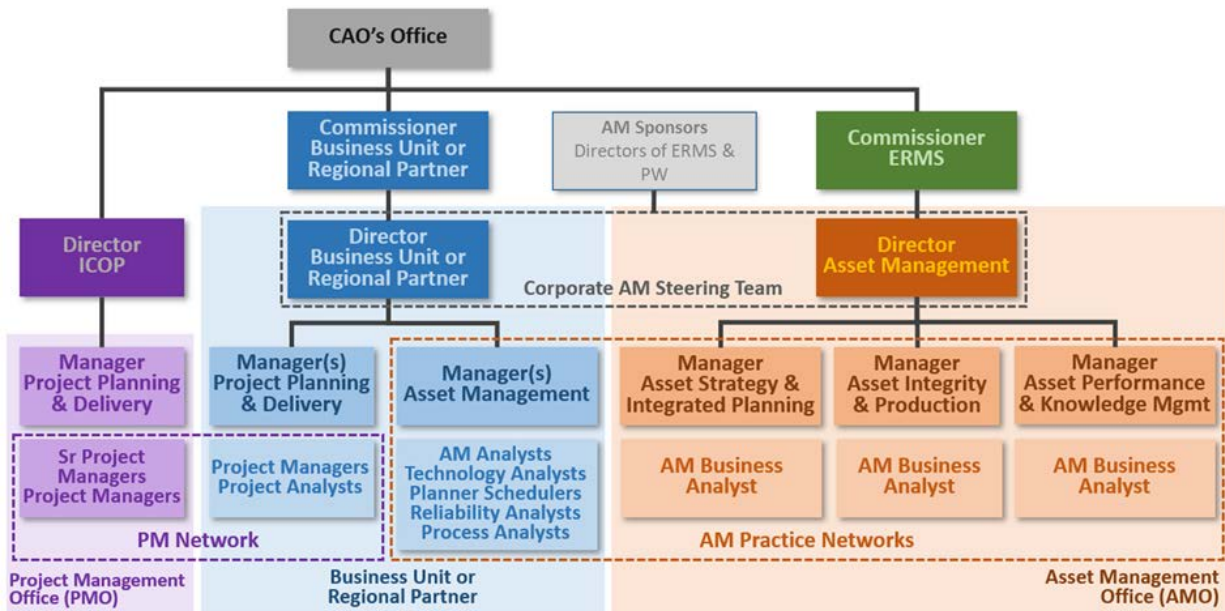
6.1.1 Model 1

Departmental Asset Management Steering Team (Facilitation and Advisory), Corporate Asset Management Office and Formal Decentralization Departmental Delivery – details in Table 6.1 and Figure 6.1 below:

Table 6.1 Model 1 Details

Municipalities with this Model	Advantages	Disadvantages	Notes
<ul style="list-style-type: none"> • Sydney Water • Columbus Department of Public Utilities • Auckland Council (New Zealand) • City of Calgary • Toronto Water • City of London • City of Winnipeg • City of Windsor • City of Mississauga • City of Grande Prairie 	<ul style="list-style-type: none"> • Consistency in Asset Management practices. • Standardization of tools and templates. • Autonomy and flexibility. • Collaboration. • High level of specialization & technical knowledge. • Dedicated Asset Management Office roles. • Clear career paths & succession planning. • Ownership of Asset Management remains with the Departments. 	<ul style="list-style-type: none"> • Adversarial relationships if the Asset Management Office is perceived to be prescriptive with policies and standards. • Resistance to corporate guidelines. • Additional staffing may be required. 	<ul style="list-style-type: none"> • Many organizations have found that this is the most successful governance model for the ongoing implementation of an Asset Management Program. • Allows for frequent, consistent collaboration and communication across the organization. • Allows for consistency in strategy but also provides for the flexibility in implementation unique to the service area assets and operating environment.

Figure 6.1 Model 1: Corporate AM Steering Team, Corporate AM Office, Formal Decentralized Departmental Delivery through Networks



Note: Table 6.6 provides a summary description for each of the proposed roles.

6.1.2 Model 2

Corporate Asset Management Steering Team (Senior Level Cross-Departmental Office) and Decentralized Departmental Delivery. The Region of Niagara is mostly aligned to this model with an initial Asset Management Steering Team for the Asset Management Strategy project (now disbanded) and Asset Management being done at the departmental level with formal and informal Asset Management roles. Details are provided in Table 6.2 and Figure 6.2:

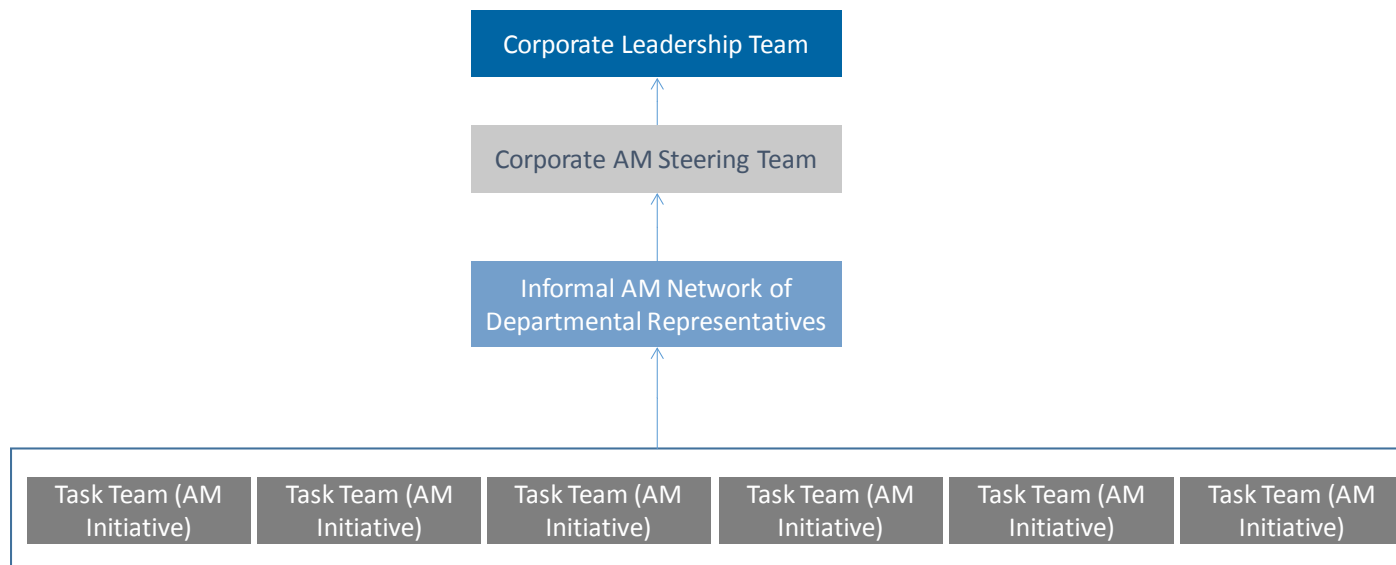
Table 6.2 Model 2 Details

Note the Region of Niagara is more aligned to this AM Governance Model

Municipalities with this Model	Advantages	Disadvantages	Notes
<ul style="list-style-type: none"> Palm Beach County Water Utility (USA) 	<ul style="list-style-type: none"> All Departments are involved in Asset Management 	<ul style="list-style-type: none"> Lengthy implementation. 	<ul style="list-style-type: none"> This is the easiest route for municipalities as it

Municipalities with this Model	Advantages	Disadvantages	Notes
<ul style="list-style-type: none"> Tacoma Water Region of Niagara 	<p>strategic & tactical decision making.</p> <ul style="list-style-type: none"> Departments control what is implemented and the level of support they require. No new hires. Overall it does not involve a significant change program. 	<ul style="list-style-type: none"> Lack of consistency. Lack of accountability and authority. Difficulty reaching consensus on key decisions. Staff may be overloaded. Concerns for long term viability of Asset Management Steering Team. Will take longer to show benefits of Asset Management Implementation. Work flow and information sharing silos that currently exist are unlikely to change. 	<p>requires no additional staff.</p> <ul style="list-style-type: none"> However, committee members have to work on Asset Management as well as their normal jobs. And commitment to the program wavers as other priorities get in the way Implementation of Asset Management elements vary in consistency and maturity Change management can be a challenge

Figure 6.2 Model 2: Corporate AM Steering Team (Senior Cross-Departmental Office), Decentralized Departmental Delivery



6.1.3 Model 3

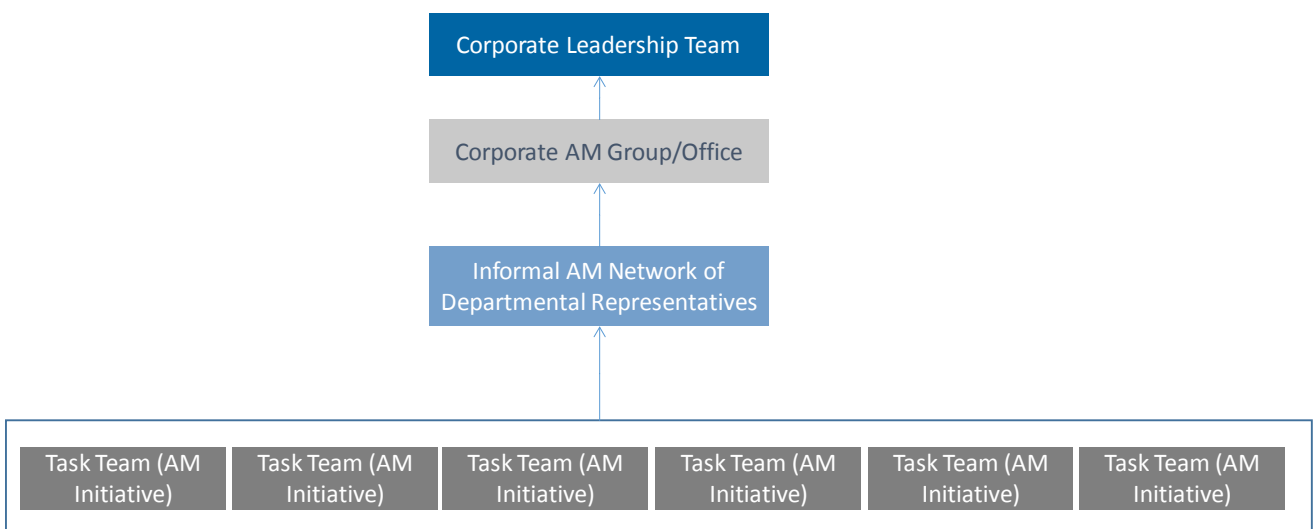
Corporate Asset Management Office and Informal Decentralized Departmental Delivery. Details are provided in Table 6.3 and Figure 6.3 below:

Table 6.3 Model 3 Details

Municipalities with this Model	Advantages	Disadvantages	Notes
<ul style="list-style-type: none"> Seattle Public Utilities (USA) Washington Suburban Sanitation Commission (USA) Most UK Utilities (e.g. Scottish Water) City of Brampton City of Ottawa City of Barrie Region of Peel 	<ul style="list-style-type: none"> Accountability for Asset Management is a core function. Consistency and tight control over all aspects of Asset Management. 	<ul style="list-style-type: none"> Departments could fear that the Asset Management Office will take over their operations. Asset Management Office could become disconnected from operational business units. 	<ul style="list-style-type: none"> This approach has not worked well and many municipalities that started down this route have now moved to implementing Model 1. Implementation of Asset Management elements vary in consistency and maturity Change management can be a challenge

Municipalities with this Model	Advantages	Disadvantages	Notes
			<ul style="list-style-type: none"> The Corporate Asset Management Office struggles to be seen as helpful and not prescriptive

Figure 6.3 Model 3: Corporate AM Office, Informal Decentralized Departmental Delivery



6.1.4 Model 4

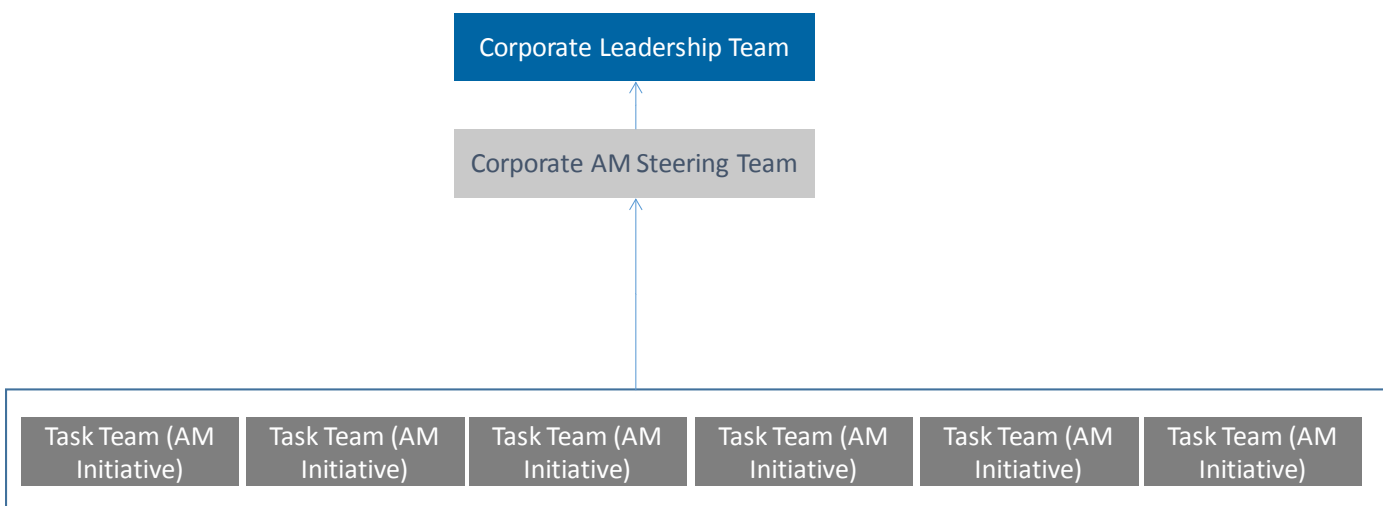
Corporate Asset Management Steering Team, Asset Management Delivery through Task Teams. Details are provided in Table 6.4 and Figure 6.4 below:

Table 6.4 Model 4 Details

Municipalities with this Model	Advantages	Disadvantages	Notes
<ul style="list-style-type: none"> City of Lincoln (Nebraska, USA) Town of Orangeville Strathcona County 	<ul style="list-style-type: none"> Departments are involved in both Asset Management strategic and tactical decision making. Departments have a forum for discussing 	<ul style="list-style-type: none"> Lengthy implementation. Lack of consistency. Lack of accountability and authority. 	<ul style="list-style-type: none"> This is another route for municipalities as it requires no additional staff and Asset Management Steering Team members have to work on Asset

Municipalities with this Model	Advantages	Disadvantages	Notes
	<p>implementation and support needs for Asset Management and in this way have some control on what is implemented and the level of support received.</p> <ul style="list-style-type: none"> No new hires required. 	<ul style="list-style-type: none"> Meetings can be adhoc and attendance can be seen as optional. Staff may be overloaded. Competing objectives duplication of frameworks and the development of standalone solutions. 	<p>Management as well as their normal jobs.</p> <ul style="list-style-type: none"> Implementation of Asset Management elements vary in consistency and maturity Change management can be a challenge This model has not been very successful.

Figure 6.4 Model 4: Corporate AM Steering Team, AM Delivery through Task Teams



Further evaluation of the four potential models is provided in Table 6.5 below. The scoring basis for the table is:

- Categories with a scoring continuum of a maximum score of 5 and a minimum score of 1
- A score of 1 least reflects the intent concept and a score of five fully realizes the intent of the concept

In GHD's experience, Model 1 is one of the stronger organizational designs, more widely adopted and incorporates many of the Asset Management leading design principles discussed previously.

Table 6.5 – Evaluation of Asset Management Governance Models

Organizational Design Principles	Model 1	Model 2	Model 3	Model 4
TOTAL SCORE	42 / 50	26/ 50	30/ 50	24/50
Corporate Asset Management (CAM) Office	Allows for autonomy and flexibility of CAM while still encouraging consistency and collaboration. Score -4	Lengthier implementation time and reduced consistency and accountability. Score - 3	Less collaborative with risk of CAM becoming disconnected from operational business units. Score - 2	Lengthier implementation time and reduced consistency and accountability. Score - 1
Reallocate and balance human resources and workload across positions within existing and vacant positions and provide for appropriate critical functions.	Core Asset Management responsibilities shouldered by CAM Score - 4	Asset Management responsibilities loaded on top of regular job duties for Asset Management Steering Team members. Score - 2	Core Asset Management responsibilities shouldered by CAM. Score - 4	Asset Management responsibilities loaded on top of regular job duties for Asset Management Steering Team members. Score - 2

Organizational Design Principles	Model 1	Model 2	Model 3	Model 4
Acknowledge and leverage the existing skill and expertise areas of management and staff; acknowledge the strengths of management and staff involved and identify and create opportunities for further enhancing skills (gap and skills analysis – development and succession planning).	Ownership of Asset Management remains with the Departments facilitating leverage of embedded skill and expertise. Clear career paths and succession planning for Asset Management. Score - 4	All Departments are involved in Asset Management strategic and tactical decision making. Score - 4	Tight control on over all aspects of Asset Management maintained by CAM. Risk of missing opportunities to leverage embedded skill and expertise. Clear career paths and succession planning for Asset Management. Score - 3	All Departments are involved in Asset Management strategic and tactical decision making. Score - 4
Reflect the organization's current Human Resources policies and practices.	Additional staffing is required. Score - 2	No new hires required. Score - 4	Additional staffing may be required. Score - 2	No new hires required. Score - 4
Decisions will consider the best interests of the organization, customer and staff.	Collaborative approach with ownership of Asset Management retained by Departments. Score - 5	Will take longer to show benefits of Asset Management implementation. Score - 2	Less collaborative with tight control over all aspects of Asset Management residing with CAM. Score - 3	Will take longer to show benefits of Asset Management implementation. Score - 2
Roles, responsibilities, communication links and decision making rights will be clearly defined.	Dedicated CAM roles. Collaborative approach with ownership of Asset Management retained by Departments Score - 5.	Informal delivery model. Lack of accountability and authority. Score - 2	Dedicated CAM roles. CAM could become disconnected from operational business units. Score - 3	Informal delivery model. Lack of accountability and authority. Score - 2

Organizational Design Principles	Model 1	Model 2	Model 3	Model 4
The structure will support the integration of Asset Management across the organization and the necessary interdepartmental relationships required to move the organization towards its vision so that activities fall within program boundaries.	Promotes consistency in Asset Management practices. Collaborative approach Score - 5	Lack of consistency. Workflow and information sharing silos that currently exist are unlikely to change. Score - 2	Consistency and tight control over all aspects of Asset Management. Less collaborative with risk of CAM becoming disconnected from operational business units. Score - 3	Lack of consistency. Potential for competing objectives (duplication of frameworks and development of standalone solutions). Score - 2
Enable the organization to attract and retain the right people/skills.	Dedicated CAM roles. Clear career paths and succession planning for Asset Management. Score - 5	Asset Management responsibilities loaded on top of regular job duties for Asset Management Steering Team members. Score - 3	Dedicated CAM roles. Clear career paths and succession planning for Asset Management. Score - 4	Asset Management responsibilities loaded on top of regular job duties for Asset Management Steering Team members. Score - 3
Provide for performance measurement of Asset Management program delivery.	Promotes consistency in Asset Management practices. Collaborative approach. Score - 4	Lack of consistency. Lack of accountability and authority. Score - 2	Consistency and tight control over all aspects of Asset Management. Less collaborative with risk of CAM becoming disconnected from operational business units. Score - 3	Lack of consistency. Lack of accountability and authority. Score - 2
The structure will be flexible to support and adapt to future Asset Management needs.	Autonomy and flexibility. Collaborative approach. Score - 4	Workflow and information sharing silos that currently exist are unlikely to change. Score - 2	Tight control over all aspects of Asset Management maintained by CAM. Score - 3	Potential for competing objectives (duplication of frameworks and development of standalone solutions). Score - 2

6.2 Asset Management Governance Model Considerations

Of the four models reviewed in the previous section, Model 1 is best suited to the Region and would be characterized by:

- Departmental Asset Management Steering Team
- Corporate Asset Management Office
- Formal Decentralized Departmental Delivery and Coordination

The previous work completed on asset management has been instrumental in establishing key Asset Management strategies and frameworks and the initial Asset Management Plans at the Region as well as establish overall awareness on Asset Management best in class practices. However, to effectively improve Asset Management maturity at each of the Region's departments/service areas it is necessary to consider another iteration of the current Asset Management practices. This model should not only focus on ongoing strategy development but also departmental Asset Management delivery and coordination. Asset Management governance should continue to comprise of a small Office of specialized Asset Management staff and can be referred to as the Corporate Asset Management (CAM) Office. The Formal Decentralized Delivery would be guided by Asset Management practitioners embedded in the various departments and will form various networks to coordinate Asset Management activities with representatives from the CAM Office. Work Offices (or Task Teams) should be created, with appropriate members from any of the departments to implement the updated Asset Management Strategy and associated Asset Management Roadmap. As Asset Management initiatives are identified and implemented, progress should be reported back up to the CAM Office and the Asset Management Steering Committee periodically. The value propositions for this model are summarized below:

- Allows for autonomy and flexibility of CAM while still encouraging consistency in Asset Management practices and collaboration.
- Will seek to realign and balance human resources and workload across positions within existing and vacant positions and provides for appropriate critical functions.
- Core Asset Management responsibilities shouldered by CAM through dedicated CAM roles and clear career paths and succession planning for Asset Management.
- Acknowledges and leverages the existing skill and expertise areas of management and staff; acknowledges the strengths of management and

staff involved, and identifies and creates opportunities for further enhancing skills (gap and skills analysis – development and succession planning).

- Ownership of Asset Management remains with the Departments/Divisions facilitating leverage of embedded skill and expertise.
- Aligns with the Region's Human Resources policies and practices.
- Decisions will consider the best interests of the organization, customer and staff.
- Collaborative approach with ownership of Asset Management retained by Departments/Divisions.

6.3 Asset Management Governance Model Recommendations

A number of recommendations are provided for updating the Region's current Asset Management Governance Model, these are listed in the following Table 6.6 and are aligned to the conclusions and opportunity gaps discussed above in Table 3.

Table 6.6 Summary of AM Governance Recommendations

Recommendation Overview	Recommendation Details
A. Organizational Design	
A true Corporate focus is needed for improving overall Asset Management maturity at the Region Adopt Organization Design Model 1	Make the following organization changes, building on the existing Asset Management governance elements: <ul style="list-style-type: none"> • Create a Corporate Asset Management Steering Team • Create a formal Corporate Asset Management Office • Implement a formal Decentralized Departmental Delivery through formal Asset Management roles and through Networks
	A dedicated Corporate Asset Management Team and decentralized Asset Management staff will be better positioned to implement and sustain best in class Asset Management practices at the Region
Establish and charter formal networks to enable standardization, collaboration, coordination and continuous improvement in Asset	Project Management Network: continue implementing the PM Network as per the recommendations of previous initiatives. This will provide a forum for project managers to standardize and establish consistency in project delivery across the Region's asset classes.

Recommendation Overview	Recommendation Details
Management practices and concepts at the Region	<p>Implement the following additional networks/communities of practice</p> <ul style="list-style-type: none"> • Asset Management Planning Network: Provide a forum for Asset Management practitioners to standardize and establish consistency in Asset Management practices and concepts, related Asset Management strategy, capital planning, budgeting and integrated project coordination across the Region's asset classes • Asset Management Productivity Network: Provide a forum for Asset Management practitioners to standardize and establish consistency in O&M practices and concepts related to maintenance/work order management, reliability and continuous improvement across the Region's asset classes • Asset Knowledge and Performance Management Network: Provide a forum for Asset Management practitioners to standardize and establish consistency in Asset Performance Management and Knowledge Management across the Region's asset classes
Build on the PFS role for Asset Management at the Business Unit by adding AM Analyst resources	PFS role can be supplemented with AM Analyst resources to support strategic AM financial activities
B. Asset Management Roles CAM Office	
Create and staff a Corporate Asset Management Office	<p>Create a Corporate Asset Management Office reporting to the Commissioner ERMS. Build out the CAM Office as follows:</p> <p>Director CAM Office</p> <ul style="list-style-type: none"> • Provides Region-wide leadership in the development and sustainability of the Asset Management program • Provides leadership to Asset Management roles in CAM and the various related network teams • Works collaboratively with PMO to meet and implement project planning and delivery objectives • Takes ownership for overall Asset Management maturity improvement at the Region • Realizes the value proposition for investing in Best in Class Asset Management practices and concepts <p>CAM Manager, Strategy & Integrated Planning</p>

Recommendation Overview	Recommendation Details
	<ul style="list-style-type: none"> • Leads the implementation of Planning related initiatives on the Asset Management Roadmap • Provides leadership for the Asset Management Strategy/Planning, & Project Network • Coordinates the development of the Region-wide Asset Management Plan • Provides quality assurance of the Region's Capital Program developed by each department • Develops and updates processes around Asset Management Planning • Undertakes external environmental scans and develops external and internal inputs for Asset Management <p>CAM Manager, Asset Integrity & Productivity</p> <ul style="list-style-type: none"> • Leads the implementation of O&M related initiatives on the Asset Management Roadmap • Provides leadership for the Asset Management Productivity Network • Oversees the implementation and monitors the effectiveness of the Asset Management Condition Assessment Program for the Region • Prepares the Region's State of the Asset Report • Develops, implements and supports a Region-wide asset reliability program • Coordinates the development of the Region's Asset Management Continuous Improvement Program – to be developed <p>CAM Manager, Asset Performance & Asset Knowledge Management</p> <ul style="list-style-type: none"> • Leads the implementation of Performance and knowledge related initiatives on the Asset Management Roadmap • Reviews and updates the Region's Asset Management Performance Management system on a regular basis (at least annually) to reflect substantial changes and/or improvements to Asset Management • Coordinates the implementation of the Asset Management Knowledge Management Strategy and monitors and reports on knowledge management performance • Updates Asset Management Knowledge in the key areas/categories (electronic, paper etc. – focus should be to have all knowledge in electronic form)

Recommendation Overview	Recommendation Details
	<ul style="list-style-type: none"> • Leads the development of the Asset Management Communication program • Leads the development and implementation of the Asset Management Training program
C. Project Management Office	Recommendations
<p>Ensure that the PM Office captures the key roles expected for effective integrated capital project delivery</p>	<p>Project Management and Delivery is an important pillar of Asset Management and there needs to be good alignment and coordination of the PMO with the CAM Group</p> <p>Project Management Office (Positions/Roles) necessary to support Asset Management Goals and Objectives:</p> <p>Manager PMO</p> <ul style="list-style-type: none"> • Work collaboratively with CAM Director to coordinate and achieve AM goals and objectives related to project planning and delivery • Provides leadership for the PM Office and the PM Network • Oversees and manages the Organizational Change Management Process for projects • Manages and provides oversight of project portfolio • Ensures consistency for project management approach and practice <p>Program Managers</p> <ul style="list-style-type: none"> • Develops and maintains Region PMBOK • Develops and maintains Project Management Information System (PM Portal & PM Software) • Develops and maintains the Project Management Dashboard • Conducts ongoing PM Training • Conducts ongoing project reviews • Conducts project audits • Provides support to PM in RFP/Tendering stage of the project lifecycle <p>Participates in PM Network meetings and activities</p>
D. Asset Management Roles Departmental	Recommendations

Recommendation Overview	Recommendation Details
Rebrand existing role and create a Departmental CAM Manager, Strategy & Planning Position to include business unit responsibility for Strategy, Planning, Performance and Knowledge Management	<p>CAM Manager (Strategy and Planning):</p> <ul style="list-style-type: none"> • Leads the implementation of Asset Management Roadmap initiatives at the department/Business Unit level • Leads the development and update of the Asset Management Plan • Leads the development of risk profiles, input to the capital plan and budget coordination • Integrated capital project delivery (infrastructure projects) coordination • Conducts medium and long term analysis using the Decision Support System (DSS) Tool for modelling asset deterioration, levels of service and to develop the long term investment profile for the asset base <p>(Asset Performance and Asset Knowledge Management)</p> <ul style="list-style-type: none"> • Develops and maintains the LOS Framework for the department, tracks asset performance (condition assessment, availability, capacity etc.) • Conducts an asset knowledge gap analysis, develops and implements a knowledge management plan for the department's assets • Provides input for implementation of an electronic document management system • Provides input into the overall Asset Management Training Plan and deliver training as necessary
Determine Need for Departmental AM Analyst roles to support financial and lifecycle management activities	<p>Business Analysis (Asset Management Focus):</p> <ul style="list-style-type: none"> • Budget planning and control • Asset financial investment planning • Risk profile development • Business case evaluation (for capital project requests) • Asset scenario modeling using the Decision Support System
Rebrand Planner/Schedulers to the W/WW and Transportation groups	<p>Maintenance Optimization and Reliability – rebrand one Reliability Analyst to the W/WW operations (could extend to other groups based on the return on the investment)</p> <ul style="list-style-type: none"> • Develops asset criticalities • Conducts reliability centered maintenance studies/pilots on critical assets

Recommendation Overview	Recommendation Details
<p>Rebrand a Reliability Analyst to the W/WW group</p> <p>Rebrand a Technology Analyst to W/WW, Transportation, Long Term Care, Police and EMS group</p>	<ul style="list-style-type: none"> • Conducts PM Optimization analysis • Conducts Root Cause Failure analysis • Conducts continuous improvement training for staff and facilitate CI initiatives <p>Maintenance Planning and scheduling – rebrand two Planner/Schedulers, one each in W/WW and Transportation</p> <ul style="list-style-type: none"> • Develops and maintains the maintenance dashboard • Conducts basic and advanced work order planning & scheduling • Conducts preventive maintenance optimization exercises • Analyzes asset data and conducts root cause analyses and reliability improvement initiatives • Provides input into ongoing work management system development <p>Asset Management Technology Analyst (as part of the business unit roles):</p> <ul style="list-style-type: none"> • Provides departmental level input for technology and data asset management • Actively provides and supports departmental requirements for ongoing system development lifecycle activities for Asset Management technology enablers
Resourcing strategy	
<p>Hire Director and Manager roles for the CAM Office – leverage existing vacancies if possible</p> <p>Rebrand existing roles in the Business Units to align with desired Asset Management positions/roles</p>	<p>Rebrand existing roles at the departmental level to meet Asset Management resourcing needs</p> <p>Utilize long term vacancies (Region-wide) to fill new CAM Office roles</p> <p>Set up temporary Task Teams to undertake Asset Management improvement projects on - these teams will disband on completion of the project.</p>
	<p>Provide the rationale to Political Decision-makers for Asset Management Development at the Region</p>

The changes discussed above are shown in Figures 6.5 and 6.6 below. Detailed roles and responsibilities for all asset management positions and networks or communities of practice will be provided in Tech Memo 2 (Task 3 deliverable) where the organizational impacts are analysed. Consider additional FTEs (new) if the above

does not yield the desired positions and gain Council approval for funding the recommendations of the Asset Management Governance Model.

Implementation priorities:

Immediate

1. Create a Corporate AM Steering Team
2. Create a formal Corporate AM Office (CAM):
 - a. Director of CAM
 - b. AM Manager and Analyst – Strategy & Integrated Planning
 - c. AM Manager and Analyst – Asset Integrity & Productivity
 - d. AM Manager and Analyst – Asset Performance & Asset Knowledge

Short term

Following the creation of the CAM office, and based on the results of the detailed organizational impacts of the AM Program, the following recommendations may need to be considered:

1. Rebrand (and augment with minor changes as necessary) existing roles & create AM Manager Position with business unit responsibility for Strategy, Planning, Performance & Knowledge Management
2. Implement a Formal Decentralized Departmental Delivery through formal AM roles and through Networks

Medium Term (AMO and Departmental AM Manager in Place)

1. Rebrand (and augment with minor changes as necessary) existing roles & create Planner/Schedulers to the W/WW and Transportation groups
2. Rebrand (and augment with minor changes as necessary) existing roles & create a Reliability Analyst to the W/WW group
3. Additional considerations regarding the long-term departmental support for AM will be required to determine the potential need to add AM Analyst roles to each department to support with lifecycle management activities.

In addition, a RACI Chart will be provided as part of Tech Memo 2 in line with the key elements of asset management to show who is Responsible, Accountable, Consulted and Informed (RACI).

As the Region continues to focus on the development of its Asset Management processes and practices, it will reach a level of relative Asset Management maturity

at which point the Region should consider transitioning its Asset Management governance structure to one that treats Asset Management more as “business as usual”. The Asset Management governance structure at maturity is characterized by the following:

- Primary role of the CAM Office continues but the focus of Asset Management becomes innovation and continuous improvement using data to drive optimal decision making. The CAM Office may report elsewhere in the organization if innovation and continuous improvement becomes a key strategy at the Region and has executive sponsorship.
- The Asset Management Steering Committee is dissolved as the need to provide overall guidance and direction for Asset Management development across the Region is reduced, the Corporate Asset Management Office is fully resourced and the Asset Management Networks are in place and functional.
- Elimination of Task Teams as Asset Management improvement projects becomes less frequent.

Figure 6.5 Proposed Asset Management Governance Model

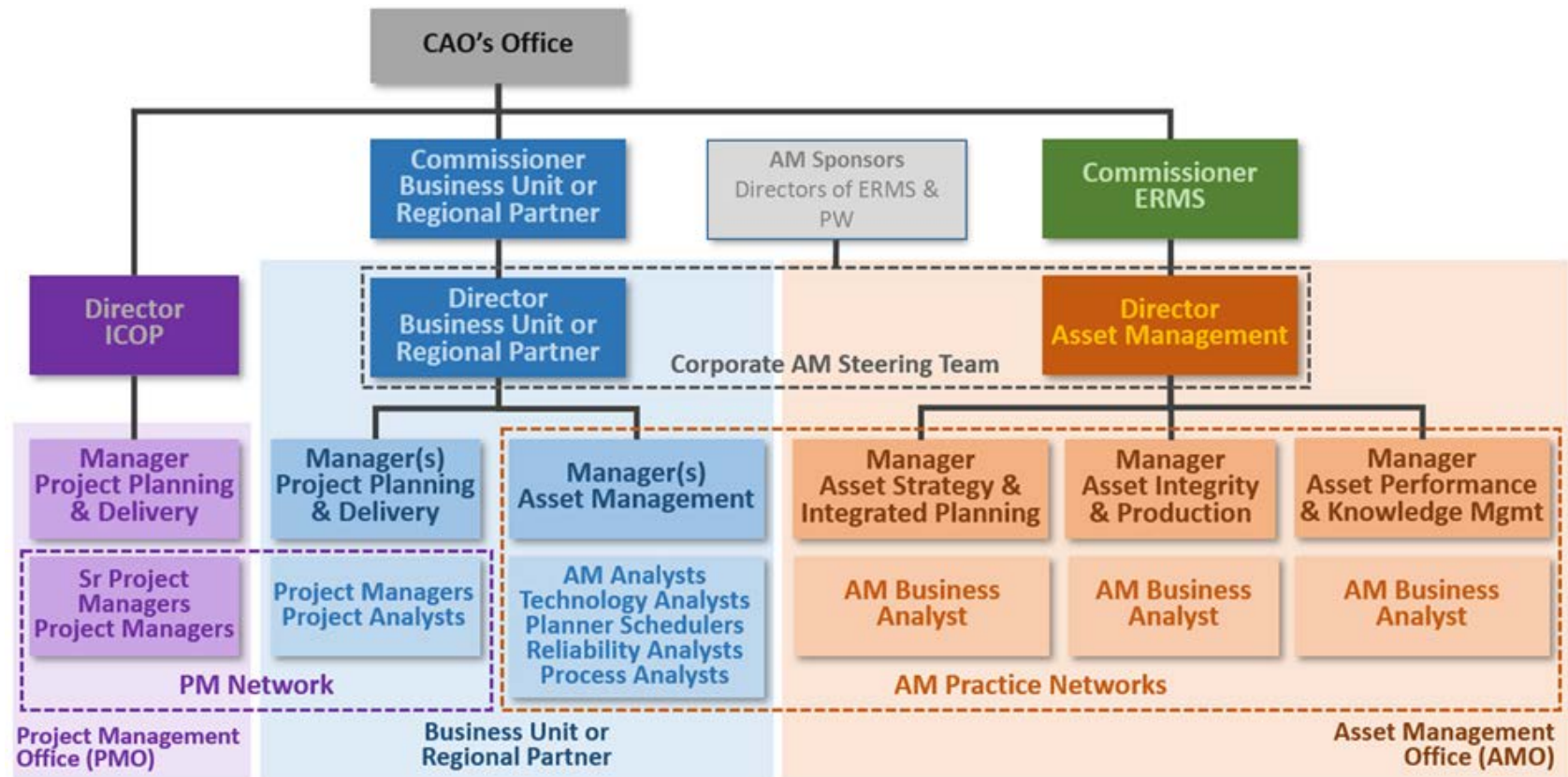
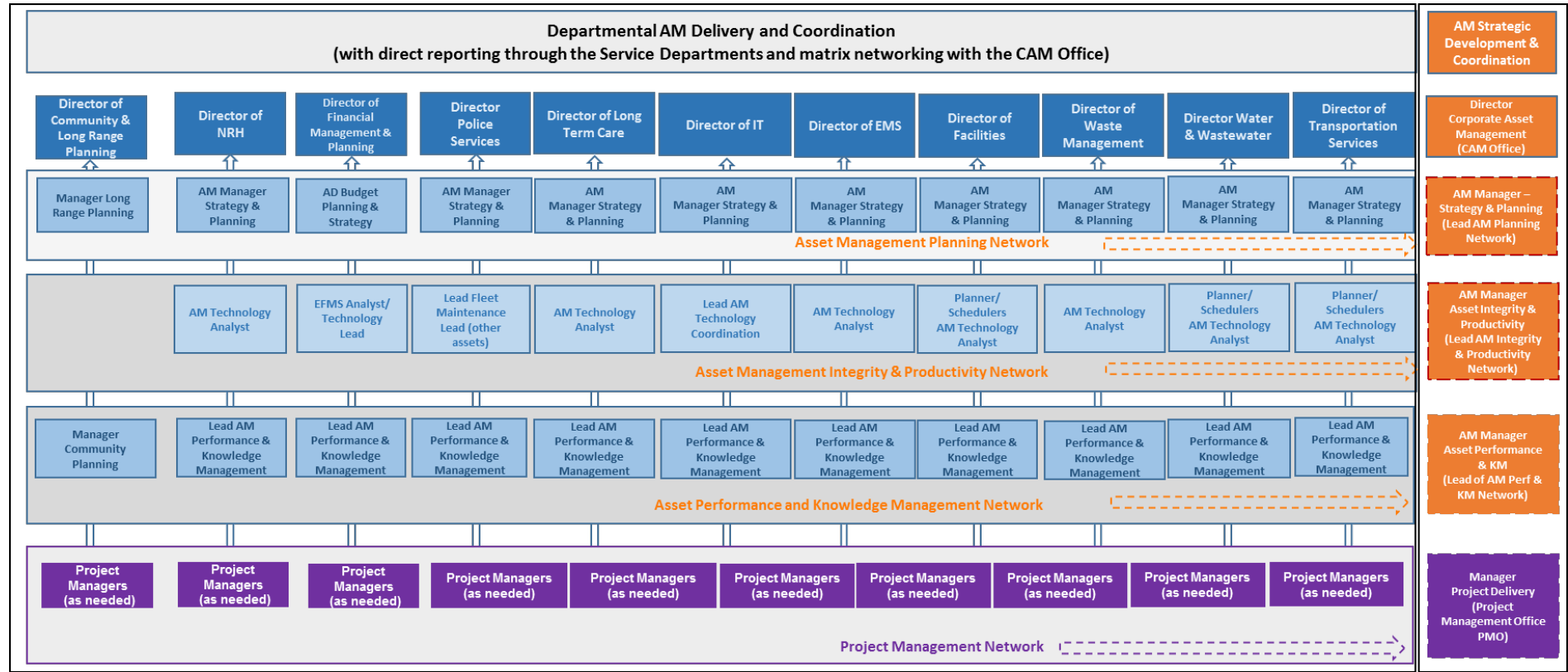


Figure 6.6 below shows the Asset Management Governance Model with the proposed Asset Management Networks (or Communities of Practice) that will enable the desired level of collaboration, coordination and continuous improvement.

It is important to note that the proposed resourcing is reflective of leading practices governance structure for the Region, and impacts and implementation feasibility will be addressed within the impact assessment.

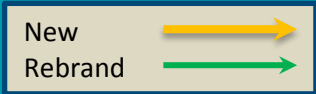
Figure 6.6 Communities of Practice



6.4 Governance Model Resourcing Summary

It is recommended that the Region transition over the next few years into the full Asset Management Governance Model. Table 6.7 provides a summary of the proposed resourcing for the next two years. New FTEs are shown in orange and positions to be filled by rebranding existing ones are shown in green. After this period, there will be a better understanding of gaps at the tactical and operational level and there will be a need to evaluate requirements for additional Asset Management Analysts in the various departments/business units, and Reliability and Planner Schedulers in the Public Works departments.

Table 6.7 – Asset Management Resourcing Impacts

Business Unit	AM Director	AM Manager	AM Analyst	Manager PMO	Program Manager	Project Manager	Reliability Analyst	Process Analyst	Planner Scheduler	Technology Analyst
PMO				As per Project Management Initiative 						
CAM	1	3	3							
Public Works		To be decided (TBD)	TBD				TBD	TBD	TBD	TBD
Other Business Units		TBD	TBD						TBD	TBD

Appendix A – Asset Management Program Charter

Asset Management Program Charter

Niagara Region's Asset Management project is focused on improving the Regions' overall effectiveness as it continues to provide its customers high quality services while balancing cost of service and risk.

The following Vision, Mission and Program Measures of Success will guide implementation.

Vision

Achieve excellence and efficiency in service delivery through all Region owned assets, at sustainable asset lifecycle costs, and acceptable levels of risk.

Mission

Asset management development at the Region is continuous and will be sustained into the future to provide levels of service (LOS) that the community and stakeholders need and are willing to pay for through:

- Preservation of assets
- Financial sustainability
- Skilled and knowledgeable people
- Protection of the environment
- Consideration of health and safety implications
- Compliance with all applicable regulations
- Sustainable growth

This will be embraced by staff and stakeholders, as they communicate a common purpose through use of current and accurate information, and application of consistent leading asset management principles and practices. Asset management is and will continue to be incorporated with other initiatives within the Region such as growth, planning processes and, development approvals.

Project Measures of Success

- ✓ Consistent with leading practices (ISO 55000, IIMM and SIMPLE AMP guideline)
- ✓ Informs lifecycle management decision making related to maintenance, renewal and capital programming based on levels of service, cost of service and risk considerations
- ✓ Objective prioritisation of capital needs across business lines
- ✓ Addresses financial, operational, administrative, regulatory and strategic Region wide requirements that contributes to our goal of economic prosperity
- ✓ Provides for a common organization wide approach to AM with clear accountabilities, roles and responsibilities and governance
- ✓ Achieve the desired culture change for excellence in AM



Asset Management Governance Impact Assessment Report

The Regional Municipality of Niagara

December 2018

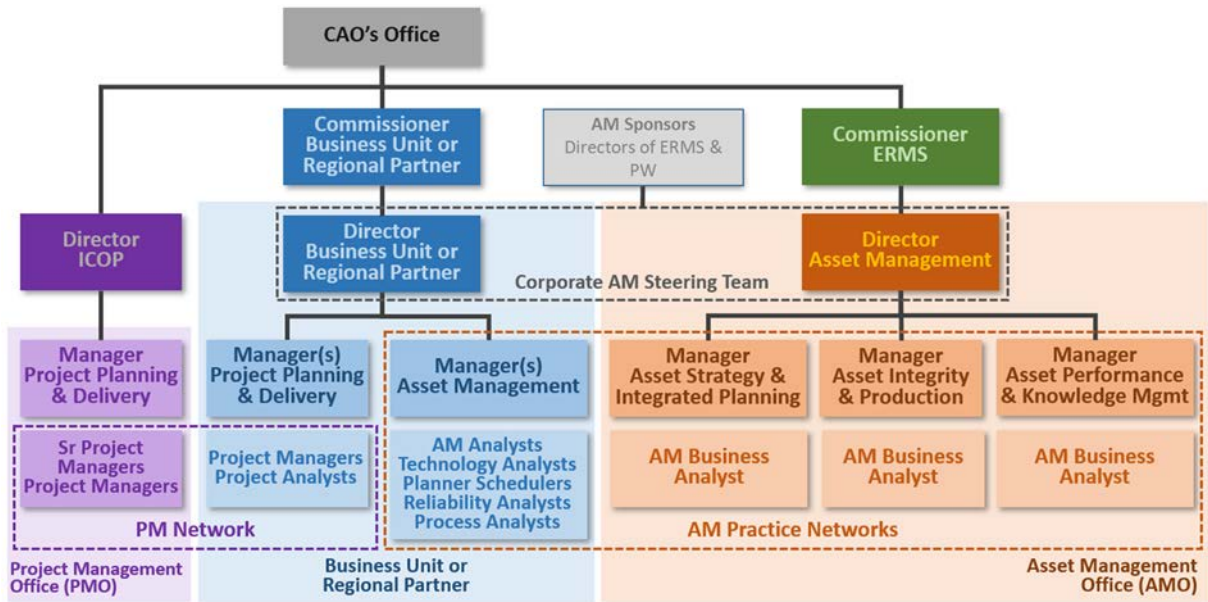
Table of Contents

1. Introduction	5
1.1 Background	5
1.2 Why does the Region need an AM Governance Model?.....	6
1.3 Methodology for Assessing Change Impacts	6
2. Defining the Change.....	8
2.1 Proposed AM Governance Model	8
2.2 Proposed Roles & Responsibilities for AM Governance.....	11
3. Change Impact Assessment.....	20
3.1 Introduction.....	20
3.2 Summary of Change Impacts	21

Executive Summary

The first part of the Asset Management (AM) Governance initiative has recommended creating a formal AM Governance Model with a clear organizational structure and appropriate authority, roles and responsibilities. The AM Governance Model (see Figure ES-1) will support the development and implementation of leading AM practices and enable the Region to meet *Ontario Regulation 588/17: AM Planning for Municipal Infrastructure*.

Figure ES-1 Proposed AM Governance Model



The AM Governance Model recommendations include a three step implementation plan, as shown below in Table ES-1.

Table ES-1 Recommended AM Governance Model Implementation

1. Corporate (Immediate)	2. Department (Short Term)	3. Departmental (Medium Term)
1.1 Create a Corporate AM Steering Team 1.2 Create (new) a formal Corporate AM Office (AMO): <ul style="list-style-type: none"> • Director of AMO • AM Manager & Analyst: Strategy & Integrated Planning • AM Manager & Analyst: Asset Integrity & Productivity • AM Manager & Analyst: Asset Performance & Asset Knowledge 	2.1 Create (augment) formal Departmental AM Responsibilities: <ul style="list-style-type: none"> • Departmental AM Managers 2.2 Establish AM Practice Networks across the Departments: <ul style="list-style-type: none"> • AM Planning Network • AM Productivity Network • Asset Knowledge & Performance Management Network 	3.1 Create (augment & new) formal Departmental AM Responsibilities: <ul style="list-style-type: none"> • Departmental Planner Schedulers • Departmental Technology Analysts (new) • Departmental Reliability Analysts • Departmental Process Analysts

The first part of this Impact Assessment Report provides details on the proposed AM Governance Model including the organizational structure, roles and responsibilities for both new and augmented corporate and departmental positions, and career track progressions. The estimated budget for the immediate seven new positions for the Corporate Asset Management Office (AMO) is estimated to be \$0.9 million per year.

With the implementation of the recommended AM Governance Model, some Region staff members will be required to adopt some form of change to their day-to-day work. Identifying the potential impacts resulting from this change on Regional staff, processes and technology provoked meaningful discussion around the change and will inform courses of action to address the change impacts within the Region in the appropriate timeframe (e.g. targeted communication, special training requirements).

The second part of this report outlines risks associated with change impacts to start building momentum within the Region, begin preparing leadership to guide people through the change, and inform the initiatives required to lead the Region towards success.

For the proposed AM Governance Model changes, the impact from a structure, people, and process perspective was assessed to be low to medium. Table ES-2 provides an overview of the assessment and strategies to mitigate the identified impacts and assessed degree of change.

Note: for the table below (C)=Communication, (T)=Training

Table ES-2 Overview of Change Impacts and Mitigation Strategies

Category / Criteria	Assessment	Rating	Mitigation Strategy*
Governance & Structure			(C) Benefits of new structure
Change in accountability or reporting relationship (e.g. level and / or position)?	Minor accountability change	Low	(C) How AM Networks will enable better collaboration of the AM practice across the Region
Change in the number of people required to do the work?	Yes		(C) New AMO and dept structures and roles
Change in location where work is performed?	No		
People			(C) Benefits of AM practices
Requires new skill(s) to perform the activity?	Considerable	Medium	(C) New skill(s) for roles
Tasks added or eliminated for a position?	Yes		(C) Added or eliminated task(s) for role
Requires a change in behavior or culture?	Minor		(C) How AM Governance Model will impact work
Requires significant training to learn how to perform the activity	Considerable		(T) Leverage capacity, skills and knowledge in HR for training to support the AMO (T) How to access curriculum and course info
Process			(C) Benefits of new process
Change in the way the work gets done?	Moderate	Medium	(C) New process (T) How to access curriculum and course information
Change in the frequency of performance of an activity?	Minor		
Change in the length of time required to perform an activity?	Minor		
Change in data sources or inputs?	Moderate		(C) New data sources
Change in reports or outputs?	Moderate		(C) New reports or outputs
Change in communication / interaction required to complete an activity	Minor		

1. Introduction

1.1 Background

The Region of Niagara has embarked on a multi-year phased Asset Management (AM) Program that is focused on improving the Region's overall efficiencies and effectiveness in delivering sustainable services through the development and implementation of leading asset management practices.

The AM Program consists of the following three (3) phases:



The first phase of the Region's AM Program, which was completed in 2017, included the development of an AM Strategy that measured the Region's asset management system maturity and outlined an AM Roadmap of initiatives to achieve efficiency and effectiveness in service delivery across the Region. The supporting services recommendations in the AM Strategy included initiative SS1: Develop and Implement an AM Governance Model.

The first part of the AM Governance initiative (documented in Technical Memorandum No. 1 *Asset Management Governance Charter, Vision, Mission and Potential Models*) has reviewed various AM governance models and identified a clear structure with appropriate authority, roles and responsibilities to support the development and implementation of leading asset management practices at the Region. The organizational structure considers the needs for corporate standardization and consistency in asset management and also provides the flexibility for implementation unique to the asset class and operating environment.

This report builds on Technical Memorandum No. 1 and provides a detailed impact assessment of the proposed AM governance model on the organization's structure focused on:

- How the proposed AM governance structure integrates with the Region's current organizational structure
- Details of positions being proposed for the AM governance model (including roles and responsibilities, anticipated new FTEs, augmentation of existing roles)
- A RACI (*Responsible, Accountable, Consulted and Informed*) chart which identifies the flow of information and the delineation of responsibility

- Job descriptions and career track progression for AM roles.

The following elements of the impact analysis are provided under separate covers:

- Tech. Memo No. 3: Training, Change & Communication Plan
- Tech. Memo No. 4: Business Case

1.2 Why does the Region need an AM Governance Model?

The Region's current capital asset portfolio has a replacement value in excess of \$7.4 billion. A structured and consistent approach to asset management is needed to coordinate and prioritize infrastructure spending.

In 2017, the Ontario government released a new regulation under the Jobs and Prosperity Act, 2015 – O.Reg.588/17 AM Planning for Municipal Infrastructure which prescribes the requirement for point responsibility for AM as well as deadlines for achieving the following:

- Strategic AM Policy (July 2019)
- Core Infrastructure AM Plan & current Levels of Service (July 2021)
- Comprehensive Infrastructure AM Plan & proposed Levels of Service (July 2023)
- Alignment of AM plans to the proposed Levels of Service and Financial Strategy (July 2024)

In addition to the above regulation, Federal and Provincial governments require updated comprehensive AM plans for Federal Gas Tax funding, future application based funding, and Development Charges.

1.3 Methodology for Assessing Change Impacts

As part of the approach to develop the AM Governance Model and to inform the impact analysis, workshops and interviews were held with key staff from across the Region. The Corporate Leadership Team (CLT), which also served as the Project Steering Team, was engaged at key milestones to review and endorse project recommendations and findings.

To align project recommendations with industry and leading practice, key project recommendations were also vetted through a peer review group made up of six other municipalities (Region of Waterloo, Region of York, Region of Peel, Toronto Water, City of Barrie and the City of Calgary) that have implemented AM governance models.

The approach used to gather change impacts for the AM Governance Model included the following steps:

- Assessing current state and to-be processes through the AM Strategy development (in 2017)
- Gathering change impacts through staff and middle management interviews (in August 2018)
- Reviewing and validating change impacts through middle management and senior leadership interviews in (September 2018)
- Identifying mitigation tactics.

The *Congruence Model* is based on the principle that an organization's performance is derived from four elements – structure, people, work and culture. The higher the congruence, or compatibility amongst these elements, the greater the performance.

As part of the impact analysis for the Region's AM Governance Model, GHD assessed congruency among the following elements of asset management to inform development of the deliverables for this phase of the project.

Table 1-1 Congruence Model

Elements of Congruency Model	Impact Analysis
Structure	
How standardized is the work?	<ul style="list-style-type: none"> • Training Plan
People	
Who interacts to get the work done?	<ul style="list-style-type: none"> • RACI Chart
What are people's expectations for career progression & organizational commitment?	<ul style="list-style-type: none"> • Job Descriptions • Career Track Progression • Business Case
Work	
What work needs to be done?	<ul style="list-style-type: none"> • RACI Chart
What work requires specific knowledge or skill?	<ul style="list-style-type: none"> • RACI Chart • Training Plan • Job Descriptions
What approach is needed to do the work best?	<ul style="list-style-type: none"> • Governance Model / Structure
Culture	
How does information flow around the organization?	<ul style="list-style-type: none"> • RACI Chart
How can leadership be leveraged?	<ul style="list-style-type: none"> • Change & Communications Plan • Business Case

2. Defining the Change

2.1 Proposed AM Governance Model

2.1.1 Organizational Design Principles

The most successful and effective AM governance models in place at municipalities and utilities share many of the same organizational design principles. The most common of these are:

- Sponsorship of the strategic vision, mission and values of the organization
- Alignment with the organization's current Human Resources policies and practices
- Clear definition of roles, responsibilities, communication links and decision making rights
- Balancing of human resources and workload across positions within existing and vacant positions and provision for appropriate critical functions
- Provision for the performance measurement of Asset Management program delivery
- Leveraging of existing skill and expertise areas of management and staff
- Facilitation of career development and progression through formal skills, training and succession planning programs
- Support for the integration of Asset Management across the organization and the necessary interdepartmental relationships required to move the organization towards its vision so that activities that need to be coordinated fall within program boundaries
- A flexible structure that can support and adapt to future Asset Management needs.

2.1.2 Current AM Governance at the Region

The Region's Corporate Leadership Team (CLT) also serves as the Corporate AM Steering Team. AM initiatives are supported and delivered through informal task teams made up of representatives from each department.

- Advantages of this model
 - A high level of engagement and representation of all Departments in AM strategic and tactical decision making
 - No new hires or FTEs are needed for AM
- Disadvantages of this model
 - A perceived absence of AM authority and sponsorship
 - Lengthier implementation times for AM initiatives because accountability is divested with many groups / individuals

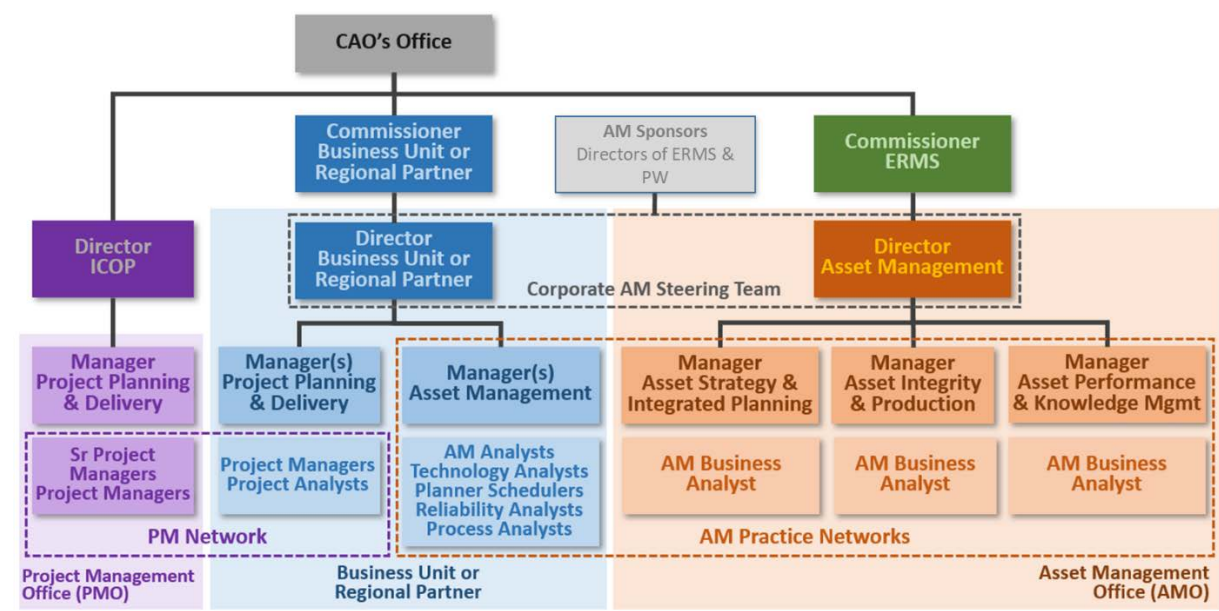
- A lack of consistency in how AM processes and practices are being applied across service groups
- Prolonged investment horizons to realize and demonstrate the ROI from outlays in AM
- Slow adoption of change and cultural shifts.

2.1.3 Proposed AM Governance Model for the Region

A number of asset management governance models were reviewed for the Region. Of the models reviewed, the model shown in Figure 2-1 (on the following page) is recommended. This model is characterized by:

- A Corporate Asset Management Steering Team
 - Consists of departmental representation to provide guidance, direction and feedback for the Asset Management Program
- A Corporate Asset Management Office (AMO)
 - A Director of AM
 - A Manager of AM Strategy and Integrated Planning
 - A Manager of Asset Integrity and Productivity
 - A Manager of Asset Knowledge and Performance Management
 - Three AM Analysts
- Formal Decentralized Departmental Delivery and Coordination
 - Guided by AM practitioners embedded in the various departments that will work together to form various networks to coordinate AM activities with representatives from the Corporate AMO.
- Practice Networks (or Work Offices or Task Teams)
 - Made up of appropriate members selected from any of the departments to support implementation of the AM Strategy and associated Asset Management Roadmap
 - As Asset Management initiatives are identified and implemented, progress is reported back up to the CAM Office and the Asset Management Steering Committee periodically.

Figure 2-1 Proposed AM Governance Model



This model fits in well with the Region’s present governance strategy that advocates the use of a hierarchical structure to provide oversight, leadership, management, implementation and collaboration and support authorities and functions (See Table 2-1).

Table 2-1 Governance Strategy at the Region

Governance Function	Governance Responsibility
Oversight	CAO / Corporate Leadership Team
Advocacy & Leadership	Steering Committee(s)
Management	Departmental Management
Implementation	Program Managers
Collaboration & Support	Departmental Leads

The Region has been successful in implementing a centralized corporate functional group with decentralized departmental support to the business lines in the Communications, Human Resources, IT and Finance Groups.

2.2 Proposed Roles & Responsibilities for AM Governance

2.2.1 Proposed Roles for AM Governance

A summary of the proposed new or augmented roles for the AM governance model by Office / Department is provided below.

Table 2-2 Corporate Asset Management (CAM) Office

Proposed Position	New or Augmented Role
Director of AM	New (1)
Manager of AM Strategy & Integrated Planning	New (1)
Manager of Asset Integrity & Productivity	New (1)
Manger of Asset Knowledge & Performance Management	New (1)
AM Analysts	New (3)

Table 2-3 Departments New or Augmented Roles (number)

Proposed Position	Transport	W&WW	Waste	Facilities	IT
AM Manager	Aug (1)	Aug (1)	Aug (1)	Aug (1)	Aug (1)
AM Analyst	Aug (1)	Aug (1)	Aug (1)	Aug (1)	Aug (1)
Technology Analyst	Potential Future (1)	Potential Future (1)	Potential Future (1)	Potential Future (1)	Potential Future (1)
Planner / Scheduler	Aug (2)	Aug (2)		Aug (1)	
Process Analyst		Aug (2)			
Reliability Analyst		Aug (1)			

Table 2-4 Departments New or Augmented Roles, cont'd (number)

Proposed Position	EMS	Police	LTC	NRH
AM Manager	Aug (1)	Aug (1)	Aug (1)	Aug (1)
AM Analyst	Potential Future (1)	Potential Future (1)	Potential Future (1)	Potential Future (1)
Technology Analyst	Aug (1)	Aug (1)	Aug (1)	Aug (1)

2.2.2 Proposed Responsibilities for AM Governance

AM is a business model that requires governance to implement and sustain it. To be effective, an AM governance framework must include a clear description of the governance roles, accountabilities and responsibilities. Doing so helps to form the terms of reference for the roles making up an organization's AM governance model.

A RACI (Responsible, Accountable, Consulted and Informed) chart which includes key elements of the AM System (aligned to the Region's AM Strategy and Roadmap), sub elements or practices, practice descriptions and responsible parties is shown in the RACI chart below (See Table 2-5). The following legend applies to the chart:

- R: Does the step
- A: Accountable for the step
- C: Consulted with before the step
- I: Informed when the step is completed

Table 2-5 AM Governance RACI Chart

Key AM Elements	Leading Practices Description	LENGEND: R: Does the step A: Accountable C: Consulted with I: Informed	AM Steering Committee	Corporate AM Office	Dept AM Managers	Dept AM Analyst	Dept Technology Analyst	Dept Planner/ Schedulers	AM Planning Network	AM Productivity Network	Project Management Network
Setting Direction											
AM Policy	The asset management policy has been documented, authorized and approved. It is aligned with other Organizational policies and is monitored and updated on a regular basis.		A	R/C	C/I	I	I	I	C/I	C/I	C/I
AM Strategy	The AM strategy is derived from the AM policy and the strategic plan and takes into account the lifecycle of assets, related risks, criticality, asset types and system functions and condition. It describes the approach and principal methods by which assets will be managed. Like the AM policy, the AM strategy is reviewed on a regular basis.		I	I	A/R	C	C	C	C	C	C
Demand Analysis	This area focuses on the capture and analysis of historical demand data. It incorporates the impact of demand from demographic changes in the customer base, growth, aging infrastructure, key stakeholders, state and nature of the economy, pending or proposed changes in regulations.		I	C/I	A/R	C	C	C	C	C	C
Setting AM Objectives	Measurable objectives have been developed (i.e. capable of objective assessment that incorporates legal, regulatory, statutory, stakeholder and business requirements).		C/I	C/I	A/R	C	C	C	C/I	C/I	C/I
Programming											
Accounting & Costing	Asset valuations and effective lives are in place. Costs are captured throughout the asset lifecycle and are capable of being rolled up through the asset hierarchy. A process is in place for determining future liabilities (capital and operational) based on residual risk and an asset renewal program. A process in place for TCA (PSAB 3150).		I	C/I	A	R/C	C	C	C	C/I	C/I
Strategic Planning	Processes are in place for making optimized asset renewal decisions by identifying the most economical renewal solution and point in time to renew an asset, capturing/assessing lifecycle costs, identification of cost reduction or service level improvement opportunities, and for working with customers and other stakeholders during long term strategic planning. In addition, capital, operations and maintenance expenditures are linked with overall business goals in triple bottom line (social, economic and environmental) terms.		I	A	R	C/I	C	C	C	C/I	C/I
Capital Expenditure Evaluation	Policies are in place for linking service demand with the level of expenditure necessary to achieve long term sustainability. In addition, processes are in place for evaluating capital projects and supply or program delivery options. Out of the Box solutions (such as “Do Nothing, Project Deferral, manage the Risk, and Non-Asset solutions) are considered and recorded as options. Economic evaluations (business cases that develop Internal Rate of Return, Benefit Cost Ratio or Net Present Values) are used to decide on options and includes Operations and Maintenance costs.		I	C/I	A/R	C	C	C	C	C/I	C/I
Preparation											
Maintenance Decision Making	A maintenance policy is in place to define what, why and when the municipality undertakes maintenance of its assets. Processes are in place for setting strategic level maintenance framework (such as Preventive Maintenance, Predictive Maintenance and Reliability Centered Maintenance) that defines how the organization undertakes maintenance of its assets. Processes are in place for reviewing and analyzing the effectiveness of maintenance programs.		I	A	A/R	I	C/I	R	C/I	R/C	C/I
Asset Management Plans (AMPs)	AMPs exist for each service that is provided (usually by major asset class) and there are processes in place for producing AMPs from a strategic perspective. AMPs include a record of current and future levels of service, knowledge of the assets, predictions of major failure modes and the business risk exposure, optimal renewal strategies to extend asset life LOS, capital projects necessary to service new customers or requirements. AMPs have a clear link to business plans and goals.		I	A	R	R	C	C	C	C	C
Implementation of AM Plans	Roles & responsibilities for AMP implementation are clearly defined together with processes for AMP implementation, review and update. Processes are also in place to ensure that the municipality is capable of delivering the work programs set out in the AMP.		I	C/I	A/R	R	R	R	C/I	C/I	C/I

Key AM Elements	Leading Practices Description	LENGEND: R: Does the step A: Accountable C: Consulted with I: Informed	AM Steering Committee	Corporate AM Office	Dept AM Managers	Dept AM Analyst	Dept Technology Analyst	Dept Planner/Schedulers	AM Planning Network	AM Productivity Network	Project Management Network
Maintenance Decision Making	Processes are in place for setting strategic level maintenance framework (such as Preventive Maintenance, Predictive Maintenance and Reliability Centred Maintenance) that defines how the organization undertakes maintenance of its assets. Processes are also in place for reviewing and analyzing the effectiveness of maintenance programs.		I	A	A/R	I	C/I	R	C/I	R/C	C/I
Implementation											
Operations	Processes exist for successful operation and monitoring of assets supported by well documented operating procedures/manuals. There is a complaints system that ensures customer complaints are handled effectively. In addition, processes are in place for the development and maintenance of Emergency Response Plans including for what event and against what level and criticality of asset the plans are to be completed.		I	C/I	C/I	C	R/C	A/R	C/I	R/C	C/I
Creation & Acquisition	Processes are in place for the successful program management of the asset creation or acquisition program. In addition, processes exist for contract administration, project management, value engineering, optimum maintainability/operability, construction, and for asset commissioning and handover. These are all based on clearly defined standards (e.g. design standards by asset class).		I	C/I	C/I	I	C/I	C/I	C/I	C/I	A/R
Maintenance	Processes exist for the monitoring and control of the maintenance program, recording and reporting maintenance costs and for developing and maintaining contents of maintenance manuals and instructions. In addition, there are processes in place for ensuring that facilities, equipment and tools are maintained and calibrated as required.		I	C/I	C/I	I	R/C	A/R	C/I	C/I	I
Work & Resource Management	Processes are in place for matching skills to the demand for services and activities, prioritizing work, control inventory stock and managing larger projects that involve multiple tasks.		I	C/I	C/I	I	R/C	A/R	C/I	C/I	C/I
Rationalization & Disposal	Processes are in place for the Rationalization of the asset portfolio and disposal of unwanted assets.		I	I	A/R	C/I	R/C	R/C	C/I	C/I	C/I
Asset Monitoring											
Asset Condition Monitoring	Processes are developed for assessing the condition for the various asset classes, together with appropriate controls, analysis and corrective action following asset condition parameter exceedance.		I	C/I	A/R	C/I	R/C	R/C	C/I	C/I	C/I
Asset Performance Monitoring	Processes are developed for monitoring of asset performance for the various asset classes, together with appropriate controls, analysis and corrective action following poor performance.		I	C/I	A/R	C/I	R/C	R/C	C/I	C/I	C/I
Incident Investigation	There is a clear process and responsibility for handling investigation and mitigation of asset related failures, incidents and emergency situations. In addition, a process is in place for determining preventative actions and communicating results of the investigation.		I	C/I	C	I	C/I	A/R	I	I	I
Management System Review											
Management System	The asset management system (including AM policy, strategy, objectives and plan(s)) is defined, documented and fully established. It includes process diagrams/flow charts and records to demonstrate conformance. There are internal quality assurance practices in place ensure that the performance of the asset management system is as desired.		A	A/R	R	R	R	R	I	C/I	C/I
Business Risk Management	A risk management framework is in place and considers desired levels of service, probability and consequences. Processes exist for analyzing risks including the makeup and ranking of risks and managing risk reduction including the assessment of mitigation options. Business risk management also includes weather risk, climate change adaptation and mitigation.		C/I	A/R	R/C	C	C	C	C	C/I	C/I
Asset Risk Management	This is similar to the above but with a focus on the physical asset. It includes failure mode prediction (processes for predicting expected failure modes of assets) and control of asset risks.		C/I	A/R	R/C	C	C	C	C	C/I	C/I

Key AM Elements	Leading Practices Description	LENGEND: R: Does the step A: Accountable	C: Consulted with I: Informed	AM Steering Committee	Corporate AM Office	Dept AM Managers	Dept AM Analyst	Dept Technology Analyst	Dept Planner/Schedulers	AM Planning Network	AM Productivity Network	Project Management Network
Continuous Improvement	An audit program for continual improvement of the AM system and processes is in place with assigned responsibilities for auditing. Processes are in place for externally benchmarking AM. There is also a sustainable development strategy in place that considers social, environmental, staff wellbeing and environmental responsibilities.			I	C/I	A/R	C	C	C	C	C/I	C/I
Legal, Regulatory & Other Requirements	Procedures are in place for identifying and providing access to all applicable legal and statutory requirements, these requirements are incorporated into the asset management system. Processes are also in place to communicate requirements and demonstrate compliance.			I	I	A/R	C	C	R/C	I	C/I	C/I
People & Organization												
Organizational Issues	There is a clear structure with appropriate authority, roles and responsibilities in place to support AM. There is usually a single executive with overall AM responsibility, an AM Coordinating Group or Steering Committee, Implementation Team or Coordinating group, and a AM Managers/Coordinators by major asset class.			I	I	A	C	C	C/I	I	C/I	C/I
People Issues	Desired AM skills and competencies are documented and a training program is in place to deliver these skills to staff. There are processes in place to manage and implement AM related change throughout the business and to review whether the appropriate skills and staff numbers are available for implementing best practices. In addition, processes are in place for managing knowledge throughout the business.			I	I	A	C	C	C/I	I	C/I	C/I
Commercial	Core and non-core activities have been defined together with a clear contracting strategy. Processes are in place to develop and manage high quality specifications for contracts and service agreements as well as to ensure contractors have access to the required information and data. In addition, there are processes in place for assessing and selecting contractors as well as monitoring their performance.			I	I	A	C	C	C/I	C/I	C/I	C/I
Communication	There are processes in place to enable dissemination and feedback of asset management related performance and other relevant information on a timely basis. This process also enables continuous improvement in the AM space.			I	I	A	C	C	C/I	C/I	C/I	C/I
Data & Information												
Processes for Managing Asset Knowledge	Asset management data and information required to perform asset management activities, considering all phases of the asset life cycle, have been identified. The appropriate level of asset detail, the appropriate asset attributes, and the appropriate quality of each data element have been established based on the benefit garnered by each data element. Available and access to data are defined for different types of users and different types of data. Procedures have been defined to ensure security, archiving and preservation of data.			I	C/I	A	A/R	R/C	R/C	C/I	C/I	C/I
Asset Data & Knowledge	Asset data required for asset management are being collected at the appropriate level of asset detail, for the appropriate the asset attributes, and with the appropriate quality. Asset data is organized in a way that allows for analysis, reporting and manipulation based on type, location, material, site and other characteristics relevant to the business. Spatial data are stored within GIS, especially all distributed linear assets and locations of larger facilities. Parent and child relationships have been defined to allow asset data to be aggregated in ways that are meaningful to the organization.			I	C/I	A	A/R	R/C	R/C	C/I	C/I	C/I
Activity Data & Knowledge	Risk assessments provide input into identification of adequate resources and training and competency needs. Historical maintenance, operational and cost data are available. Asset valuation, life cycle costs and cost data for construction, renewal and maintenance interventions are available. Resource information on work force, skills, materials and tools are used to manage operational and capital activities.			I	C/I	A	A/R	R/C	R/C	C/I	C/I	C/I
Technology Systems												

Key AM Elements	Leading Practices Description	LENGEND: R: Does the step A: Accountable C: Consulted with I: Informed	AM Steering Committee	Corporate AM Office	Dept AM Managers	Dept AM Analyst	Dept Technology Analyst	Dept Planner/Schedulers	AM Planning Network	AM Productivity Network	Project Management Network
Information System Issues	The organization has processes to ensure that asset management information systems are appropriate for its needs, and data are of requisite quality, accuracy and consistency. IT systems are linked and staff have ready access to IT systems and up-to-date data. An IT system strategy has been developed, which addresses AM activities and accommodates growth in AM data and information. Mobile computing tools are used by field operations and maintenance staff for rapid entry and live access.		I	C/I	R/C	C/I	R/C	R/C	C/I	C/I	C/I
Financial & HR Information Systems	IT systems are available to support financial activities; to track customer property details; to store, manage and report on data derived from independent information systems; and to plan workforce competency, training and recruiting. Cost centres have been structured to allow meaningful categorisation of costs at an appropriate level of detail. Costs are attributed to appropriate levels of the asset hierarchy. Maintenance and operational costs are attributed to specific assets.		I	C	C	A/R	C/I	C	C/I	C/I	C/I
Asset & Work Management Information Systems	IT systems store and track customer complaints and enquiries from receipt to resolution. Unique asset identification numbers assigned to all assets in the system, and associated to asset attributes. Asset locations and key attributes for all distributed and linear / networked assets are spatially stored (GIS). Maintenance activities, including work orders, work scheduling, controlling and costing are managed by a maintenance management system. Labour, equipment, tools and materials are tracked in a job resource management system. Emergency response plans are linked through to the asset register in accordance with the data standard using an emergency response plan information system. Condition data is stored and analyzed with respect to parameters or required level of service. Risk assessments are performed to determine probabilities and consequences of failure. Results are stored in a risk assessment information system. Tools are used to track timing and costing of multiple project tasks and resources required to produce required deliverables.		I	A/R	R/C	I	C	R/C	C/I	R/C	C/I
Supply & Logistics Management Information Systems	IT systems are used to track inventory, spares, stores, purchasing and supplier information. Levels of stores and spare parts to be carried are optimized across the organization based on criticality, planned or scheduled consumption and order lead time.		I	C/I	C/I	I	R/C	A/R	C/I	C/I	C/I
Advanced Information Systems	IT systems are used to manage, store and access detailed drawings, documents, guidelines, manuals and policies related to assets and asset management. Capacity modelling tools are used to determine current capacity needs and to forecast future needs. Predictive models are used to estimate asset failure in terms of capacity, reliability, condition, performance and outages / emergency failures. Life cycle costs are modelled for different asset options to support comparison of renewal and investment alternatives.		I	A/R	R/C	R/C	R/C	R/C	C/I	C/I	C/I

2.2.3 Proposed Job Descriptions for AM Governance

Key roles have been identified as part of the proposed AM governance model. The aim is to align defined qualifications and competencies within each role to achieve consistency across the governance model, and to support training and succession planning.

There are certain job descriptions that the Region needs to incorporate into any new positions, and over time, augment and align existing positions to meet the roles, responsibilities and qualifications of the proposed AM governance model.

Standardized job descriptions have been developed for each of the following roles / positions and are provided in Appendix A.

Table 2-6 Proposed Job Summaries for AM Governance

Role	Summary Description
CAM Director of Asset Management	<ul style="list-style-type: none"> Provides Region wide leadership in the development and sustainability of the Asset Management program Works collaboratively with PMO to meet and implement project planning and delivery objectives Takes ownership for overall Asset Management maturity improvement at the Region
CAM Manager of Strategy & Integrated Planning	<ul style="list-style-type: none"> Leads the implementation of Planning related initiatives on the Asset Management Roadmap Provides quality assurance of the Region's Capital Program developed by each department Develops and updates processes around Asset Management Planning
CAM Manager of Asset Integrity and Productivity	<ul style="list-style-type: none"> Leads the implementation of O&M related initiatives on the Asset Management Roadmap Prepares the Region's State of the Asset Report Develops, implements and supports a Region-wide asset reliability program
CAM Manager of Asset Knowledge and Performance Management	<ul style="list-style-type: none"> Leads the implementation of Performance and knowledge related initiatives on the Asset Management Roadmap Leads the development of the Asset Management Communication program Leads the development and implementation of the Asset Management Training program
Dept Asset Manager	<ul style="list-style-type: none"> Leads the implementation of Asset Management Roadmap initiatives at the department/Business Unit level Leads the development and update of the Asset Management Plan Develops and maintains the LOS Framework for the department, tracks asset performance (condition assessment, availability, capacity etc.)

Role	Summary Description
	<ul style="list-style-type: none"> Conducts an asset knowledge gap analysis, develops and implements a knowledge management plan for the department's assets
Dept Business Analyst	<ul style="list-style-type: none"> Plans for and controls the budget Plans for asset financial investments Develops risk profiles Develops and evaluates business cases or capital project requests Conducts asset scenario modeling using the Decision Support System
Dept Technology Analyst	<ul style="list-style-type: none"> Provides departmental level input for technology and data asset management Actively provides and supports departmental requirements for ongoing system development lifecycle activities for Asset Management technology enablers
Dept Planner / Scheduler	<ul style="list-style-type: none"> Develops and maintains the maintenance dashboard Conducts basic and advanced work order planning & scheduling Conducts preventive maintenance optimization exercises Analyzes asset data and conducts root cause analyses and reliability improvement initiatives Provides input into ongoing work management system development
Dept Reliability Analyst	<ul style="list-style-type: none"> Conducts PM Optimization analysis Conducts Root Cause Failure analysis Conducts continuous improvement training for staff and facilitate CI initiatives
Dept Process Analyst	<ul style="list-style-type: none"> Creates process documentation/workflows, knowledge articles and self-service guidance for the department Collects and documents business requirements for project and process improvement/automation efforts Reviews information and trends to ensure that the output of processes are achieving the desired results and that services are meeting agreed upon service levels Conducts maturity assessments against the process activities to highlight areas of improvement or concerns

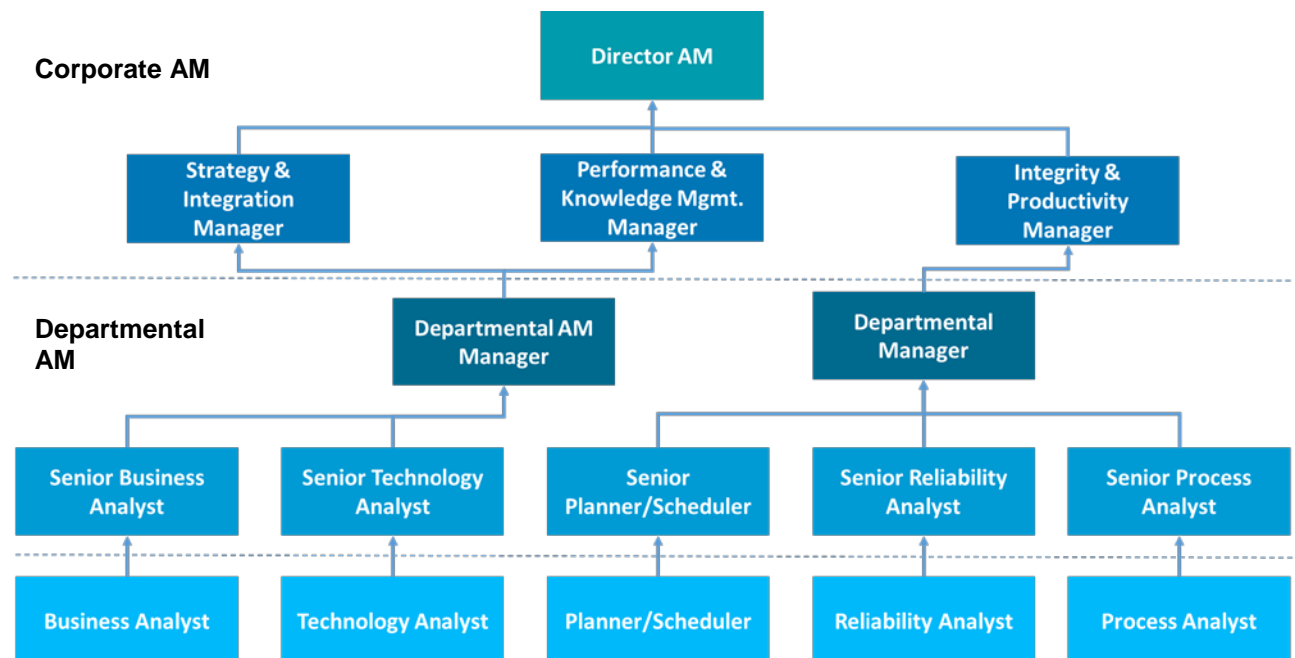
2.2.4 Proposed Career Track Progression for AM Governance

Career progression is a critical part of a governance framework and demonstrates an organization's commitment to developing career paths for its employees. It also facilitates its ability to recruit and retain top-performing talent. Formalized career paths sends a message to employees that they are valuable and benefits the organization by:

- Supporting business continuity planning
- Establishing a pipeline of qualified and motivated talent that is prepared to take on broader responsibilities when current staff and other key employees leave the organization
- Ensuring key core competencies and qualifications are available to achieve strategic plans and objectives of the organization.

The following figure summarizes role responsibilities for AM governance roles proposed for the Region. It is noted that formal succession planning for AM roles will be facilitated as part of the Region's *Succession Planning and Critical Roles Program* once the governance model is established.

Figure 2-2 Proposed AM Governance Model Career Track Progression



3. Change Impact Assessment

3.1 Introduction

With the implementation of the recommended AM Governance Model, some Region staff members will be required to adopt some form of change to their day-to-day work. Identifying the potential impacts resulting from this change on Regional staff, processes and technology will provoke meaningful discussion around the change and inform courses of action to address the change impacts within the Region in the appropriate timeframe (e.g. targeted communication, special training requirements).

This part of the AM Governance initiative identifies key benefits and risks associated with change impacts to start building momentum within the Region, begin preparing leadership to guide people through the change, and inform the initiatives required to lead the Region towards success.

To understand the Region's current readiness for change, a number of factors were considered. Table 3-1 provides an overview of the assessment factors, and how they have been assessed.

Table 3-1 Overview of Impact Assessment Categories and Criteria

Category	Criteria	High	Medium	Low
Governance & Structure	<ul style="list-style-type: none"> Does the accountability or reporting relationship change? Is there a change in the number of people required to do the work? Does the location where the work is performed change? 	Significant accountability change (level and position)	Moderate accountability change	Change in location
People	<ul style="list-style-type: none"> Are there new skills required to perform the activity? Are there tasks eliminated for a position? Is there a change in behavior or culture? Is significant training required? 	Requires significant amount of training and support	Requires considerable training; tasks are added or deleted	1 out of 3 criteria apply
Process	<ul style="list-style-type: none"> Change in the way work gets done Change in the frequency required to perform an activity Change in the length of time required to perform an activity Change in data sources or inputs 	4 out of 6 criteria apply	3 out of 6 criteria apply	2 out of 6 criteria apply

Category	Criteria	High	Medium	Low
	<ul style="list-style-type: none"> Change in reports or outputs Change in communication / interaction required to complete an activity 			

3.2 Summary of Change Impacts

The following tables provide summaries of the following assessments:

- **Impacts on Internal AM Stakeholders:** Region's internal stakeholders are listed in the table together with their interest in Asset Management (taken from the AM Governance Model report) and the impacts of the AM Governance Model from structure, people and process perspectives.
- **Change Readiness Assessment and Strategies:** The purpose of a change readiness assessment is to analyse the preparedness of the conditions, attitudes and resources needed for change to happen successfully. The table provides a summary of the assessment for change readiness including change history, business capacity, current climate, change infrastructure and sponsorship / leadership.
- **Summary of Change Impacts and Mitigation Strategies:** This table summarizes the impacts on internal AM stakeholders and change readiness assessment and strategies.

Table 3-2 Impacts on Internal AM Stakeholders

Stakeholder	Interest in AM	Structure Impacts	People Impacts	Process Impacts
Staff	<ul style="list-style-type: none"> Adequate resources to manage assets (do the right thing) Adequate processes to manage projects (do things right) Improved collaboration & coordination Reduced risk taking Quality service delivery Customer satisfaction 	<ul style="list-style-type: none"> Addition of seven new roles in the Corporate AM Office (AMO) including Director, Managers and Analysts Potential future addition of one new role in each Department (Technology Analysts) Current Department reporting relationships are unchanged except for collaboration on AM Networks No change in the location where work is performed 	<ul style="list-style-type: none"> New tasks will be added to some roles Requires new or augmented specialized skills and/or knowledge based on role changes, new process, new technology, etc. Requires training to learn how to perform new tasks Minimal change in behavior or culture if AMO is perceived as guiding development of standard tools and templates for implementation and application by Departments 	<ul style="list-style-type: none"> Requires change in the way work is performed including formalization of existing processes and modification to include leading practices and to standardize processes across the Region May require change in data sources and reporting No anticipated changes to the volume of work
Middle Management	<ul style="list-style-type: none"> Effective planning (growth, renewal/replacement & maintenance) Adequate resources to manage assets (do the right thing) Improved collaboration & coordination Regulatory compliance Reduced risk taking Quality service delivery 	<ul style="list-style-type: none"> Current Department reporting relationships are unchanged except for collaboration on the Corporate AM Steering Team Core responsibilities for development of the AM program shouldered by AMO, with future new Department staff 	<ul style="list-style-type: none"> Ownership of AM program implementation remains with the Departments Requirements for new or augmented specialized skill and/or knowledge defined and training facilitated by AMO 	<ul style="list-style-type: none"> Requirements for new or augmented AM work flows, data requirements and reporting defined by AMO

Stakeholder	Interest in AM	Structure Impacts	People Impacts	Process Impacts
Senior Leadership	<ul style="list-style-type: none"> • Customer satisfaction 		<ul style="list-style-type: none"> • Clear career paths and succession planning for AM 	
	<ul style="list-style-type: none"> • Confidence that budget requests are realistic • Fiscal responsibility in delivery of service • Minimum cost of asset ownership • Managed risk • Quality service delivery • Regulatory compliance • Customer satisfaction 	<ul style="list-style-type: none"> • Continued participation on the Corporate Leadership Team 	<ul style="list-style-type: none"> • Formalization and standardization of staff development and succession planning for AM 	<ul style="list-style-type: none"> • Formalization and standardization of new or augmented AM work flows, data requirements and reporting

Table 3.3 Change Readiness Assessment and Strategies

Factor	Description	Assessment	Strategies
Change history	<ul style="list-style-type: none"> What type of change has been previously managed well? What made the difference? What type of change hasn't been managed so well? What was missing or not done? What could have been done? 	<p>Recent changes at the Region include:</p> <ul style="list-style-type: none"> Implementation of a new Financial Management System including embedding new Program Financial Specialists (PFSs) and Program Financial Analysts (PFAs) into the Departments (reporting to Manager Program Financial Support). The FTE's for the PFS and PFA roles were provided by each Department which reduced existing capacity within the Departments The addition of the PFS and PFA roles was required for implementation of the Financial Management System Implementation of a new corporate Project Management Office with five staff from Information Technology (Fall 2018) to lead and support standardized best in class PM practices within Regional departments The implementation is just beginning 	<ul style="list-style-type: none"> Continue to track performance from past and current change initiatives Incorporate lessons learned
Business capacity	<ul style="list-style-type: none"> What other initiatives are going on at the Department level? Who will feel the most impact and when? 	<ul style="list-style-type: none"> The capacity of each department varies Addition of responsibilities to some of the smaller departments is viewed as a big change Particular times of the year may be busier than others (e.g. budget development) 	<ul style="list-style-type: none"> Clearly communicate the roles, responsibilities and time commitments to enable staff to understand the impacts
Current climate	<ul style="list-style-type: none"> What's morale like in your part of the organization at the moment? 	<ul style="list-style-type: none"> Improving the effectiveness and efficiency of service delivery across the Region is viewed as a positive change by most Regional staff 	<ul style="list-style-type: none"> Clearly communicate how the AM Governance Model will impact the work the Region does Communicate progress

Factor	Description	Assessment	Strategies
	<ul style="list-style-type: none"> What are people's views on the current projects being planned and in progress? 		
Change infrastructure	<ul style="list-style-type: none"> How well do the organization's communication channels work for building awareness and engagement in projects (compared to business as usual)? Are there any natural "champions" in your team who embrace change and motivate others? 	<ul style="list-style-type: none"> Internal Control and Organizational Performance (ICOP) group provides guidance on business improvements Human Resources group can assist with development and implementation of communications and training plans 	<ul style="list-style-type: none"> Leverage capacity, skills and knowledge in ICOP (business process improvements) and HR (communications and training) to support the AMO Select "champions" throughout the organization who embrace the change to motivate others
Sponsorship and leadership	<ul style="list-style-type: none"> Do senior managers visibly sponsor change – e.g. by role modelling new behaviours or using new systems? Are people involved in projects given performance objectives that indicate how seriously the success of those projects is taken? 	<ul style="list-style-type: none"> AM Program co-sponsors are: The Commissioner of Enterprise Resource Management Services / Treasurer who is responsible for the Regional Budget and Plan The Commissioner of Public Works who is responsible to deliver Transportation, Water, Wastewater, Stormwater and Waste Management services, including lifecycle management of the assets that support delivery of these services AM Program co-sponsors have a good understanding of the vision and of the impacts of the change 	<ul style="list-style-type: none"> Ensure that co-sponsors are visible "champions" of change Include performance objectives that indicate how seriously the success of the AM Strategy initiatives is to the Region

Table 3.4 Summary of Change Impacts and Mitigation Strategies

Category / Criteria	Assessment	Rating	Mitigation Strategy
Governance & Structure			Communicate: Benefits of new structure
Change in accountability or reporting relationship (e.g. level and / or position)?	Minor accountability change <ul style="list-style-type: none">Current Department reporting relationships are unchanged except for collaboration with peers on AM NetworksNew Corporate AM Steering Team	Low	<ul style="list-style-type: none">Communicate: How AM Networks will enable better collaboration of the AM practice across the RegionCommunicate: Ensure that co-sponsors are visible “champions” of change
Change in the number of people required to do the work?	Yes <ul style="list-style-type: none">Addition of seven new roles in the Corporate AM Office (AMO) including Director, Managers and AnalystsCore responsibilities for development of AM program shouldered by AMOAddition of one future new role in each Department (Technology Analysts)The capacity of each department varies: Addition of responsibilities to some of the smaller departments is viewed as a big change		<ul style="list-style-type: none">Communicate: New AMO and dept structures and rolesCommunicate: Performance of PMO and dept structuresCommunicate: Time commitments for implementing AM program initiatives
Change in location where work is performed	No		
People			Communicate: Benefits of AM practices
Requires new skill(s) to perform the activity?	Considerable <ul style="list-style-type: none">Requires new or augmented specialized skills and/or knowledge based on role changes, new process, new technology	Medium	<ul style="list-style-type: none">Communicate: New skill(s) for roles
Tasks added or eliminated for a position?	Yes <ul style="list-style-type: none">New tasks will be added to some roles		<ul style="list-style-type: none">Communicate: Added or eliminated task(s) for roles
Requires a change in behavior or culture?	Minor <ul style="list-style-type: none">Ownership of AM program implementation remains with the Departments		<ul style="list-style-type: none">Communicate: How the AM Governance Model will impact the work the Region does

Category / Criteria	Assessment	Rating	Mitigation Strategy
	<ul style="list-style-type: none">Minimal change in behavior or culture if AMO is perceived as guiding development of standard tools and templates for implementation and application by Departments		<ul style="list-style-type: none">Leverage capacity, skills and knowledge in HR for training to support the AMOTraining: How to access curriculum and course info
Requires significant training to learn how to perform the activity	Considerable <ul style="list-style-type: none">Requires training to learn how to perform new tasks		
Process			Communicate: Benefits of new process
Change in the way the work gets done?	Moderate <ul style="list-style-type: none">Requires change in the way work is performed including formalization of existing processes and modification to include leading practices and to standardize processes across the RegionNo anticipated changes to the volume of work	Medium	<ul style="list-style-type: none">Leverage capacity, skills and knowledge in ICOP for business process improvements to support the AMOCommunicate: New processesTraining: How to access curriculum and course info
Change in the frequency of performance of an activity?	Minor		
Change in the length of time required to perform an activity?	Minor		
Change in data sources or inputs?	Moderate <ul style="list-style-type: none">May require change in data sources		
Change in reports or outputs?	Moderate <ul style="list-style-type: none">May require change in reporting		
Change in communication / interaction required to complete an activity	Minor		



Asset Management Governance

Change Management, Communications & Training Plan

The Regional Municipality of Niagara

December 2018

Table of Contents

1. Executive Summary	1
2. Introduction	3
2.1 Background	3
2.2 Methodology for Communicating During Change.....	4
2.3 Stakeholders.....	7
2.4 Conflict Resolution.....	8
3. Change Process.....	9
3.1 Step 1: Prepare	9
3.2 Step 2: Plan	13
3.3 Step 3: Implement	14
3.4 Step 4: Coach.....	15
3.5 Communication Reporting	15
4. Communications Plan	17
5. Training Plan	21
5.1 Overview	21
5.2 Training Approaches.....	22
5.3 Training Processes.....	23
5.4 Training Curriculum	27
5.5 Training Implementation Strategy	33

1. Executive Summary

The first part of the Asset Management (AM) Governance initiative has recommended creating a formal AM Governance Model with a clear organizational structure and appropriate authority, roles and responsibilities to support the development and implementation of leading asset management practices. The AM Governance Model recommendations include a three step implementation plan, as shown below (with timing).

Table 1.1 Recommended AM Governance Model Implementation

1. Corporate (Immediate)	2. Department (Short Term)	3. Department (Medium Term)
1.1 Create a Corporate AM Steering Team 1.2 Create (new) a formal Corporate AM Office (AMO): <ul style="list-style-type: none"> • Director of AMO • AM Manager & Analyst: Strategy & Integrated Planning • AM Manager & Analyst: Asset Integrity & Productivity • AM Manager & Analyst: Asset Performance & Asset Knowledge ⁽¹⁾ 	 2.1 Create (rebrand and augment) formal Departmental AM Responsibilities: <ul style="list-style-type: none"> • Dept AM Managers 2.2 Establish AM Practice Networks across the Departments: <ul style="list-style-type: none"> • AM Planning Network • AM Productivity Network • Asset Knowledge & Performance Management Network 	 3.1 Create (rebrand and augment) formal Departmental AM Responsibilities: <ul style="list-style-type: none"> • Dept Planner Schedulers • Dept Technology Analysts • Dept Reliability Analysts • Dept Process Analysts

(1) **Note** that the AM Manager: Asset Performance & Asset Knowledge has the responsibility to lead the development of the AM Communication and Training programs.

With the implementation of the recommended AM Governance Model, many Region staff members will be required to adopt some form of change to their day-to-day work. Effective communication will be critical to successfully manage the change related to implementing the AM Governance Model.

In this part of the AM Governance initiative, a Change Management and Communications Plan has been developed to assist in the implementation of the AM Governance Model and, more broadly, the AM Strategy. This Leading Change Plan is comprised of four steps to support the change process through communications, as shown in the following table:

Table 1.2 Communication in Support of Change

Step	Change Process	Communications Plan
1: Prepare	<ul style="list-style-type: none"> • Create the Governance structure to guide the change (Completed) • Develop the vision and the culture change required (Completed) • Ensure all stakeholders understand the need and urgency for making the change • Identify and manage resistance 	<ul style="list-style-type: none"> • Communicate details of the change • Communicate the vision and the culture change required • Communicate the need and urgency for making the change • Communicate to address resistance to change
2: Plan	<ul style="list-style-type: none"> • Develop the strategy and plan for implementation (Completed) • Form the working groups required for implementation • Continue to communicate on a regular basis 	<ul style="list-style-type: none"> • Communicate the Leading Change Plan • Communicate signing the Charter and presenting the benefits • Communicate the Governance Model and accountabilities
3: Implement	<ul style="list-style-type: none"> • Identify where staff are in the change transition process • Enable people to take action • Create short term wins • Continue to communicate for buy-in • Don't let up 	<ul style="list-style-type: none"> • Communicate the Leading Change Plan status updates • Communicate through meetings and workshops • Communicate and celebrate Leading Change Plan wins • Communicate for obtaining support for buy-in
4: Coach	<ul style="list-style-type: none"> • Ensure the new ways of behaving and work processes succeed, until they become a part of the culture of the Region 	<ul style="list-style-type: none"> • Communicate to celebrate the New Beginnings • Communicate to reinforce the New World

An AM Training Plan is also provided to enhance AM technical skills of staff to support AM Strategy implementation, the broader AM Program and compliance with *O.Reg. 588/17 AM Planning for Municipal Infrastructure*. The general approach for the AM Curriculum is to provide three categories or levels of training: AM Policy and Framework Orientation, AM Framework Overview Training, and AM Practices Training.

This Change Management, Communications and Training Plan is a “living document” in that the contents of the Plan will be modified as feedback is obtained by the organization on past effectiveness, current concerns, and potential future concerns. It should also be operationalised into the overall corporate training plan for the Region.

2. Introduction

2.1 Background

The Region of Niagara has embarked on a multi-year phased Asset Management (AM) Program that is focused on improving the Region's overall efficiencies and effectiveness in delivering sustainable services through the development and implementation of leading asset management practices.

The first phase of the Region's Asset Management Program, which was completed in 2017, included the development of an Asset Management Strategy that measured the Region's asset management system maturity and outlined an AM Roadmap of initiatives to achieve efficiency and effectiveness in service delivery across the Region. The supporting services recommendations in the AM Strategy included initiative SS1: Develop and Implement an AM Governance Model.

The first part of the AM Governance initiative has reviewed various AM governance models and identified a clear structure with appropriate authority, roles and responsibilities to support the development and implementation of leading asset management practices at the Region. The organizational structure considers the needs for corporate standardization and consistency in asset management and also provides the flexibility for implementation unique to the asset class and operating environment.

In this next part of the AM Governance initiative, a Change Management and Communications Plan has been developed to assist in the implementation of the identified AM Governance Model. This document will identify key obstacles that could hinder the implementation of the AM Governance Model and other AM practice enhancements and barriers or organizational elements that are not congruent with the AM Governance Model vision and strategy (e.g. gaps in skills, training requirements). It will then define communication and training requirements and responsibilities for Region stakeholders to help overcome key identified obstacles.

Although this Change Management and Communications Plan is written specifically for the implementation of the AM Governance Model, it is also intended to be used as a platform to facilitate the implementation of other AM Strategy initiatives.

The proposed structure for AM Governance must be flexible to grow and change in an appropriate manner while ensuring strong leadership at the Niagara Region as it progresses and develops on the asset management maturity scale detailed in the AM Strategy Roadmap. This Change Management and Communications Plan will be a "living" document that is updated over time as required to support the growth and change in the AM Governance Model.

The recommended strategy for implementing the AM Strategy Roadmap is a hybrid of practice-based and departmental implementation. The recommended strategy focuses on implementation for one asset type, with AM preparation teams established for all other asset types that can start some of the preparatory work while major implementation is occurring at other asset types.

2.2 Methodology for Communicating During Change

This Leading Change Plan was developed to enable effective communications related to the AM Governance Model and follows the Five P's of communication, as shown in the following table.

The Leading Change Plan is also based on the Four-Cs: Clear, Constant, Consistent, and Caring. Caring means that each audience is thought about individually and the message targeted to their needs and concerns. During implementation, it is important to set up regular delivery channels and processes for on-going communication. Even communicating “we don’t know” or “there is nothing new to communicate since last time” is important.

Table 2.1 Communication in Support of Change

Step	Change Process	Communications Plan	Five Ps of Communication
1: Prepare	<ul style="list-style-type: none"> • Create the Governance structure to guide the change (Completed) • Develop the vision and the culture change required (Completed) • Ensure all stakeholders understand the need and urgency for making the change • Identify and manage resistance 	<ul style="list-style-type: none"> • Communicate details of the change • Communicate the vision and the culture change required • Communicate the need and urgency for making the change • Communicate to address resistance to change 	<ul style="list-style-type: none"> • PROBLEM: What is the problem that the change is trying to solve? Why is not changing not an option? What has changed in our environment that makes change essential? What is the purpose of this change? • PICTURE: What is the big picture? What will things look like when change is fully implemented? What will we stop doing? Start doing? Keep doing? If you could fast forward to 12 months from now – when the change is fully implemented – what would be the picture that you would see in the workplace?
2: Plan	<ul style="list-style-type: none"> • Develop the strategy and plan for implementation (Completed) • Form the working groups required for implementation • Continue to communicate on a regular basis 	<ul style="list-style-type: none"> • Communicate the Leading Change Plan • Communicate signing the Charter and presenting the benefits • Communicate the Governance Model and accountabilities 	<ul style="list-style-type: none"> • PLAN: What is going to be happening this month? Next month? The month afterwards? What are all the steps that are being taken to ensure change is fully implemented? What is the change plan?

Step	Change Process	Communications Plan	Five Ps of Communication
3: Implement	<ul style="list-style-type: none"> Identify where staff are in the change transition process Enable people to take action Create short term wins Continue to communicate for buy-in Monitor and report on implementation successes Don't let up 	<ul style="list-style-type: none"> Communicate the Leading Change Plan status updates Communicate through meetings and workshops Communicate and celebrate Leading Change Plan wins Communicate for obtaining support for buy-in 	<ul style="list-style-type: none"> PART: Who is responsible for doing what by when to ensure this change is fully implemented? What is your part? What is the part that you need your direct reports to play in implementing this change? How can others get involved in defining parts of the picture? Parts of the plan?
4: Coach	<ul style="list-style-type: none"> Ensure the new ways of behaving and work processes succeed, until they become a part of the culture of the Region 	<ul style="list-style-type: none"> Communicate to celebrate the New Beginnings Communicate to reinforce the New World 	<ul style="list-style-type: none"> PROGRESS: How will you know if the change has been successfully implemented? How will we know if the change was effective in solving the problem in the first place? What will be monitored? Who will do the monitoring? How often will we receive a progress update to let us know how well we are doing implementing the change? Making the change work?

2.3 Stakeholders

The Region's internal and political stakeholders are listed in the table below together with their interest in Asset Management (taken from the AM Governance Model report).

Table 2.2 Asset Management Stakeholders

Type	Stakeholder	Interest in Asset Management
Internal	Staff	<ul style="list-style-type: none"> • Adequate resources to manage assets (do the right thing) • Adequate processes to manage projects (do things right) • Improved collaboration & coordination • Reduced risk taking • Quality service delivery • Customer satisfaction
	Middle Management	<ul style="list-style-type: none"> • Effective planning (growth, renewal/replacement & maintenance) • Adequate resources to manage assets (do the right thing) • Improved collaboration & coordination • Regulatory compliance • Reduced risk taking • Quality service delivery • Customer satisfaction
	Senior Leadership	<ul style="list-style-type: none"> • Confidence that budget requests are realistic • Fiscal responsibility in delivery of service • Minimum cost of asset ownership • Managed risk • Quality service delivery • Regulatory compliance • Customer satisfaction
Political	Regional Council	<ul style="list-style-type: none"> • Confidence that budget requests are realistic • Minimum cost of asset ownership • Managed risk • Quality service delivery • Customer satisfaction

Note that each stakeholder identified in this Plan should be an enabler of change. Obtaining the sponsorship and commitment from management and staff alike is critical to the successful implementation of the AM Governance Model. Implementation success will be commensurate with the Region's willingness to embrace change.

2.4 Conflict Resolution

To assist the Region in managing conflict that may arise during the implementation of the AM Governance Model, the following information is provided. As conflict is usually customised to specific issues and individuals, this information highlights underlying sources of conflict and potential resolution strategies to apply. These strategies will need to be tailored to specific conflict issues and individuals.

Table 2.3 Potential Sources of Conflict and Resolution Strategies

Conflict Source	Resolution Strategies
Fear	<p>Fear is about the future, the unknown.</p> <ul style="list-style-type: none"> • Messages must be openly communicated to illustrate a clear direction. • If the direction is driving the fear, benefits specific to individuals must be clearly demonstrated and documented. • Fear fades when faced with facts.
Force	<p>Force refers to doing something you may not want to do.</p> <ul style="list-style-type: none"> • To overcome this type of conflict, building trust is crucial. • Do not rush the process or the participants. • Provide advanced warning of the change to facilitate communication between participants prior to commencement. • Present a strong case for the change, i.e. the benefits.
Fair	<ul style="list-style-type: none"> • Demonstrate fairness throughout the implementation process, i.e. let individual staff members know that they are not the only ones being affected. • Communicate and collaborate to build a sense of ownership of the change and reinforce that staff are part of the solution.
Funds	<p>In the context of the AM Governance Model, funds refer to the cost of implementation and resultant outputs.</p> <ul style="list-style-type: none"> • Transparently communicate to all staff the operational cost benefits of implementing the identified AM Governance Model and leading AM practices. • Demonstrating tangible cost benefits will assist in reducing conflict in other areas.

3. Change Process

3.1 Step 1: Prepare

3.1.1 Overview

This section of the communication plan is to address:

- Why undertake the AM Strategy and the AM Governance initiative?
- What does success look like for the Region?
- What has been completed in Phase 1 of the AM Program with the gap analysis and AM Plan?
- The establishment of the governance structure and their accountabilities.

The change tasks include:

- Ensure all stakeholders understand the need and urgency for making the change
- Communicate the Governance structure to guide the change
- Develop the vision
- Identify the culture change required
- Identify potential resistance and develop strategies to manage any resistance.

During this step of the change process, communications will focus on the following:

- Problem
 - What is the problem that the change is trying to solve?
 - Why is no change not an option?
 - What has changed in our environment that makes change essential now?
 - What is the purpose of this change?
- Picture
 - What is the big picture?
 - What will things look like when change is fully implemented?
 - What will we stop doing? Start doing? Keep doing?
 - If you could fast forward to 12 months from now – when the change was fully implemented – what would be the picture that you would see in the workplace?

3.1.2 Communication Plan Specifics

The following communications will be required to support this step of the change process:

- Communicate details of the change
- Communicate the vision and the culture change required
- Communicate the need and urgency for making the change
- Communicate to address resistance to change.

3.1.3 Communicate to Address Resistance to Change

There are three main reasons that people resist change, they include:

- Intellectual Resistance: “I don’t get it!”
- Cultural/Personal Resistance: “I don’t like it!”
- Core Resistance: “I don’t agree.”

The chart below illustrates what each of these resistances might look like along with strategies to overcome the resistance.

Table 3.1 Addressing Resistance to Change

Conflict Source	INTELLECTUAL I don't get it!	CULTURAL / PERSONAL I don't like it!	CORE I don't agree!
Signs of Resistance	<ul style="list-style-type: none"> No strong need or urgency People don't see the purpose/benefits to change Question or oppose the idea Are satisfied with the status quo Not clear how the change is supposed to work or the desired future state Too many unanswered questions 	<ul style="list-style-type: none"> Previous organizational change efforts failed Norms, values, reward and punishments favor status quo Loss of status, respect, position, relationships, competence Prevailing attitudes of distrust, fear or rigidity People don't see management "walking the talk" 	<ul style="list-style-type: none"> People are experiencing major loss and don't see what's in it for them Distrust is deeply entrenched Change violates individual values, beliefs, visions People are feeling outside their comfort and competence zones
Strategies to Reduce Resistance	<ul style="list-style-type: none"> Create opportunities to communicate regularly about the changes Increase your efforts to create sufficient understanding of why the change is necessary, what the desired change goals are and what the plan is for moving forward 	<ul style="list-style-type: none"> Involve staff in deciding matters that concern them Build trust by informing them about who will be involved in making decisions, the principles being used to guide decision making and how they will be informed, consulted and involved Provide opportunities for them to express their feelings of loss Listen respectfully, stay flexible and adapt your plans to the full extent possible Identify competencies and behaviors required in the new environment 	<ul style="list-style-type: none"> Develop a plan to show that the change is happening Identify the influential change leaders, build their support and commitment, and identify what behaviors and actions they must role model to support the change (do things dramatically differently) Support all efforts by removing barriers and rewarding those who exemplify the new behaviors Provide forums to bring together groups and individuals who are leading the way to share ideas and learning Implement pilot projects and develop plans to get all relevant stakeholders involved

Conflict Source	INTELLECTUAL I don't get it!	CULTURAL / PERSONAL I don't like it!	CORE I don't agree!
			<ul style="list-style-type: none"> • Use multiple leverage points – leadership, teamwork, decision making, rewards
Communication Should Include	<ul style="list-style-type: none"> • Why is there a need for this change? • What is our vision and strategy for moving forward? • What is the roadmap for change and how will I be involved? • What do you like about the change? • What is missing? • What change supports do you need? 	<ul style="list-style-type: none"> • How will I be involved in deciding matters that concern me personally? • What are the avenues I can use to express my opinions and share my needs? • Who is representing the interests of my unit and/or professional group? • What new competencies will be required? 	<ul style="list-style-type: none"> • Who is running this change initiative? • Why are they credible and deserving of my trust? • Do they have the best interests of the organization in mind? • Have they done their homework? Do they have the right strategy? • Are they honoring our past, our values, and our culture?

3.2 Step 2: Plan

3.2.1 Overview

This section of the communication plan is to address:

- The detailed plan for implementation of the AM Governance Model, with key milestones and includes a high level view of the AM Strategy, asset management planning and business frameworks, data registry and standards, and asset management plans
- This will include an explanation of how, when and who will be involved in the working groups required for the implementation of the AM Governance Model.

The change tasks include:

- Develop the strategy and plan for change
- Identify all the stakeholders impacted by the change
- Communicate on a regular basis.

During this step of the change process, communications will focus on the following:

- Plan (Initiative Updates)
 - What is going to be happening this month? Next month? The month afterwards?
 - What are all the steps that are being taken to ensure change is fully implemented?
 - What is the change plan?
- Part (Roles)
 - Who is responsible for doing what by when to ensure this change is fully implemented?
 - What is your part?
 - What is the part that you need your direct reports to play in implementing this change?
 - How can others get involved in defining parts of the picture? Parts of the plan?

3.2.2 Communication Plan Specifics

The following communications will be required to support this step of the change process.

- Communicate the Leading Change Plan
- Communicate signing the Charter and presenting the benefits
- Communicate the Governance Model and accountabilities.

3.3 Step 3: Implement

3.3.1 Overview

This section of the communication plan is to address:

- The development of the organization as recommended in the AM Governance Model to support the development and implementation of leading asset management practices.
- This is a multi-step implementation.

The change tasks include:

- Identify where staff are in the transition process
- Identify the current tasks that staff complete relating to asset management, the time commitments and the work flow of these tasks to establish a current state picture of the work performed relating to asset management, and validate the current state picture with staff
- Enable people to take action
- Create short term wins
- Continue to communicate for buy-in
- Communicate the approved organizational model
- Develop and implement new competencies for asset management
- Develop and implement training programs to support staff with their competency development
- Provide details of implementation timelines
- Get feedback on impacts (this is the fifth P: Progress)
 - How will you know if the change has been successfully implemented?
 - How will we know if the change was effective in solving the problem in the first place?
 - What will be monitored? Who will do the monitoring?
 - How often will we receive a progress update to let us know how well we are doing implementing the change? Making the change work?
- Make adjustments and readjustments.

3.3.2 Communication Plan Specifics

The following communications will be required to support this step of the change process:

- Communicate the Leading Change Plan status updates
- Communicate through meetings and workshops
- Communicate and celebrate Leading Change Plan wins
- Communicate for obtaining support for buy-in.

3.4 Step 4: Coach

3.4.1 Overview

The change tasks include ensuring that the new ways of behaving and work processes succeed, until they become a part of the culture of the group.

During this step of the change process, communications will focus on establishing guiding principles for how work is performed in the “new world”.

3.4.2 Communication Plan Specifics

The following communications will be required to support this step of the change process:

- Communicate to Reinforce the New World
- Communicate to Celebrate the New Beginnings.

3.5 Communication Reporting

Information exchange is crucial for successful communication. Information exchange through communication reporting not only formalizes communication protocols, but also provides a vehicle for all internal stakeholders to document their say (both positive and negative) as well as monitor and report on implementation successes.

The use of the following communication reporting tools and processes are recommended to facilitate the communication and implementation of the AM Governance Model outcomes.

3.5.1 Niagara Region Communication Systems

To enable exchange of information and to communicate implementation success, existing Niagara Region communication systems should also be used. Specifically:

- **Internal Intranet:** The Intranet can be used to report on project information such as implementation progress, successes, and success indicators. This responsibility should lie with the Director of the AMO.
- **eDoc Electronic Filing System :** The Vine filing system can be used to centrally store all project communication information such as meeting minutes, progress reports, Communication Plans, Training Strategy, consultant deliverables etc. Information relating to the AM Governance Model implementation should be made available to all internal stakeholders.

3.5.2 Departmental/Management Meetings

Departmental and Management Meetings are crucial to communicating important project information. The implementation of the AM Governance Model initiative outcomes should be a standing item on all future Departmental and Management Meeting agendas. Appropriate actions and outcomes of these meetings should be clearly and transparently communicated to staff via the Region's communication systems.

4. Communications Plan

Implementing the identified AM Governance Model will mean more than a change in organizational structure. This Communications Plan aims to identify and address key stakeholder issues that could hinder the implementation of the identified AM Governance Model. It identifies stakeholders, the benefits expected from implementation of the AM Strategy and AM Governance Model, potential concerns, as well as communication needs and communications responsibilities.

The Region should view the identified concerns as improvement opportunities. Acting on these opportunities will ultimately improve service delivery for the Region's customers. This Communications Plan is a "living document" in that the contents will be modified to support the four steps in the change process and the feedback obtained on effectiveness of past communication, current concerns, and potential future concerns.

Table 5.1 Communications Plan

Who?	Benefits of AM We can expect:	Potential Concerns However, we may also be:	Communications Needs Therefore, we should:	Communications Responsibilities By Whom, How, When?
Regional Council and Committees	<ul style="list-style-type: none"> Confidence that budget requests are realistic Minimum cost of asset ownership Managed risk Quality service delivery Customer satisfaction 	<ul style="list-style-type: none"> Uncertain of the short, medium and long term benefits of the AM Program as it is a significant initiative with no “concrete” assets created or new services provided 	<ul style="list-style-type: none"> Explain the need for change and tangible future benefits of the AM Program and supporting AM Governance Model in a clear and simple way Demonstrate that public funds are being spent wisely 	<ul style="list-style-type: none"> By Senior Leadership Through the use of interim success factors that demonstrate progress AM Program and AM Governance updates at regular intervals throughout the term of Council
Senior Leadership	<ul style="list-style-type: none"> Confidence that budget requests are realistic Fiscal responsibility in delivery of service Minimum cost of asset ownership Managed risk Quality service delivery Regulatory compliance Customer satisfaction 	<ul style="list-style-type: none"> Uncertain of the required changes and associated risks and costs to implement AM practices, including work processes and supporting technology and human resources enablers (I.e. the AM Governance Model initiative) Uncertain of the human resources impacts related to the AM Governance Model including organization structure changes, job description changes, job classification changes, union implications, and retraining needs Uncertain of Council's acceptance of adding extra FTE's 	<ul style="list-style-type: none"> Explain the need for change and tangible future benefits of the AM Program and supporting AM Governance Model in a clear and simple way Demonstrate that public funds are being spent wisely Assess and address the impact of the AM Governance initiative on people across the organization (e.g., excessive workloads may dictate the need for additional resources, change in responsibilities may necessitate training) 	<ul style="list-style-type: none"> By AMO through the AM Steering Committee Through short, medium and long term success factors for both efficiency (on scope, on time, on budget) and effectiveness to demonstrate that the AM Strategy and AM Governance initiative deliverables are being met AM Program and AM Governance updates at regular intervals
Corporate Asset Management Office (AMO)	<ul style="list-style-type: none"> Effective planning (optimization of decision making, quantification of the impact of work not done) Confidence that budget requests are realistic and support affordable and achievable levels of service 	<ul style="list-style-type: none"> Uncertain that the Departments will fully cooperate with the centralized AMO Uncertain that the AM Governance Model initiative will be fully funded and achieve its potential 	<ul style="list-style-type: none"> Lead and facilitate top down involvement and instill the notion that the AM Governance Model is critical to success of the AM Strategy implementation at the Region Facilitate top down involvement and support for the AM 	<ul style="list-style-type: none"> By Senior Leadership through the AM Steering Committee Through demonstrated leadership throughout the organization and provision of appropriate funding of the AM Governance initiative

Who?	Benefits of AM We can expect:	Potential Concerns However, we may also be:	Communications Needs Therefore, we should:	Communications Responsibilities By Whom, How, When?
	<ul style="list-style-type: none"> Improved collaboration and coordination Regulatory compliance of the AM Plan 		<p>Governance Model through the implementation of the Steering Committee Team Charter</p> <ul style="list-style-type: none"> Stimulate participation in the AM Governance initiative by engaging personnel from all levels within the Departments and communicating the benefits of the AM Governance Model to Managers and Staff specific to their day to day tasks Ensure AMO is adequately trained in technical and cultural requirements enabling them to lead 	<ul style="list-style-type: none"> Continue the communications process on an ongoing basis
Middle Managers	<ul style="list-style-type: none"> Effective planning (growth, renewal/replacement and maintenance) Adequate resources to manage assets (do the right thing) Improved collaboration & coordination Regulatory compliance Reduced risk taking Quality service delivery Customer satisfaction 	<ul style="list-style-type: none"> Uncertain of how Departmental staff will react to integration of common Corporate asset management leading practices with current Department practices Uncertain of the human resources impacts related to the AM Governance Model including organization structure changes, job description changes, job classification changes, union implications, and retraining needs Uncertain that the AM Governance Model initiative will be fully funded and achieve its potential (i.e. existing staff will be expected to take on more volume of work) Uncertain how Departmental staff and/or the union will react to the need to develop additional skills or knowledge, including those required 	<ul style="list-style-type: none"> Stimulate participation in the AM Governance initiative by ensuring that Manager know they are key to the successful implementation of the AM Governance Model Explain the need for change and tangible future benefits of the AM Program and supporting AM Governance Model in a clear and simple way Provide feedback on AM Governance Model successes and areas for improvement so that they may be addressed through the departments Provide awareness training and messaging that focuses on the non-technical components of the implementation such as responsibilities, communication and departmental culture 	<ul style="list-style-type: none"> By Senior Leadership through the AM Steering Committee, AMO and HR Through demonstrated leadership throughout the organization, provision of appropriate messaging for the AM Governance initiative, and feedback on areas for improvement Continue the communications process on an ongoing basis

Who?	Benefits of AM We can expect:	Potential Concerns However, we may also be:	Communications Needs Therefore, we should:	Communications Responsibilities By Whom, How, When?
		to help subordinates adapt to the new practices		
Staff	<ul style="list-style-type: none"> Adequate resources to manage assets (do the right thing) Adequate processes to manage projects (do things right) Improved collaboration & coordination Reduced risk taking Quality service delivery Customer satisfaction 	<ul style="list-style-type: none"> Uncertain of the impact of the recommended AM Governance Model on work life including organization structure changes, job description changes, job classification changes, union implications, and retraining needs Overwhelmed by the capacity to complete the current workload and anxious about taking on more work Fearful of new asset management practices including what is done and/or the way it is done – including the tasks themselves, means of communication with others, and the data and systems used to support work Resentful of centralization of AM practices and unwilling to integrate common Corporate asset management best practices with current Department practices Lacking in skills and/or knowledge to take on new responsibilities Frustrated by the amount and rate of change 	<ul style="list-style-type: none"> Explain the need for change and tangible future benefits of the AM Program and supporting AM Governance Model in a clear and simple way Clarify the implementation plan and impact of the recommended AM Governance initiative on the specific roles, responsibilities and day to day tasks of departmental staff Identify credible champions within each business unit, brief them on the importance of their support, and enroll them in delivering messages Identify implementation issues/risks as they surface and address them proactively in an open and accountable manner Provide feedback on AM Governance Model successes and areas for improvement to Managers 	<ul style="list-style-type: none"> By Middle Managers with support from Senior Management and AMO Through individual reach outs, Emails highlighting benefits of change, and Intranet posts Continue the two-way communications process on an ongoing basis

5. Training Plan

5.1 Overview

Based on the recommended AM Governance Model, the following roles are to be created over a period of time:

- A new Corporate AM Office (AMO) that consists of a Director, and three AM Managers and three AM Analysts: one each for Asset Performance and Asset Knowledge ⁽¹⁾, Strategy and Integrated Planning, and Asset Integrity and Productivity
- Rebranding of existing roles to create formal Departmental AM Managers
- Rebranding or augmentation of existing roles to create formal Departmental Planner Schedulers, Technology Analysts, Reliability Analysts and Process Analysts

(1) Note that the AM Manager: Asset Performance & Asset Knowledge has the responsibility to lead the development of the AM Communication and Training programs.

In addition, to facilitate cooperation and consistency across the Region, the recommended AM Governance Model also includes AM Practice Networks across the Departments for AM Planning, AM Productivity, and Asset Knowledge & Performance Management.

Critical to the successful implementation of the AM Governance Model is the Region's willingness to embrace change. The initial step in establishing this willingness is ensuring all stakeholders are committed to the implementation requirements.

To instil this commitment, it is recommended the Region complete awareness training sessions with internal stakeholders including Senior Leadership, Middle Management and Staff. The training should focus on the non technical components of the implementation, such as responsibilities, communication and departmental culture.

The intent of the awareness training is to bring clarity to Middle Management and Staff on what they are meant to be doing on a day to day basis, and to communicate the importance and resultant benefits of the changes.

To avoid any perception of bias, an independent external facilitator should be engaged to complete the training. However the Awareness Training needs to be imparted by a senior manager at the beginning of the training sessions to instil the top down involvement to staff.

This training is part of the communication strategy and includes communication of the following messages:

- Building trust within all levels of the Region to overcome the fear of change.

- Department staff are part of the solution.
- Benefits of change (e.g. improved decision making, reduced frustrations, and improved business culture).
- Demonstration of strong leadership.

5.2 Training Approaches

There are many different ways to conduct job training. The most appropriate methods depend upon the needs of the organization and the trainee, and on the complexity of the tasks being performed. The method(s) selected should suit the audience, the content, the business environment and the learning objective. The following training approaches were considered:

- **Classroom Lecture:** A classroom lecture is the method learners most commonly associate with college and secondary education. Communication is primarily one-way: from the instructor to the learner. The instructor may use handouts, visual aids, question / answer, or posters to support the lecture.
 - Pros: Less time is needed for the instructor to prepare than other methods. It provides a lot of information quickly when it is less important that the trainees retain a lot of details.
 - Cons: Does not actively involve trainees in the training process. The trainees forget much information if it is presented only orally.
- **On-The-Job Training:** The manager shows the staff member how to do the job tasks using real on-the-job circumstances. To be successful, the training should be done according to a structured program that uses task lists, job breakdowns and performance standards as a lesson plan.
 - Pros: The training can be made extremely specific to the staff member's needs. It is highly practical and reality-based, and engages several senses: seeing, hearing, feeling, touching. This approach enables the manager to customize training to the staff member's needs.
 - Cons: Training is not standardized and therefore requires the manager to prepare and plan. If the manager is not skilled in how to coach or the task being taught, poor retention or work habits can result.
- **Computer-Based Training:** Content for the training experience comes primarily from a videotape or computer-based program.
 - Pros: It is easy to provide this training and the trainer can follow-up with questions and discussion. It is also easy to assure that the same information is presented to each trainee.

- Cons: It is expensive to develop. Most trainers choosing this option must purchase the training from an outside vendor, making the content less specific to their needs.

The recommended training method is a combination of classroom lecture to present technical information quickly and cost-effectively, and on-the-job training to provide individual or small group coaching. This training approach should be supported by a knowledge management database that provides ready reference to information on the AM Framework and associated processes and systems.

Manager-led training capitalizes on the positive influences that leadership has on the development of the attitudes and behaviours of staff during the implementation of new processes and practices. Manager-led training is an effective way to engage staff, while retaining control of the curriculum in-house. Managers leading these on-the-job training sessions will require support initially until they are familiar with the AM processes and concepts. The AMO Director and Managers will provide the training content and AM Manager: Asset Performance and Asset Knowledge and Corporate Human Resources will advise on training methodologies.

5.3 Training Processes

The following sections provide a description of training processes that should be considered prior to, during and after completing any training and is intended to assist in the implementation of the AM Governance Model.

Training consists of development, course preparation, creation, implementation and evaluation; each of which are described in the following sections.

5.3.1 Training Development

To decide whether training is the answer to improve performance, one basic question needs to be asked, “Does the team member know how to meet the required performance standards for an accountable task?” If the answer is “No”, then training is needed. If the answer is “Yes”, then the team member may not perform to standards due to time factors, quality of procedures, working conditions or a misunderstanding of the required standards, and a different action is needed. Some of these other actions might be counselling, job redesign, process improvement, or organizational development.

The following questions form the foundation of a checklist prior to developing or implementing a training course.

- What business need(s) will be met by this training course?
- What is the current standard of meeting this business need(s) from the participant(s)?
- What will the participant(s) do differently and better after attending the training course?

- How will you measure and document the changes and results of the training course?
- What is the participant(s) currently doing that they shouldn't be doing?
- What currently prevents you and/or the participant(s) from performing the prescribed task/job to standards?
- What job aids and resources are available for the completion of the job/task(s) and are they accurate? Are they being used correctly?
- What are the anticipated number of participants in this training course?
- What is the general education and direct experience of the participant(s)? How will this impact your training?
- Are there any language or cultural requirements for the participant(s)? If so, what are they and their possible impacts to the training course?

5.3.2 Training Course Preparation

The purpose of a training needs assessment is to identify performance requirements or needs within an organization to help direct resources to the areas of greatest need – those that closely relate to fulfilling the organisational goals and objectives, improving productivity, and providing quality products and services.

The needs assessment is the first step in the establishment of a training and development program. It is used as the foundation for determining instructional objectives, the selection and design of instructional programs, the implementation of the programs and the evaluation of the training provided. These processes form a continuous cycle which always begins with a needs assessment.

The following questions can be used to direct discussions regarding training or it can form the foundations of a checklist prior to preparing the training course.

- What are the core competencies and/or experiences of the participant(s) you wish to provide the training course for?
- What additional competencies and/or experiences would benefit the participant(s) and performance levels?
- What are the current competencies and/or experience levels of the participant(s) you wish to provide the training course for?
- What systems are available and/or will be used to assess current competency and skill levels for this role?
- Which resources and/or external elements will impact the performance of the participant(s) you wish to provide training for?
- What internal training and development support is already available to the participant(s)? How successful is this support?

- What access do you have to a training budget?
- Who are the current champions and/or subject matter specialists in your team or the organization?

5.3.3 Training Course Creation

Once the course plan is confirmed including outcomes/objectives, information/knowledge elements, activities (table group discussions, case studies, demonstrations etc.) and breaks, the next step is to write the content and gather all relevant resources.

The following questions can be used to direct discussions regarding training or it can form the foundations of a checklist prior to creating the training course.

- Who is best equipped to provide the information for this training course?
- Who is best equipped to develop and design the training course?
- What is this training course going to do for the participant(s), the organization, or other stakeholders?
- What are the legal and organizational procedures and protocols to consider when developing and designing the training course?
- Are there similar courses (past and present) available?
- Which other departments and groups within the organisation may benefit from this training course? What are the similarities between the groups, their competencies and skills, level of experience and expected output?
- What are the time frames around this training course? Duration of the course? Training to commence by? Training to be completed by?
- What resources and aids are required to successfully achieve the training course objectives?

5.3.4 Training Course Implementation

There are three factors for a successful learning experience to take place:

- **Knowledge:** The trainer must know the subject matter. The trainer also provides the leadership, models behaviour, and adapts to learning preferences.
- **Environment:** The trainer must have the tools to transfer the subject matter to the learners, i.e. computers and software for computer classes, adequate classroom space, courseware such as lesson plans and training aids, etc. The trainer must fuse these training tools with the learning preferences of the learners.
- **Involvement Skills:** The trainer must know the learners. What are their real goals for being in the classroom? What are their learning styles? What tools do they need

to help them succeed? What are some of the affective-tools that will help you to help your learners succeed in the learning environment you have been charged with? You must also coach the learners to become self-directed, intrinsically motivated, goal oriented, and open to learning.

The following questions can be used to direct discussions regarding training or it can form the foundations of a checklist prior to implementing the training course.

- Other than the actual course participant(s), who else should be fully informed about this training? Think of other team members and/or departments this training course will impact.
- What is the impact to client services and business outcomes while the participant(s) attends this training course?
- What are the differences and similarities in experience and professional background of the participant(s). How will this impact the training course?
- Who is going to manage the training administration of the course (including invitations, RSVP, catering, travel and accommodation, material production, attendance list, evaluations and feedback reports, etc)
- What type of environment will best suit the participant(s) in the training course?
- How do you expect the participant(s) to behave and respond during the training course?
- What information, materials, aids and/or equipment will be included in the course to support and promote these behaviour(s) and response(s)?
- What will be the overall style of the training course? Structured and formal? Structured and informal? Lecture style? Workshop style? Seminar style? Describe the style.
- What are the benefits to the participant(s) by choosing this style for the training course?

5.3.5 Training Course Evaluation

The final phase in the training and development program is evaluation of the program to determine whether the training objectives were met. The evaluation process includes determining participant reaction to the training program, how much participants learned and how well the participants transfer the training back on the job.

The following questions can be used to direct discussions regarding training or it can form the foundations of a checklist prior to evaluating the training course.

- Is this course going to be piloted within the business prior to the official launch? If so, who will be the best team/department to pilot this course?

- Who will be leading, collating and communicating the results of the evaluations to all stakeholders?
- What is your expectation or definition of a successful training course?
- How will you differentiate 'specific/high-priority' feedback ("the course activities were too long and complicated...") over 'general/low-priority' feedback ("the coffee was cold...."). How will this differentiation assist you in properly evaluating the course?
- How will you promote and set the expectation for honest, professional and high-priority feedback in the evaluations of the training course?
- What are the current protocols for professional feedback, course evaluations and confidentiality in your workplace?

5.4 Training Curriculum

5.4.1 Overview of AM Curriculum

The outcome of the AM Training plan will be enhanced AM technical skills of staff in support of the AM Framework. The general approach for the AM Curriculum is to provide three categories or levels of training, as outlined in the following table. All categories of training are to include requirements for compliance with O.Reg. 588/17 AM Planning for Municipal Infrastructure.

Table 3.1 AM Training Categories

Course Category	Description	Attendees	Training Intensity*
AM Policy and Framework Orientation	<ul style="list-style-type: none"> • To provide staff with an introduction to AM principles and the AM Policy and Framework; and to prepare staff for more advanced training • To bring all staff to a basic level of understanding of AM practices and establish a common AM language 	All staff	Low
AM Framework Overview Training	<ul style="list-style-type: none"> • Develop knowledge of AM principles, processes, and the AM Policy and Framework • Designed to provide staff with an introduction to a specific AM competency and its associated AM processes; and to prepare staff for more advanced training 	Relevant managers and staff involved in the AM processes	Medium
AM Practices Training	<ul style="list-style-type: none"> • Training focused on developing skills and knowledge required to successfully carry out AM activities • Designed to develop skills and knowledge of workflows and technical practices 	All staff involved in the AM Activity	High

Training Intensity

*Training intensity refers to the time commitment required by participants, the level of difficulty and detail of the training materials

- Low intensity is categorized as orientation and provides an introduction to key subjects, it does not require prerequisite training, and represents a minimal time commitment (less than 2 hours)
- Medium intensity training provides focused training to enhance knowledge of AM concepts and required skills, these may require prerequisite training and will likely represent more than 4 hour time commitment by participants
- High intensity training requires a more significant commitment (full day, 8 hours) to cover in-depth skill development and detailed task oriented training. These sessions will require prerequisite training.

The following AM Training Curriculum provides a description of training modules that are required to support the AM Strategy implementation, the broader AM Program, and the AM training approach described above. The curriculum consists of training modules for each of the three categories of training, including the orientation module. The curriculum must also include requirements for compliance with O.Reg. 588/17 AM Planning for Municipal Infrastructure. It would be advantageous to track individual staff training needs and accomplishments in completing the AM Training curriculum.

Table 3.2 AM Training Curriculum

AM Framework Component			Module	Objective (also: compliance with O.Reg. 588 AM Planning for Municipal Infrastructure)	Intensity	Prequal	Attendees
AM Policy & Framework (orientation)			AM 001 AM Framework Overview	Develop knowledge of AM concepts, principles and benefits Establish a common AM language Prepare staff for more advanced AM training	Low	None	All Staff
Planning			AM 101 AM Planning Overview	Develop an understanding of AM planning, its associated AM processes, and interface with other activities Learn how strategic planning, performance planning, master planning, renewal planning, maintenance planning, AM planning, capital programming, and operations planning contribute to enhanced AM Prepare staff for more advanced AM Planning training	Medium	AM 001	All Staff involved in AM Planning
Service Delivery			AM 102 Service Delivery Overview	Develop an understanding of AM service delivery, its associated AM processes, and interface with other activities Learn how asset acquisition, maintenance and operations contribute to and benefit from enhanced AM Prepare staff for more advanced AM Service Delivery training	Medium	AM 001	All Staff involved in AM Service Delivery
Performance Management			AM 103 Performance Management Overview	Develop an understanding of AM performance management, its associated AM processes, and interface with other activities Learn about Performance Management and the various inputs and outputs of a performance management program Learn how to develop asset service standards (or levels) Learn about reviewing service standards (or levels) to reflect changes in business drivers, programs or assets, and to improve effectiveness of performance management	Medium	AM 001	All Staff involved in AM Performance Mgmt
Delivery Support			AM 104 Support Services Overview	Develop an understanding of the role of delivery support in enhanced AM including financial management, human resources management, and data and systems management	Medium	AM 001	Staff involved with supporting HR, Finance, Data and Technology
Planning	Medium Term Plans	Performance Management Planning	AM 201 Performance Management Planning	Learn to develop service standards and performance indicators for key programs and assets that link all business drivers over the hierarchy of stakeholder needs Learn to review and update service standards and performance indicators to reflect changes in all business drivers	High	AM 001 AM 101	All Staff involved in Performance Mgmt Planning

AM Framework Component			Module		Objective (also: compliance with O.Reg. 588 AM Planning for Municipal Infrastructure)	Intensity	Prequal	Attendees
		Master Planning	AM 202	Master Planning	Learn how to review and update the supply and demand of services NOT REQUIRED	High	AM 001 AM 101	All Staff involved in Master Planning
		Renewal Planning	AM 203	Renewal Planning	Learn to identify failure modes, assess asset risk and identify end of life strategies for all asset types (i.e., (i) operate to failure or (ii) renew prior to failure) Learn to project end of life timing for assets using the Decision Support System (DSS) Learn to analyze all renewal options using benefit / cost analyses and document solutions including associated timing and cost	High	AM 001 AM 101	All Staff involved in Renewal Planning
		Asset Management Planning	AM 204	Asset Management Planning	Learn to develop AM Plans that meet O.Reg. 588/17 AM Planning for Municipal Infrastructure	High	AM 001 AM 101	All Staff involved AM Planning
		Maintenance Strategic Planning	AM 205	Maintenance Strategic Planning	Learn to develop and document maintenance strategies based on formal Failure Mode Effects and Criticality Analysis (FMECA) to optimize the blend of planned and unplanned maintenance	High	AM 001 AM 101	All Staff involved in Mtce Strategic Planning
		Consumables & Spares Management Planning	AM 206	Consumables & Spares Management Planning	Learn to develop a risk-based Consumables and Spares Management Strategy including business case by which the decision whether an item is held in stock is determined on the basis of a business case comparing the cost of holding the item and the risk negated by its immediate availability	High	AM 001 AM 101 AM 206	All Staff involved in Consumables & Spares Mgmt Planning
		Info Systems & Data Policy & Planning	AM 207	Info Systems & Data Policy & Planning	Learn the information technology, standards and policies, and data models to achieve enhanced AM	High	AM 001 AM 101	IT staff who support information systems and data
	Short Term Plans	10-Yr Capital Programming	AM 208	10-Yr Capital Programming	Learn to develop the 10-Year Capital Program based on a corporate capital programming framework and processes, including formal risk assessment, economic evaluation, and a confidence level approach To be delivered by Finance	High	AM 001 AM 101	All Staff involved in 10-Yr Capital Programming
		Annual Operating Planning & Budgeting	AM 209	Annual Operating Planning & Budgeting	Learn to develop the short term operating investment plans based on defined levels of service, failure mode analysis and risk analysis, and which are responsive to the prioritized needs of the Region and funding availability	High	AM 001 AM 101	All Staff involved in the development of operating and mtce budgets

AM Framework Component			Module		Objective (also: compliance with O.Reg. 588 AM Planning for Municipal Infrastructure)	Intensity	Prequal	Attendees
		Operational Standards & Specifications	AM 210	Operational Standards & Specifications	Learn to develop Operational Standards & Specifications based on the principles of formal risk assessment and economic evaluation	High	AM 001 AM 101	All Staff involved in setting Operational Stds & Specs
Service Delivery	Asset Creation & Renewal		AM 301	Asset Creation & Renewal	Learn the formal project delivery processes including how to manage projects, select consultants, administer consultant contracts, manage preliminary design, environmental assessments, detailed design, construction tendering, construction administration & inspection, commissioning, and asset handover To be delivered with / by the PMO	High	AM 001 AM 102	All Staff involved in Asset Creation and Renewal
	Asset Maintenance		AM 302	Asset Maintenance	Learn the CMMS information requirements and procedures necessary to support Maintenance Learn to plan, schedule, execute and complete the maintenance work using updated maintenance strategies and new / more robust CMMS	High	AM 001 AM 102	All Staff involved in Asset Maintenance and use of CMMS
	Operations		AM 303	Operations	Learn the CMMS information requirements and procedures necessary to support Operations Learn to plan, schedule and complete the operations work using new / more robust CMMS	High	AM 001 AM 102	All Staff involved in Operations and use of CMMS
	Work & Resource Management		AM 304	Work and Resource Management	Learn the CMMS information requirements and procedures necessary to support Work and Resource Management Learn to manage work and other resources using new / more robust CMMS	High	AM 001 AM 102	All Staff involved in Work & Resource Management and the use of CMMS
Performance Management	Monitoring & Reporting		AM 401	Monitoring & Reporting	Learn to monitor performance including capturing, entering and verifying data, and identifying gaps between actual and target, actual and benchmarks and actual over time Learn to report performance to meet the needs of all stakeholders including reporting for accountability/ legislative compliance and to focus continuous improvement by identifying performance gaps	High	AM 001 AM 103	All Staff involved in Performance Monitoring and Reporting
	Continuous Improvement		AM 402	Continuous Improvement	Learn the processes of programming and implementing continuous improvement projects to support enhanced AM	Medium	AM 401	All Staff involved in Continuous Improvement

AM Framework Component			Module		Objective (also: compliance with O.Reg. 588 AM Planning for Municipal Infrastructure)	Intensity	Prequal	Attendees
					Learn to program improvements including identifying improvement opportunities, defining and validating projects from the identified opportunities, prioritizing validated projects, and funding prioritized projects Learn to implement the approved and funded program, including best practice program implementation and project delivery including tracking projects within the program, and initiating, planning, executing, monitoring and closing out each project in the program			Programming and Implementation

5.5 Training Implementation Strategy

5.5.1 Introduction

Employee training and job preparedness are critically important to the successful implementation of enhanced AM. Optimal outcomes will be achieved with staff being supported with their learning when they commence new tasks until the processes are embedded into practice.

The recommended AM Training Implementation Strategy consists of the following activities:

- Communications & Change Management (provided by the Region)
- Training Module Delivery
- The general introductory modules are described as orientation to AM, not formal training. For completeness they have been included in the AM Training Curriculum. Training will be a mixture of formal learning such as in the classroom or a workshop environment and then applying this learning in a supported environment on the job, with monitoring and continuous improvement required to continue to enhance the content.

Important considerations include:

- The scope of work for each of the AM Training Implementation activities, the schedule for implementation and resources for delivery.
- Governance for AM training is to be integrated with other Region training and human resources development noting that this is technical training with the AMO Director and Managers having key roles to provide the content.

The following table provides an overview of the scope of work for each of the AM Training Implementation activities, the schedule for implementation and resources for delivery.

Table 3.3 AM Training Implementation Strategy Summary

Activity	Scope	Schedule	Resources
Communications & Change Management	<ul style="list-style-type: none"> • Effective communication and coaching will be critical to successfully manage the change related to implementing AM best practices • Prepare: Plan communications related to training • Implement: Deliver communication prior to and during training and create 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Commissioners • AMO Director and Managers

Activity	Scope	Schedule	Resources
	and communicate short term wins <ul style="list-style-type: none"> • Coach: Reinforce the benefits of training and enhanced AM practices 		
Training Module Delivery: AM Enhancement	<ul style="list-style-type: none"> • Staff will need to understand enhanced AM processes and how to apply supporting tools / systems • Assess AM enhancement training needs of each group of learners • Prepare and deliver training for each course category (i.e., AM Policy & Framework Training, AM Framework Overview Training, and AM Practices Training (emphasis on medium and short term planning and performance management in the near term)) • Evaluate learning and re-train, as required 	<ul style="list-style-type: none"> • Ongoing in the following order: • AM Policy & Framework Training • AM Framework Overview Training • AM Practices Training 	<ul style="list-style-type: none"> • AMO Director and Managers • External AM Consultant
On-the-Job Training	<ul style="list-style-type: none"> • Staff will need to trial and practice enhanced AM processes and supporting tools / systems • Assess AM enhancement on-the-job training needs • Prepare and deliver on-the-job training • Evaluate learning and retrain, as required 	<ul style="list-style-type: none"> • Ongoing, but after AM Enhancement Module Delivery 	<ul style="list-style-type: none"> • AMO Director and Managers
Monitoring & Continuous Improvement	<ul style="list-style-type: none"> • Monitoring and continuous improvement will be important to ensure that the AM Training program reflects the needs of AM Strategy implementation and the broader AM Program • Monitor the needs of the AM training approach and curriculum over time to support continuous improvement of the AM practice • Monitor the success of the AM Training Implementation Strategy in achieving the learning objectives 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • AMO Director and Managers • External AM Consultant

Activity	Scope	Schedule	Resources
	<ul style="list-style-type: none"> Modify the AM training approach and curriculum and implementation strategy, as required 		

The AM Training Implementation Strategy will likely extend over a **five year timeline** to match the AM Strategy implementation timeline and the needs for meeting the requirements of O.Reg. 588/17 AM Planning for Municipal Infrastructure. The table below describes the training plan continuous improvement process, including dependencies.

Table 3.4 Training Plan Implementation

Task	Description	Interdependencies	Source Document
1	Update the AM skills needs, curriculum and training plan	New processes and practices to be reflected in the skills and training plan	AM Strategy
2	Confirm roles with AM as part of the accountabilities	AM current state role conclusions	Job Descriptions
3	Develop AM competencies	HR policies and practice	
4	Complete a training needs analysis	HR policies and practice	
5	Prioritize the delivery of training to meet skill development needs of staff	AM Strategy	AM Strategy
6	Delivery of training program	AMO (content), Corporate HR (training methodology)	
7	Complete post training assessment of skill development	AM Strategy	
8	Update AM curriculum to meet ongoing needs	AM Strategy	Training Plan

To support the training development it is recommended that an AM competency matrix is developed, this competency framework is then applied as part of determining the priorities for AM training.

Post training assessments are to be completed to ensure the learning program is meeting the needs of the staff and their continual development of AM competence.

5.5.2 Delivery of AM training

Delivery of AM training will be facilitated and provided by the AMO Director and Managers to oversee the planning, delivery and evaluation of training modules and the on-the-job application of the learning.

- **Communications:** Manage the Communications & Change Management activity
- **Commissioners, Department Directors, AMO Director:** Deliver communications prior to and during training and reinforce benefits of training and achieving enhanced AM practices
- **AMO Director and Managers:** Assess AM enhancement on-the-job training needs, prepare and deliver on-the-job training, evaluate learning, and provide retraining as required
- **External AM Consultant:** Work with AMO Director and Managers to assess AM training needs of each group of learners, prepare and deliver training for each course category (i.e., AM Policy & Framework Training, AM Framework Overview Training, and AM Practices Training), evaluate learning and provide retraining as required.

AM training and professional development courses are available through several organizations, including the following:

- **The Institute of Asset Management (the IAM)** develops asset management knowledge and best practice, and generates awareness of the benefits of the asset management discipline for the individual, organisations and wider society. The IAM provides a knowledge base that includes ISO 55000 and PAS 55, and professional development training and certification.
- **Plant Engineering and Maintenance Association of Canada (PEMAC):** Provides education programs in both Maintenance Management and Asset Management that are offered in partnership with public, post-secondary institutions (e.g. Humber College). Also provides opportunities to connect with Maintenance, Reliability and Asset Management Professionals through a number of channels: conferences, chapter events, courses, and webcasts.
- **National Asset Management Strategy (NAMS) Canada** is a not-for-profit service arm of the Institute of Public Works Engineering Association (IPWEA) Australasia to provide access to IPWEA's asset management tools, publications and training. NAMS.PLUS is a subscription service providing a suite of tools, templates and other resources as a guided pathway to asset management planning. Provides IPWEA Professional Certificate in AM Planning through courses based on the International Infrastructure Management Manual (IIMM) and aligned with the ISO 55000 global AM standards. This initiative is delivered through the Municipal Asset Management Program, which is delivered by the Federation of Canadian Municipalities and funded by the Government of Canada.

- **Canadian Network of Asset Managers (CNAM)** is the association of public infrastructure asset management in Canada. Government and private sector members develop policy, tools and technologies which improve the level of service for public infrastructure assets in every province and territory. CNAM shares that knowledge with other members and stakeholders through a CNAMpedia online resource, an annual conference and various committees and events.

5.5.3 Governance & Integration

The establishment of a governance structure for AM training and its integration with other regional training and human resources development programs are important considerations. The AM training plan has a technical focus with the content being provided by the AMO Directors and Managers and Human Resources advising on training methodology.

Subject: Procurement By-Law Review and Proposed Amendments

Report to: Corporate Services Committee

Report date: January 9, 2019

Recommendations

1. That the By-law to define the procurement policies and procedures for The Regional Municipality of Niagara (By-law 02-2016) **BE AMENDED** as outlined in Report CSD 12-2019;
2. That staff **BE AUTHORIZED** to further amend By-law 02-2016 to amend Section 21 once Niagara Region completes its full transition to eBidding (electronic submissions);
3. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration;
4. That Report CSD 12-2019 **BE CIRCULATED** to local area municipalities and external procurement stakeholders for information.

Key Facts

- The purpose of this report is to seek Council approval to adopt the proposed By-law amendments that will become effective January 17, 2019.
- The Municipal Act provides that a municipality shall adopt and maintain a policy with respect to its procurement of goods and services.
- The current Procurement By-law was last approved on November 12, 2015 and requires updates to address the following;
 - As ratified by Council on March 22, 2018 the Niagara Region joined other local municipalities in using bids&tenders™ as the sole distribution tool for the Region's procurement documents
 - As ratified by Council on March 22, 2018 the Niagara Region has adopted the use of two Negotiated Request for Proposal (NRFP) Templates (Concurrent and Consecutive)
 - The Canadian Free Trade Agreement (CFTA) came into effect July 1, 2017
 - The Comprehensive Economic and Trade Agreement (CETA) came into effect September 21, 2017
 - Housekeeping amendments including changes required as a result of organizational restructuring and other policy updates.

Financial Considerations

While there would be no direct financial impact associated with the proposed amendments to the Procurement By-law, efficiencies in staff resourcing via procedural amendments to the tendering process would be realized, specifically as it relates to the next phase of implementation of electronic bidding (electronic submissions).

Analysis

As required by the Municipal Act, 2001, Part VI, Section 270(1) (3), a municipality shall adopt and maintain policies with respect to the following matters: its procurement of goods and services. Additionally, section 40 of the current procurement bylaw 02-2016 identifies that the Commissioner of Corporate Services / Treasurer has the autonomy to review the effectiveness of this By-law at least every five (5) years and report to Council as necessary.

The Procurement Advisory Committee's 2018 Work Plan is grounded in the guiding principles of sustainability by assessing strategies, resources and technology to facilitate innovation, continuous improvement which ensure process integrity and protect the interests of Niagara Region, the public and all stakeholders.

The advancement of two (2) Procurement Advisory Work Plan items, specifically Electronic Bidding and Negotiated RFP represent a significant achievement in the modernization roadmap for Niagara Region's procurement function. These proposed amendments will have a profound effect on how Niagara Region presents its opportunities for the acquisition of goods, services and construction to the market; the results of which will ensure our continued adherence to the principles of fair, open, transparent procurement practice and the achievement of value for money which will effectively contributes to our long-term financial sustainability.

Appendix 1 provides a high level summary of the proposed substantive amendments to the Procurement By-law including Electronic Bidding, Negotiated Request for Proposals, Trade Treaty Legislation and Housekeeping (not including minor changes required to reference other updated internal policies, changes to job titles arising from organizational restructuring e.g. from "Commissioner of Corporate Services" to Commissioner of Enterprise Resource Management Services"; and other grammatical/formatting updates).

Electronic Bidding

On March 22, 2018 Council ratified the March 7, 2018 Corporate Services Committee recommendations (CSC-C 10-2018) for Consideration from the Procurement Advisory Committee meeting held on February 23, 2018, specifically the following Council approved Procurement Work Plan 2017-2018 item:

- PAC-C 1-2018 which authorized staff to enter into an agreement, subject to the satisfaction of the Director of Legal and Court Services, with eSolutions Group to provide an electronic bidding (e-bidding) solution, as the sole distribution tool for the Region's procurement documents.

Since July 3, 2018 Procurement & Strategic Acquisitions have undertaken a phased approach to the implementation of eBidding, with the full migration to electronic submissions (Phase II) commencing with Council approval of this report. With regards to Section 21 (Formal Bid Process) of the Procurement By-law, Council is asked to approve the substance of this change (amendment of this section) and delegate the authority to staff to bring the required amending Bylaw without the need for a further staff report once staff complete the full transition eBidding (electronic submissions).

Negotiated Requests for Proposal

On March 22, 2018 Council ratified the March 7, 2018 Corporate Services Committee recommendations (CSC-C 10-2018) for Consideration from the Procurement Advisory Committee meeting held on February 23, 2018, specifically the following Council approved Procurement Work Plan 2017-2018 item:

- PAC-C 2-2018 which approved the adoption of two Negotiated Request for Proposal (NRFP) Templates (Concurrent and Consecutive); and directed staff to undertake the required Procurement By-Law changes to use NRFPs and to bring these recommendations along with any required policies associated with the use of NRFPs to a subsequent Committee for approval and until such time as this occurs, the use of NRFPs would be limited to procurements in which their use was specifically approved by Council.

With reference to the latter part of aforementioned recommendation whereby Staff would bring these recommendations along with any required policies associated with the use of NRFPs, Procurement will (in consultation with Client Department) assume the responsibility of making the determination as to whether the use of a negotiated RFP would be the most effective and conducive strategy to achieve a successful outcome and best value based on the nature of the project. As a result, Staff do not propose any policies regarding the use of NRFPs as being required at this time.

Trade Treaty Legislation

The purpose of the CFTA and CETA is to establish a transparent and efficient framework to ensure fair and open access to government procurement opportunities for all suppliers. These requirements are binding on municipalities, school boards, and publicly-funded academic, health, and social service entities. Key areas of compliance include procurement practices with respect to bid advertising, contract award information and vendor debriefing, establishing a formal bid dispute process, and collecting and reporting of procurements statistics.

The chart below outlines the dollar value thresholds where the Niagara Region's procurement processes must adhere to the conditions of these agreements.

Canadian Free Trade Agreement (CFTA)

In December 2014, federal, provincial and territorial governments began negotiations to strengthen and modernize the Agreement on Internal Trade (AIT). They were guided by direction from premiers and the federal government to secure an ambitious, balanced and equitable agreement that would level the playing field for trade and investment in Canada.

The new Canadian Free Trade Agreement (CFTA) resulted from these negotiations and entered into force on July 1st, 2017, now commits governments to a comprehensive set of rules that will help achieve a modern and competitive economic union for all Canadians. Through this legislation all governments have made precedent-setting commitments to promote open procurement practices which help create a level playing field for companies operating across Canada, and boost value-for-money in government purchasing. Canadian companies that operate across a number of sectors, such as construction firms, are now able to compete more readily for government contracts. Each government must ensure that it has an independent bid protest mechanism in place, allowing suppliers to challenge procurements they think have broken the agreement's rules.

Comprehensive Economic and Trade Agreement (CETA)

A free-trade agreement between Canada, the European Union and its member states. CETA has been provisionally applied, so the treaty has eliminated 98% of the tariffs between Canada and the European Union (EU).

The negotiations were concluded in August 2014. All 28 European Union member states approved the final text of CETA for signature. The Prime Minister of Canada executed the agreement on October 30, 2016 and the European Parliament approved the deal on February 15, 2017. The agreement is subject to ratification by the EU and national legislatures and can only enter into force if no adverse opinion is given by the European Court of Justice following a request for an opinion by Belgium. Until its formal entry into force, substantial parts are provisionally applied from September 21 2017.

With regards to both trade treaty legislative changes, Procurement have been reviewing our internal processes to ensure compliance with the new legislation, while in parallel working to update Procurement By-law to align with the new requirements. In order to ensure that Niagara Region procurement practices are compliant with all applicable Provincial and Federal legislation that came into effect in 2017, a review of the Niagara Region's Procurement By-law was required.

Thresholds:

CETA and CFTA thresholds are adjusted every two years, at the start of the year. The thresholds identified below, in effect through December 31, 2019 will be revised on January 1, 2020 at which time Procurement will be responsible for ensuring that any ensuing procurements are compliant with the current and revised values of CETA and CFTA.

JAN 1/18 – DEC 31/19	CFTA	CETA
GOODS AND SERVICES	\$101,100	\$365,700
CONSTRUCTION	\$252,700	\$9,100,000

Housekeeping

The proposed amendments to the By-law also incorporate general housekeeping changes including but not limited to amendments to position titles which reflect the organizational changes which have occurred since the Bylaw was last updated, general formatting, consistency in language, schedules to confirm matching to PeopleSoft setup and reference to the new P-Card Policy.

Alternatives Reviewed

While Corporate Services Committee could elect to defer the proposed amendments to the By-law. Staff are not recommending this as with the exception of housekeeping items, the trade treaty related changes are legislated and the amendments related to eBidding/Negotiated RFP were previously approved via the noted reports to Council.

Relationship to Council Strategic Priorities

This report is being brought as it reflects the priority of Doing Business Differently. Additionally, Procurement and its related activities are critical in maintaining taxpayer affordability.

Other Pertinent Reports

PAC-C 2-2017 Updates Procurement Work Plan 2017-2018
PAC-C 3-2017 eProcurement Software Solutions (e-Bidding)
PAC-C 1-2018 Region Procurement e-Tendering and e-Bidding System
PAC-C 2-2018 Flexible Formats: Negotiated RFP Templates

Prepared by:

Bart Menage, CSCMP, CRM
Director, Procurement & Strategic
Acquisitions
Enterprise Resource Management
Services

Recommended by:

Todd Harrison, CPA, CMA
Commissioner/Treasurer
Enterprise Resource Management
Services

Submitted by:

Ron Tripp, P.Eng.
Acting Chief Administrative Officer

This report was prepared in consultation with Donna Gibbs, Director of Legal and Court Services, Jeffrey Mulligan, Manager Strategic Sourcing and Tracie Byrne, Manager of Purchasing Services.

Appendices

Appendix 1	Summary of the proposed substantive amendments to the Procurement By-law related to Electronic Bidding, Negotiated Request for Proposals, Trade Treaty Legislation and Housekeeping.	Page 7
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Section 1: Purposes, Goals and Objectives of this By-law

Change	Description	Comments
Replaced	Purchasing Management Association with Supply Chain Management Association	Housekeeping

Section 2: Definitions

Change	Description	Comments
Removed	Bid Approval Report	Housekeeping
Added	Bid Document Form	Housekeeping
Added	Bidding System	Electronic Bidding
Added	CETA and CFTA	Trade Treaty
Added	Language to Conflict of Interest / Policy Reference	Housekeeping
Added	Language to Department Commissioner	Housekeeping
Added	Negotiated Request for Proposal	Negotiated RFP
Removed	Substantive Objection	Trade Treaty
Added	Pre and Post Award Bid Dispute	Trade Treaty

Section 4: Responsibilities and Authorities

Change	Description	Comments
Added	Ensuring compliance with current and revised values of CETA and CFTA	Trade Treaty

Section 6: Trade Agreements

Change	Description	Comments
Added	Subject to the provisions of trade agreements including but not limited to CETA and CFTA	Trade Treaty

Section 7: Advertising

Change	Description	Comments
Added	Changes related to CETA, CFTA and Bidding System	Trade Treaty

Section 14: Request for Quotation

Change	Description	Comments
Added	Bid Document Form	Housekeeping
Clarified	Reporting of Bid Results	Trade Treaty

Section 15: Request for Tender

Change	Description	Comments
Added	Bid Document Form	Housekeeping
Clarified	Reporting of Bid Results (Section 23)	Trade Treaty
Added	Publish award notice using the Bidding System	Trade Treaty

Section 16: Request for Proposal

Change	Description	Comments
Added	Negotiated Request for Proposal to Section Header and reference in all requirements in this section	Negotiated RFP
Added	Bid Document Form	Housekeeping
Clarified	Reporting of Bid Results (Section 23)	Trade Treaty
Added	Publish award notice using the Bidding System	Trade Treaty

Section 18: Single Source Purchases

Change	Description	Comments
Removed	Referenced to a Sole Source is being recommended	Housekeeping
Clarified	Reporting of Bid Results (Section 23)	Trade Treaty
Added	Publish award notice using the Bidding System	Trade Treaty

Section 19: Negotiation

Change	Description	Comments
Clarified	Reporting of Bid Results (Section 23)	Trade Treaty

Section 20: Roster for Professional or Specialized Services

Change	Description	Comments
Added	Bid Document Form	Housekeeping
Added	Advertised in accordance with Section 7	Trade Treaty

Section 21: Formal Bid Process

Change	Description	Comments
Removed	Reference to the Regional Clerk receiving Bids as Procurement and Strategic Acquisitions receives all Bids with the exception of Informal Quotations	Housekeeping
Removed	Reference to Request for Pre-Qualification as only Informal Quotation will be not be received by Procurement and Strategic Acquisitions staff	Housekeeping

Section 23: Reporting Procedures

Change	Description	Comments
Rewritten	Section completely to include reporting at \$25,000 threshold for procurement processes referenced in sections (14, 15, 16 and 20) using the Bidding System.	Trade Treaty

Section 30: Dispute Resolution

Change	Description	Comments
Rewritten	Section completely to replace current Substantive Objection process with Pre and Post Award Bid Dispute process.	Trade Treaty

Section 31: Lobbying Restrictions

Change	Description	Comments
Removed	"Lobbying restrictions shall apply..."	Housekeeping

Section 33: Surplus Assets

Change	Description	Comments
Replaced	"Department" with "capital reserve" with regards to the account to be credited with the net proceeds from the disposal of surplus assets	Housekeeping

Schedule "B": Purchasing and Execution Authority

Change	Description	Comments
Replaced	"Director" with "Manager" in Request for Proposal Table under Purchasing Authority for the dollar value of > \$25,000 to \$100,000	Housekeeping

MEMORANDUM

CSC-C 2-2019

Subject: Recommendations from the Joint Board of Management (JBM) – Niagara Courts meeting held on December 13, 2018 for consideration

Date: January 10, 2019

To: Corporate Services Committee

From: Ann-Marie Norio, Regional Clerk

The Joint Board of Management – Niagara Courts, at its meeting held on December 13, 2018, 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 9-2018 dated December 13, 2018, respecting the Court Services Write-Off Recommendations for the period ending October 31, 2018, **BE RECEIVED**;
2. That the delinquent cases summarized in the Analysis Section of this 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 Guidelines and the Niagara Region Courts approved write off criteria (POA Write-off Criteria); and
3. That the write-off criteria for ICON code PW **BE APPROVED** to include #4 "Where technical issues with ICON prevent the case from completing once payment has been satisfied."

A copy of the minutes of the Joint Board of Management – Niagara Courts meeting held on December 13, 2018 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 5-2018
Thursday, December 13, 2018
Campbell East (CE) 102
Niagara Region Headquarters, Campbell East
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: M. Briscoe (Thorold), D. Gibbs, Director, Legal & Court Services
(Board Chair), H. Salter (St. Catharines), J. Tosta (Welland),
B. Treble (West Lincoln)

Absent/Regrets: M. Tardif (Board Vice Chair)

Staff: K. Lotimer, Legislative Coordinator, B. Menage, Director,
Procurement & Strategic Acquisition, S. Mota, Program
Financial Specialist, P. Salvatore, Real Estate Coordinator,
J. Spriet, Associate Director, Court Services

1. CALL TO ORDER

D. Gibbs, Board Chair, called the meeting to order at 3:37 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 9-2018

Court Services Write-Off Recommendations for the Period Ending
October 31, 2018

Moved by J. Tosta
Seconded by H. Salter

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

1. That Report JBM-C 9-2018 dated December 13, 2018, respecting the Court Services Write-Off Recommendations for the period ending October 31, 2018, **BE RECEIVED**;
2. That the delinquent cases summarized in the Analysis Section of this 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 Guidelines and the Niagara Region Courts approved write off criteria (POA Write-off Criteria); and
3. That the write-off criteria for ICON code PW **BE APPROVED** to include #4 "Where technical issues with ICON prevent the case from completing once payment has been satisfied."

Carried

5.2 JBM-C 12-2018
2019 JBM Meeting Dates

Moved by M. Briscoe
Seconded by J. Tosta

That JBM-C 12-2018, being a memorandum from J. Spreit, Associate Director, Court Services **BE RECEIVED** and the following recommendation **BE APPROVED**:

That the Joint Board of Management – Niagara Courts meetings **BE HELD** on the following dates in 2019: January 25, March 21, June 13, November 14 and December 12.

Carried

6. CONSENT ITEMS FOR INFORMATION

Moved by B. Treble
Seconded by H. Salter

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

JBM-C 8-2018
POA Online Services Update

JBM-C 10-2018

3rd Quarter Variance Analysis and Forecast to December 31, 2018

JBM-C 11-2018

2019 Joint Board of Management Membership

JBM 3-2018

Joint Board of Management Committee Meeting Minutes
June 7, 2018

JBM 4-2018

Joint Board of Management Committee Meeting Minutes
August 9, 2018

Carried

7. OTHER BUSINESS

There were no items of other business.

8. CLOSED SESSION

Moved by H. Salter
Seconded by B. Treble

That this Committee **DO NOW MOVE** into Closed Session for the purpose of receiving information of a confidential nature respecting:

Disposition of Surplus Lands at the Provincial Offences Court Facility ("POCF") located at 445 East Main Street, City of Welland

Carried

Committee resolved into closed session at 4:09 p.m.

9. BUSINESS ARISING FROM CLOSED SESSION ITEMS

Committee reconvened into open session at 4:20 p.m. with the following individuals in attendance:

Committee:	M. Briscoe (Thorold), D. Gibbs, Director, Legal & Court Services (Board Chair), H. Salter (St. Catharines), J. Tosta (Welland), B. Treble (West Lincoln)
Absent/Regrets:	M. Tardif (Board Vice Chair)
Staff:	K. Lotimer, Legislative Coordinator, B. Menage, Director, Procurement and Strategic Acquisition, S. Mota, Program Financial Specialist, P. Salvatore, Real Estate Coordinator, J. Spriet, Associate Director, Court Services

9.1 Confidential JBM-C 13-2018

Disposition of Surplus Lands at the Provincial Offences Facility ("POCF") located at 455 East Main Street, City of Welland

Moved by B. Treble
Seconded by M. Briscoe

That Confidential Report JBM-C 13-2018 **BE RECEIVED** and the recommendations contained therein **BE APPROVED** as amended.

Carried

10. NEXT MEETING

The next meeting will be held on Tuesday, January 15, 2019, at 3:30 p.m. in Committee Room 4.

11. ADJOURNMENT

There being no further business, the meeting adjourned at 4:25 p.m.

Donna Gibbs
Board Chairman

Kelly Lotimer
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

Subject: Court Services Write-Off Recommendations for the Period Ending October 31, 2018

Report to: Joint Board of Management, Niagara Region Courts

Report date: Thursday, December 13, 2018

Recommendations

That this Board recommend to the Corporate Services Committee:

1. That Report JBM-C 9-2018 dated December 13, 2018, respecting the Court Services Write-off Recommendations for the period ending October 31, 2018, **BE RECEIVED**.
2. That the delinquent cases summarized in the Analysis Section of this 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).
3. That the write-off criteria for ICON code PW **BE APPROVED** to include “4. Where technical issues with ICON prevent the case from completing once payment has been satisfied.”

Key Facts

- The purpose of this report is to seek approval to write off and remove the delinquent cases summarized in the Analysis section of this report from the Integrated Court Offences Network (ICON) system.
- 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 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. It should be noted that these cases would 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.

Considerations

- 953 delinquent cases valued at \$548,632.80 have been identified for write-off for the period November 1, 2017 to October 31, 2018.
- Writing off these fines will reduce the overall amount for outstanding defaulted receivables for Court Services; however, there is no impact to the local area municipalities 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.
- There is no impact to the public and/or service users.

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 or adding the delinquent fine to municipal tax roll.
 - Deceased Persons are identified through submissions of Proof of Death either to the Court or to the Ministry of Transportation. Additionally, staff reviews obituaries in local newspapers on a daily basis to further identify deceased offenders.
 - Staff review cases with a small outstanding balance (\$25.00 or less) and if they meet the criteria listed in Appendix I are identified for write-off.
- 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 the 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.
- All fines on this report have been investigated and none qualifies for further collections activity.
- Staff submit 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").

2018 COURT SERVICES WRITE-OFF SUMMARY For the period November 1, 2017 to October 31, 2018		
Write-off Category	No. of Cases	Dollar Value
Deceased Person (DP)	751	\$341,628.50
Under Payment (UP)	186	\$3,086.28
POA Write-off - Unable to Enforce (PW)	10	\$410.00
Company in Default – Bankrupt or Insolvent (CD)	2	\$198,454.27
Signed Affidavit (SA)	4	\$5,053.75
TOTAL	953	\$548,632.80

Alternatives Reviewed

No alternatives were reviewed.

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
Acting Collections Supervisor
Court Services

Recommended by:

Joanne Spriet
Associate Director
Court Services

This report was reviewed by Joanne Spriet, Associate Director, Court Services.

Appendices

Appendix 1

JBM-C 9-2018 Appendix 1

1

ICON Code	Write-off Category	Write-off Criteria	Comments
UP	Under Payment	Case balance of \$25,000 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 1-2019

Subject: Q3 Financial Update

Date: January 9, 2019

To: Corporate Services Committee

From: Todd Harrison, Commissioner/Treasurer Enterprise Resource Management Services

The purpose of this memo is to notify Council of the completion of the 2018 corporate budget to actual analysis and other financial results as attached, based on year to date actuals up to September 30, 2018 and projected estimate of the annual results to December 31, 2018 prepared in accordance with corporate policy CF-020, Financial Reporting and Forecasting.

The Q3 Financial Update (from January 1, 2018 to September 30, 2018) and the full analysis of the levy and rate supported programs can be found in the Quarterly Financial Reports on the Niagara Region's website (<https://niagararegion.ca/business/finance/quarterly-reports/default.aspx>). Hard copies of the report can be made available upon request.

Respectfully submitted and signed by



Todd Harrison, CPA, CMA
Commissioner/Treasurer
Enterprise Resource Management Services

Appendix – 2018 Q3 Financial Update

2018

◆ Q3 Financial Update | September

Table of Contents

<u>Introduction</u>	<u>2</u>
<u>Consolidated Operating Funding Surplus/(Deficit) Review</u>	<u>3</u>
<u>Summary of Consolidated Operating Funding Surplus/(Deficit)</u>	<u>4</u>
<u>Statement of Operations – Water and Wastewater</u>	<u>5</u>
<u>Statement of Operations – Waste Management</u>	<u>8</u>
<u>Statement of Operations – Levy</u>	<u>11</u>
Departmental Statement of Operations:	
<u>Governance</u>	<u>14</u>
<u>General Government</u>	<u>16</u>
<u>Corporate Administration</u>	<u>18</u>
<u>Enterprise Resource Management Services</u>	<u>21</u>
<u>Corporate Services</u>	<u>23</u>
<u>Community Services</u>	<u>26</u>
<u>Public Health & Emergency Services</u>	<u>29</u>
<u>Public Works Transportation</u>	<u>32</u>
<u>Planning and Development</u>	<u>35</u>
<u>Courts Services</u>	<u>38</u>
<u>Niagara Regional Housing</u>	<u>41</u>
<u>Niagara Regional Police Service</u>	<u>44</u>
<u>Niagara Peninsula Conservation Authority</u>	<u>46</u>
<u>Operating Budget Amendments & Adjustment Summary</u>	<u>48</u>
<u>Reserves Summary</u>	<u>50</u>
<u>Deferred Revenue Summary</u>	<u>52</u>
<u>Operating Reserve Transfer Reconciliation</u>	<u>53</u>
<u>Capital Reserve Transfer Reconciliation</u>	<u>54</u>
Capital Project Reports:	
<u>Capital Summary</u>	<u>55</u>
<u>Capital Budget Adjustments</u>	<u>56</u>
<u>Capital Project Closures</u>	<u>59</u>
<u>Capital Project Closures by Transfer</u>	<u>62</u>
<u>Capital Project Summary</u>	<u>63</u>
<u>Capital Project Forecast</u>	<u>64</u>
<u>Capital Variance Project Summary</u>	<u>72</u>
<u>Investment Report</u>	<u>73</u>
<u>Investment Detail</u>	<u>74</u>
<u>Debt Report</u>	<u>75</u>
<u>Accounts Receivable Aging Report</u>	<u>77</u>
<u>Consolidated Statement of Financial Position</u>	<u>79</u>
<u>Explanation of Statement of Operations</u>	<u>80</u>

Introduction

On behalf of Niagara Region, we are pleased to provide you with the 2018 Q3 financial update.

Niagara is a culturally rich and historically significant region that offers its residents a mix of urban and rural living within 12 area municipalities. The Region boasts a diverse economy that includes manufacturing, tourism, agriculture and emerging sectors such as new media, green technology and bioscience.

Regional government operations are overseen by Niagara Regional Council which is composed of 30 elected representatives from 12 area municipalities and the Regional Chair. The current Regional Council was elected in October 2014 and the 31 members will serve a four-year term to November 30, 2018.

As of September 30, 2018 Niagara Region is forecasting a funding surplus of \$976 thousand related to the levy programs, \$2.5 million surplus related to Water and Wastewater programs, and a \$1.3 million surplus related to the Waste Management Program. This totals a forecasted funding surplus of \$4.8 million.

Affordability and sustainability are two key elements of Niagara Region’s budget strategy. Achieving a balance between providing the programs and services residents have come to rely upon, ensuring they can afford to pay for them and ensuring that we have money to fund future infrastructure and program needs is critical. We would appreciate your feedback at www.niagararegion.ca.

We hope you will find the information provided in this report of interest and welcome any suggestions for its improvement going forward.



Helen Chamberlain, Director of Financial Management & Planning, Deputy Treasurer

Certain assumptions and estimates are required when forecasting results. The assumptions and estimates made have been done so with information available at the time of writing this financial update. The following is an unaudited report which has been prepared and reviewed by the Financial Management & Planning teams in Enterprise Resource Management Services.

Consolidated Operating Funding Surplus/(Deficit) Review (in thousands of dollars)

Water & Wastewater

Water and Wastewater Services has a projected surplus of \$2,492. The water division projects a surplus of \$2,126 and the wastewater division projects a surplus \$366. The surpluses are mainly due to lower than budgeted utility costs, lower than expected spending in consulting and higher than anticipated water sales.

It is recommended that at year-end the projected funding surplus of \$2,126 for water be transferred to the water capital reserve and the projected surplus of \$366 for wastewater be transferred to the wastewater stabilization reserve.

Forecast Surplus / (Deficit)
Including Indirect Allocations

Total Surplus/(Deficit)	\$2,492
% of total budget	3.19%
% of rate revenue	2.97%

Waste Management

Waste Management Services has projected surplus of \$1,339 which is primarily due to credits received from Emterra for Liquidated damages and fuel costs and increased funding for the Blue Box Program and unanticipated funding from the Continuous Improvement Fund for the Phase 3 of the Material Recovery Facility (MRF) review.

It is recommended that at year-end the projected funding surplus of \$1,339 for waste management be transferred to the Waste Management Capital Reserve per the Waste Management Reserve Strategy outlined in CSD 70-2017.

Forecast Surplus/ (Deficit)
Including Indirect Allocations

Total Surplus/(Deficit)	\$1,339
% of total budget	2.79%
% of rate revenue	5.16%

Levy

Regional Departments and General Government forecast a deficit of \$2,122 mainly driven by \$7,526 in development charge (DC) exemptions as a result of the adopted Development Charge by-law. As well as, increased WSIB costs in EMS division. This is offset by savings in compensation due to corporate wide vacancies, lower than expected health and dental costs and a retroactive reconciliation payment from the Province (related to the Social Assistance Management System (SAMS)).

A surplus is forecasted in Agencies & Boards of \$3,098 primarily from NRH due to lower than budgeted subsidy payments to providers, higher than budgeted rental revenues for NRH owned units, and a recognition of unbudgeted provincial funding. Court Services has also seen an increase in collection enforcement activity and larger fine payments received. NRPS mainly driven from seconded assignments and savings from maintenance agreements.

It is recommended that the levy surplus, to the extent possible, be used to fund the deficit related to DC exemptions and that the remaining deficit be funded from a draw on the Development Charge reserve repayments for previous growth related projects (as outlined in CSD 48-2018).

Forecast Surplus/ (Deficit) Including Indirect
Allocations

Regional Departments and General Government	\$(2,122)
Niagara Regional Police Service	\$203
Court Services	\$366
Niagara Regional Housing	\$2,532
Niagara Peninsula Conservation Authority	\$(3)
Total Surplus/(Deficit)	\$976
% of total budget	0.13%
% of levy revenue	0.38%

Summary of Consolidated Operating Surplus/(Deficit) (in thousands of dollars)

	Annual Adjusted Net Budget	Annual Net Forecast	Q3 Projected Funding Surplus/(Deficit) including allocations
LEVY SUPPORTED DEPARTMENTS			
Regional Departments			
Corporate Administration	\$5,026	\$4,570	\$456
Corporate Services	\$2,087	\$1,951	\$136
Enterprise Resource Management Services	\$10	\$0	\$10
Community Services	\$43,966	\$42,421	\$1,545
Public Works - Transportation	\$60,403	\$60,550	-\$147
Governance	\$2,666	\$2,330	\$336
Planning & Development	\$5,677	\$5,119	\$558
Public Health	\$39,933	\$38,834	\$1,099
Sub-Total - Regional Departments	\$159,767	\$155,776	\$3,992
General Government	-\$354,628	-\$348,514	-\$6,114
Subtotal - General Government	-\$354,628	-\$348,514	-\$6,114
Total Levy Supported Departments	-\$194,861	-\$192,738	-\$2,122
Agencies, Boards & Commissions			
Court Services	-\$544	-\$911	\$366
Niagara Regional Housing	\$34,028	\$31,496	\$2,532
Niagara Regional Police	\$154,396	\$154,193	\$203
Niagara Peninsula Conservation Authority	\$6,981	\$6,984	-\$3
Subtotal Agencies, Boards & Commissions	\$194,861	\$191,762	\$3,098
Total Levy Supported Programs	\$0	-\$976	\$976
RATE SUPPORTED DEPARTMENTS			
Public Works - Water	\$0	-\$2,126	\$2,126
Public Works - Wastewater	\$0	-\$366	\$366
Public Works - Waste Management	\$0	-\$1,339	\$1,339
Total Rate Supported Departments	\$0	-\$3,831	\$3,831
TOTAL	\$0	-\$4,807	\$4,807

Water & Wastewater Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$16,577	\$16,528	\$49	0.3%	\$21,843	\$21,916	-\$73	-0.3%
Administrative	\$2,240	\$1,447	\$792	35.4%	\$2,983	\$1,934	\$1,050	35.2%
Operational & Supply	\$9,330	\$9,460	-\$130	-1.4%	\$12,441	\$12,807	-\$366	-2.9%
Occupancy & Infrastructure	\$13,238	\$11,190	\$2,048	15.5%	\$17,484	\$15,802	\$1,681	9.6%
Equipment, Vehicles,Technology	\$3,686	\$4,546	-\$861	-23.4%	\$4,904	\$6,387	-\$1,483	-30.2%
Community Assistance	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Partnership, Rebate, Exemption	\$15,662	\$2,177	\$13,484	86.1%	\$16,665	\$16,665	\$0	0.0%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$60,732	\$45,350	\$15,382	25.3%	\$76,321	\$75,512	\$808	1.1%
Taxation	-\$84,026	-\$84,855	\$829	-1.0%	-\$111,192	-\$112,021	\$829	-0.7%
By-Law Charges & Sales	-\$816	-\$905	\$89	-10.9%	-\$1,089	-\$1,197	\$108	-10.0%
Other Revenue	-\$4,978	-\$1,104	-\$3,873	77.8%	-\$5,583	-\$5,957	\$374	-6.7%
Total Revenues	-\$89,820	-\$86,864	-\$2,956	3.3%	-\$117,864	-\$119,175	\$1,311	-1.1%
Intercompany Charges	\$1,359	\$1,336	\$23	1.7%	\$1,812	\$1,789	\$23	1.2%
Total Intercompany Charges	\$1,359	\$1,336	\$23	1.7%	\$1,812	\$1,789	\$23	1.2%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$27,729	-\$40,178	\$12,448	-44.9%	-\$39,731	-\$41,874	\$2,142	-5.4%
Transfers From Funds	-\$11,015	-\$1,653	-\$9,362	85.0%	-\$11,521	-\$11,521	\$0	0.0%
Transfers To Funds	\$28,733	\$28,733	\$0	0.0%	\$38,018	\$38,018	\$0	0.0%
Total Transfers	\$17,719	\$27,081	-\$9,362	-52.8%	\$26,497	\$26,497	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$10,011	-\$13,097	\$3,086	-30.8%	-\$13,235	-\$15,377	\$2,142	-16.2%
Indirect Allocations & Debt	\$9,580	\$9,197	\$383	4.0%	\$13,235	\$12,885	\$350	2.6%
Total Indirect Allocations & Debt	\$9,580	\$9,197	\$383	4.0%	\$13,235	\$12,885	\$350	2.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$431	-\$3,900	\$3,469	-805.4%	\$0	-\$2,492	\$2,492	N/A

Water & Wastewater - Continued

Variance Analysis (in thousands of dollars)

Water & Wastewater services operated at a surplus after indirect allocations of \$3,469 (\$2,723 water, \$746 wastewater) with a projected surplus of \$2,492 (\$2,126 water, \$366 wastewater) for year end. The following factors have contributed to these surpluses.

Administration - The favourable year-to-date variance of \$792 is due to lower than expected spending in consulting due to lack of staff capacity to manage consulting engagements of \$517, and unspent funds budgeted for energy efficiency work of \$263. The projected year-end favourable variance is projected to increase to \$1,050 as spending for these accounts is expected to remain lower than budgeted.

Operational & Supply - The unfavourable year-to-date variance of \$130 is due to the higher than budgeted biosolids costs of \$420 is due to increased sludge haulage from Niagara Falls Wastewater Treatment Plant because of the out of service digesters and higher than budgeted uniform and protective clothing costs of \$42. This however is offset by lower than budgeted chemical costs of \$28, inspection services of \$160, and lab and inspection costs of \$147. The projected year-end unfavourable variance is expected to increase to \$366, comprised of an unfavourable biosolids amount of \$463 and uniform and protective clothing amount of \$43. These are offset by favourable variances in chemicals of \$57 and inspection services of \$83.

Occupancy & Infrastructure - The favourable year-to-date variance of \$2,048 is due to lower than budgeted electricity costs of \$1,875, natural gas costs of \$230, the timing of property tax payments of \$186, and unbudgeted utility rebates of \$63. This however is offset by an unfavourable YTD variance in R&M for buildings and grounds of \$287. The projected year-end favourable variance is expected to decrease to \$1,681, comprised of favourable variances for electricity of \$2,231, natural gas of \$104, and utility rebates of \$63. These projected favourable variances are partially offset by projected unfavourable variances in R&M for buildings and grounds of \$590 and property taxes of \$169.

Equipment, Vehicles, Technology - The unfavourable year-to-date variance of \$861 is due to an unfavourable variance in R&M equipment of \$775 because of the repair and replacement of aging equipment and higher than budgeted computer software license and support costs of \$71. The projected year-end unfavourable variance is expected to increase to \$1,483 mainly due to additional R&M to equipment that is underway or that will be completed by year end.

Partnership, Rebate, Exemption - The favourable year-to-date variance of \$13,484 is due to CSO funds committed to local area municipalities but not yet paid. The forecast for year-end is a \$0 variance since all CSO funding not spent will be encumbered into future year budgets.

Taxation - The favourable year-to-date variance of \$829 is due to increased water sales because of a warmer and drier summer. The projected year-end favourable variance is expected to remain unchanged at \$829.

By-Law Charges & Sales Costs - The favourable year-to-date variance of \$89 is due to increased sewer surcharge revenue of \$47 and an increase to hauled sewage revenue of \$67. The projected year-end favourable variance is expected to increase to \$108 as sewer surcharge revenue and hauled sewage are expected to increase to \$63 and \$89 respectively.

Other Revenue - The unfavourable year-to-date variance of \$3,873 is mainly driven by the timing of development charge revenue to fund the CSO program of \$4,121 and offset by higher than budgeted water tower telecom rental revenue of \$114 and an unbudgeted reimbursement from the City of Welland for Master Servicing Plan (MSP) costs of \$101. The projected year-end favourable variance is \$374 mainly driven by tower telecom rental revenue of \$246 and the MSP reimbursement from Welland of \$101.

Indirect Allocations - The favourable year-to-date variance of \$383 is due to favourable variances in other areas of the organization that budget to recover their costs through allocations to regional business units. The projected year-end favourable variance is expected to decrease slightly to \$350.

Water & Wastewater - Continued

Transfers - The unfavourable year-to-date variance of \$9,362 is due to CSO funds committed to local municipalities but not yet paid which will be encumbered into the 2019 wastewater budget. The projected year-end variance is therefore \$0.

Community Impacts & Achievements

- The Water and Wastewater Operations Divisions treated 57.0 billion liters of water in 2017 through six water treatment plants and 316 km of water mains, as well as 76.7 billion liters of wastewater through eleven plants and one biosolids storage facility, with collection through 123 pump stations and 283 km of forcemains and gravity sewers.
- The divisions provide input into water and wastewater approvals and master plans, design and construction, laboratory services, utility locates, source water protection, biosolids management, and environmental monitoring and enforcement.
- For the first time in quite some time, the Water / Wastewater senior leadership team is complete with a full time permanent Director and a full complement of 4 full time permanent Associate Directors.
- Implementation of a new 3-man pilot schedule in area 1 Wastewater to facilitate cross-training and succession planning.
- Responsibility for Children’s Water Festival was successfully transferred from NPCA to the Water division.
- A new water wagon has been built to enhance the existing water wagon program.
- Construction is now under way for the Rosehill Water Treatment Plant Upgrade.
- The project for the new South Niagara Falls Wastewater Treatment Plant is now underway with the Environmental Assessment soon to commence.

Waste Management Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$2,699	\$2,459	\$239	8.9%	\$3,575	\$3,359	\$217	6.1%
Administrative	\$1,415	\$481	\$934	66.0%	\$1,735	\$1,442	\$293	16.9%
Operational & Supply	\$29,564	\$27,636	\$1,928	6.5%	\$39,760	\$37,863	\$1,896	4.8%
Occupancy & Infrastructure	\$1,127	\$1,057	\$69	6.2%	\$1,492	\$1,435	\$57	3.8%
Equipment, Vehicles, Technology	\$813	\$903	-\$91	-11.1%	\$1,088	\$1,206	-\$119	-10.9%
Partnership, Rebate, Exemption	\$130	\$123	\$7	5.7%	\$173	\$166	\$7	4.3%
Financial Expenditures	\$0	-\$5	\$5	0.0%	\$0	-\$5	\$5	0.0%
Total Expenses	\$35,747	\$32,655	\$3,092	8.6%	\$47,823	\$45,467	\$2,357	4.9%
Taxation	-\$25,952	-\$26,024	\$72	-0.3%	-\$34,602	-\$34,602	\$0	0.0%
By-Law Charges & Sales	-\$11,129	-\$10,275	-\$854	7.7%	-\$14,837	-\$13,435	-\$1,403	9.5%
Other Revenue	-\$3,461	-\$3,607	\$146	-4.2%	-\$4,615	-\$4,914	\$299	-6.5%
Total Revenues	-\$40,541	-\$39,906	-\$635	1.6%	-\$54,054	-\$52,951	-\$1,104	2.0%
Intercompany Charges	\$102	\$105	-\$3	-2.9%	\$136	\$138	-\$3	-2.2%
Total Intercompany Charges	\$102	\$105	-\$3	-2.9%	\$136	\$138	-\$3	-2.2%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$4,693	-\$7,147	\$2,454	-52.3%	-\$6,095	-\$7,346	\$1,250	-20.5%
Transfers From Funds	-\$522	-\$522	\$0	0.0%	-\$522	-\$522	\$0	0.0%
Transfers To Funds	\$3,102	\$3,102	\$0	0.0%	\$4,136	\$4,136	\$0	0.0%
Total Transfers	\$2,580	\$2,580	\$0	0.0%	\$3,614	\$3,614	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$2,113	-\$4,567	\$2,454	-116.1%	-\$2,482	-\$3,732	\$1,250	-50.4%
Indirect Allocations & Debt	\$2,071	\$1,968	\$103	5.0%	\$2,482	\$2,393	\$89	3.6%
Total Indirect Allocations & Debt	\$2,071	\$1,968	\$103	5.0%	\$2,482	\$2,393	\$89	3.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$42	-\$2,599	\$2,557	N/A	\$0	-\$1,339	\$1,339	N/A

Waste Management Services - Continued

Variance Analysis (in thousands of dollars)

Waste Management Services is operating at a year-to-date surplus after indirect allocations of \$2,557 with a forecasted surplus of \$1,339, due to the following factors:

Compensation – The favourable year-to-date and forecasted variances of \$239 and \$217 are primarily due to salary gapping and position vacancy management.

Administration – The favourable year-to-date variance of \$934 is primarily due to: deferral of the Asset Inventory & Condition Assessment (AICA), Material Recovery Facility (MRF) Opportunity Review – Phase 4 and service level consultation costs, as well as various administrative expenses, until the fourth quarter of 2018. The forecasted favourable variance of \$293 is primarily due to reduced or deferred consulting expenditures of \$132, and utilization of existing communication pieces and Region services, resulting in lower promotional and educational costs of \$94.

Operational & Supply – The favourable year-to-date and forecasted variances of \$1,928 and \$1,896 are primarily due to lower than anticipated commodity prices for the purchase of recyclable materials under the Waterloo and Haldimand contract (forecasted annual variance of \$1,074), which is also reflected in the lower than budgeted sale of recyclables revenue. The other contributors to the surplus are liquidated damages issued to Emterra to date for breaches of contractual performance standards (\$581) and a credit received from Emterra in 2018 for the pre-payment of fuel costs in 2017 (\$215).

Occupancy & Infrastructure – The favourable year-to-date and forecasted variances of \$69 and \$57 are due to lower than anticipated repairs and maintenance and utility costs, offset by additional property taxes paid for two closed landfill sites.

Equipment, Vehicles, Technology – The unfavourable year-to-date and forecasted variances of \$91 and \$119 are due to higher than anticipated equipment repairs required at the various sites.

By-Law Charges & Sales Costs – The unfavourable year-to-date and forecasted variances of \$854 and \$1,403 are primarily due to lower than anticipated market revenues received from the sale of fibres (i.e. forecasted annual unfavourable variance for boxboard of \$1,536, newsprint of \$492 and cardboard of \$282), offset by forecasted increases in revenue from other recyclables (e.g. PET plastic \$363, aluminum \$108 and steel \$97), as well as increased garbage tag sales of \$88.

Other Revenue – The favourable year-to-date and forecasted variances of \$146 and \$299 are primarily due to: increased Resource Productivity and Recovery Authority (RPRA) funding for Niagara Region's Blue Box program of \$108 for the year, additional funding of \$40 from industry stewardship funding for various programs, and Continuous Improvement Fund (CIF) funding of \$130 for the MRF Opportunity Review – Phase 3.

Community Impacts & Achievements

Waste Management Services (WMS) is responsible for the operation of various facilities, including landfill sites, HHW depots and the Recycling Centre (a net revenue generator). WMS is also responsible for the delivery of curbside waste, recycling and organics collection and diversion programs, the management of long-term organics processing and disposal contracts, the operations and maintenance contracts at open and closed landfill sites, the recycling processing contract, policy development, capital program delivery and supporting outreach and communications programs.

- Negotiations with Emterra Environmental to ensure performance and adherence to the terms and conditions of Contract 2009-RFP-44, which include but are not limited to removing work from their Contract. Issued tender for Waste Collection Services for Lincoln and West Lincoln area, with an anticipated start date of early January 2019.
- Initiation of the consultation and engagement for the proposed service level collection options, which are being considered for implementation in the next collection contract.

Waste Management Services - Continued

- Continue to successfully market recyclable materials despite restrictive global market conditions.
- Recycling Centre Opportunity Review (identification of options considering the potential impact of the new extended producer responsibility legislation):
 - Phase One – complete – MRF market appraisal of buildings and land complete;
 - Phase Two – complete – MRF processing lines and systems, rolling stock and equipment state of repair assessment and valuation;
 - Phase Three – complete - MRF business valuation, strategic option evaluation and market analysis;
 - Phase Four – in progress – retained Fairness Advisor, and RFP issued to engage Transaction Advisor. Use of Negotiated Request for Proposal (NRFP), among other possible alternatives
- New five-year waste disposal operating contract awarded for Bridge Street
- Introduced a porcelain recycling program to divert toilets and sinks from landfills. Over 70 tonnes of porcelain have been processed since implementation.

Levy Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$282,900	\$278,264	\$4,637	1.6%	\$379,591	\$374,754	\$4,837	1.3%
Administrative	\$22,978	\$20,377	\$2,601	11.3%	\$29,960	\$30,448	-\$488	-1.6%
Operational & Supply	\$24,603	\$24,552	\$52	0.2%	\$32,945	\$36,421	-\$3,476	-10.6%
Occupancy & Infrastructure	\$20,056	\$19,510	\$546	2.7%	\$26,861	\$26,119	\$743	2.8%
Equipment, Vehicles, Technology	\$10,581	\$11,169	-\$588	-5.6%	\$14,227	\$15,048	-\$821	-5.8%
Community Assistance	\$153,708	\$140,184	\$13,524	8.8%	\$206,747	\$196,442	\$10,305	5.0%
Partnership, Rebate, Exemption	\$21,480	\$15,694	\$5,786	26.9%	\$25,989	\$32,307	-\$6,318	-24.3%
Financial Expenditures	\$37,874	\$38,764	-\$891	-2.4%	\$57,635	\$59,265	-\$1,631	-2.8%
Total Expenses	\$574,181	\$548,514	\$25,667	4.5%	\$773,954	\$770,803	\$3,151	0.4%
Taxation	-\$257,718	-\$258,364	\$646	-0.3%	-\$359,806	-\$360,596	\$790	-0.2%
Federal & Provincial Grants	-\$241,014	-\$234,652	-\$6,362	2.6%	-\$324,257	-\$318,216	-\$6,042	1.9%
By-Law Charges & Sales	-\$12,138	-\$11,886	-\$252	2.1%	-\$16,152	-\$17,242	\$1,091	-6.8%
Other Revenue	-\$46,315	-\$51,261	\$4,946	-10.7%	-\$62,412	-\$67,483	\$5,070	-8.1%
Total Revenues	-\$557,184	-\$556,163	-\$1,022	0.2%	-\$762,627	-\$763,537	\$910	-0.1%
Intercompany Charges	-\$1,461	-\$1,441	-\$20	1.3%	-\$1,947	-\$1,854	-\$93	4.8%
Total Intercompany Charges	-\$1,461	-\$1,441	-\$20	1.3%	-\$1,947	-\$1,854	-\$93	4.8%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$15,536	-\$9,090	\$24,625	158.5%	\$9,380	\$5,413	\$3,967	42.3%
Transfers From Funds	-\$19,097	-\$19,718	\$620	-3.2%	-\$22,657	-\$22,889	\$232	-1.0%
Transfers To Funds	\$28,065	\$30,422	-\$2,357	-8.4%	\$29,124	\$31,879	-\$2,756	-9.5%
Expense Allocations To Capital	-\$97	-\$68	-\$29	30.0%	-\$130	-\$101	-\$29	22.5%
Total Transfers	\$8,870	\$10,636	-\$1,766	-19.9%	\$6,337	\$8,889	-\$2,553	-40.3%
Net Expenditure (Revenue) Before Indirect Allocations	\$24,406	\$1,547	\$22,859	93.7%	\$15,716	\$14,302	\$1,414	9.0%
Indirect Allocations & Debt	-\$11,652	-\$11,165	-\$486	4.2%	-\$15,716	-\$15,278	-\$438	2.8%
Total Indirect Allocations & Debt	-\$11,652	-\$11,165	-\$486	4.2%	-\$15,716	-\$15,278	-\$438	2.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$12,754	-\$9,618	\$22,373	175.4%	\$0	-\$976	\$976	N/A

Levy - Continued

Variance Analysis (in thousands of dollars)

Levy is operating a year-to-date surplus before indirect allocations of \$22,859 and a forecasted surplus before indirect allocations of \$1,414. This is due to the following factors:

Compensation - The favourable year-to-date and forecasted variances of \$4,637 and \$4,837 respectively are mainly driven by lower than anticipated usage of health benefits and filling vacancies at rates less than budgeted across the corporation. In addition to the timing of staff onboarding to the EMS System Redesign project (year-to-date savings of \$1,908 and forecasted savings of \$2,086). These savings have been offset by unfavourable year-to-date and forecasted variances relating to Workplace Safety Insurance Board (WSIB) costs in the Emergency Medical Services (EMS) division and by higher than budgeted sick leave payouts at NRPS due to an increase in retirements.

Administration - The favourable year-to-date variance of \$2,601 is due to timing of spending of consulting dollars related to the following: \$666 for the corporate sustainability review (will be encumbered if not spent by year-end); \$902 related to trade and investment and strategic marketing, government relations activities, and internal project management work; \$699 for the timing of spend related to the Regional official plan; and \$635 in consulting related to transportation. This is offset by an increase in legal costs and the estimated liability accrued for insured, uninsured and construction contract claims against the Region. Some of these estimated liabilities are related to the water and wastewater program which may be allocated to these programs at year-end once costs are incurred.

Operational & Supply - The unfavourable forecasted variance of \$3,476 is primarily due to higher than anticipated usage of winter sand, winter salt and organic de-icing material totaling \$204; increased traffic signal and sign maintenance material costs of \$673 primarily due to one-time inventory adjustment to traffic signal equipment as a result of calculation error involving USD transactions; higher than budgeted costs for Niagara Specialized Transit (NST) services of \$635 and Niagara Regional Transit (NRT) services of \$456 due to increased ridership offset with reduced consulting and increased ridership revenue; and increase of \$13 in other program specific supplies and material.

Community Assistance – The favourable year-to-date and forecasted variances of \$13,524 and \$10,305 respectively are primarily due to the stabilization of the Ontario Works (OW) caseload resulting in lower than budgeted benefit issuances; a decline in rental vacancy rates in Niagara and shelters operating at over 100 per cent capacity resulting in reduced Housing Stability Plan benefit issuances. In addition, lower than budgeted subsidy payments to non-profit and co-op providers in NRH and the timing of take-up for Ministry-funded programs. The favourable variance is offset by the unfavourable variance in Federal & Provincial Grants.

Partnership, Rebate, Exemption - The favourable year-to-date variance of \$5,786 is a result of the timing of payments on grants. Specifically, due to the timing of payments on tax increment grants (TIGs) of \$1,094 offset by negative variances of \$277 on RDC grants and \$267 on Commercial Vacancy Rebates. In addition, further positive variances of \$2,542 on SNIP and PRIP grants and \$466 on Research and Technology grants are expected to be exhausted by the end of the year and \$220 in grants to the cities of Welland and Niagara Falls for Computer Aided Dispatch / Automated Vehicle Location (CAD/AVL) systems for the NRT fleet. These funds are expected to be processed in the fourth quarter.

The unfavourable forecasted variance of \$6,318 is primarily the result of \$7,526 in mandatory and non-mandatory exemptions as per the adopted Development Charges By-law 2017-88, of which an estimate of \$11 million deficit was presented during the 2018 Budget approval which is offset by savings in TIGs of \$1,082.

Federal & Provincial Grants - The unfavourable year-to-date and forecasted variances of \$6,362 and \$6,042 is primarily due to lower than budgeted Ministry funding reflective of the reduction in Community Assistance expenditures in SAEO (\$6,600) and Childrens Services (\$758) and timing of Ministry-funded programs related to NRH (\$798). This is offset by additional funding in Seniors (\$771) related to the higher than anticipated Operational & Supply expenditures and the forecasted recognition of \$1,100 in SAEO

Levy - Continued

resulting from the reconciliation of SAMS reports back to 2014 which were previously not available from the Ministry.

Other Revenue - The favourable year-to-date and forecasted variances of \$4,946 and \$5,070 respectively is primarily related to proceeds from the sale of surplus properties of \$2,432 and \$2,361 offset in transfers below. In addition, investment income exceeds budget by \$1,667 and \$1,945 of which \$1,253 and \$1,927 has been allocated to rate reserves and deferred revenue. Court Services had year-to-date favourable variance of \$543 related to an increase in collection enforcement activity. NRH had higher than budgeted rental revenues for owned units (\$502), and investment income from timing of NRH transactions (\$228).

Transfers - The unfavourable year-to-date and forecasted variances of \$1,766 and \$2,553 are mainly due to the transfer of net proceeds from property sales to the capital levy reserve as noted above.

Governance Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$1,231	\$1,153	\$78	6.4%	\$1,640	\$1,551	\$89	5.4%
Administrative	\$165	\$122	\$42	25.7%	\$220	\$177	\$42	19.3%
Operational & Supply	\$0	\$0	\$0	N/A	\$0	\$0	\$0	N/A
Equipment, Vehicles, Technology	\$2	\$1	\$1	64.7%	\$2	\$1	\$1	48.5%
Partnership, Rebate, Exemption	\$2	\$0	\$2	94.7%	\$2	\$1	\$2	71.0%
Total Expenses	\$1,400	\$1,276	\$124	8.8%	\$1,864	\$1,730	\$134	7.2%
By-Law Charges & Sales	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Other Revenue	-\$26	-\$26	\$1	-2.5%	-\$34	-\$35	\$1	-1.9%
Total Revenues	-\$26	-\$26	\$1	-2.5%	-\$34	-\$35	\$1	-1.9%
Intercompany Charges	\$1	\$1	\$0	-17.7%	\$1	\$2	\$0	-13.3%
Total Intercompany Charges	\$1	\$1	\$0	-17.7%	\$1	\$2	\$0	-13.3%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$1,375	\$1,251	\$124	9.0%	\$1,831	\$1,697	\$135	7.4%
Transfers From Funds	\$0	\$0	\$0	N/A	\$0	\$0	\$0	N/A
Total Transfers	\$0	\$0	\$0	N/A	\$0	\$0	\$0	N/A
Net Expenditure (Revenue) Before Indirect Allocations	\$1,375	\$1,251	\$124	9.0%	\$1,831	\$1,697	\$135	7.4%
Indirect Allocations & Debt	\$639	\$403	\$236	36.9%	\$835	\$634	\$201	24.1%
Total Indirect Allocations & Debt	\$639	\$403	\$236	36.9%	\$835	\$634	\$201	24.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$2,014	\$1,654	\$360	17.9%	\$2,666	\$2,330	\$336	12.6%

Governance - Continued

Variance Analysis (in thousands of dollars)

Governance is operating a year-to-date surplus before indirect allocations of \$124 with a forecasted surplus of \$135 before indirect allocations for year end. The following factors have contributed to this surplus.

Compensation - The favourable year-to-date and forecasted variance of \$78 and \$89 are due to vacancies within the Chair's Office and lower than anticipated benefit costs.

Administration - The favourable year-to-date and forecasted variance of \$42 is due to lower than anticipated advertising and travel costs and a prior year adjustment to legal fees.

Community Impacts & Achievements

Governance consists of the Members of Council and the Office of the Regional Chair who provide the overall political leadership of the organization.

Project Updates/Accomplishments

- Implementation of Regional Council's 2015 to 2018 Business Plan to foster an environment for economic prosperity
- Provided a 2019 Budget Guidance of 1.5% to keep taxes low in accordance with the Niagara Region taxpayer affordability guidelines
- Go Transit Station Secondary Plans approved for Beamsville, Grimsby, Niagara Falls and St. Catharines
- Linking Niagara Transit Committee develops finalized work plan towards the consolidation of Niagara's transit system
- Foreign Trade Zone Storefront opens in Fort Erie
- Niagara Immigration Portal 'Your Home | Your Future | Niagara, Canada' was approved and launched.
- Fort Erie and St. Catharines Long-Term Care campus sites and bed ranges approved by Regional Council.
- \$148 Million announced by Provincial and Federal governments to support inter-municipal transit.

General Government Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$0	\$1	-\$1	0.0%	\$0	\$1	-\$1	0.0%
Administrative	\$4,683	\$5,338	-\$655	-14.0%	\$6,194	\$6,390	-\$196	-3.2%
Occupancy & Infrastructure	\$41	\$62	-\$21	-50.7%	\$55	\$91	-\$36	-66.8%
Partnership, Rebate, Exemption	\$9,315	\$5,765	\$3,551	38.1%	\$13,278	\$19,726	-\$6,448	-48.6%
Financial Expenditures	\$35,969	\$37,135	-\$1,166	-3.2%	\$55,095	\$56,643	-\$1,548	-2.8%
Total Expenses	\$50,009	\$48,301	\$1,708	3.4%	\$74,623	\$82,852	-\$8,230	-11.0%
Taxation	-\$257,718	-\$258,364	\$646	-0.3%	-\$359,806	-\$360,596	\$790	-0.2%
Federal & Provincial Grants	\$0	\$1	-\$1	0.0%	\$0	\$1	-\$1	0.0%
By-Law Charges & Sales	-\$41	-\$20	-\$21	50.2%	-\$55	-\$20	-\$34	62.7%
Other Revenue	-\$9,858	-\$12,692	\$2,833	-28.7%	-\$14,044	-\$16,427	\$2,384	-17.0%
Total Revenues	-\$267,618	-\$271,075	\$3,457	-1.3%	-\$373,904	-\$377,042	\$3,138	-0.8%
Intercompany Charges	-\$81	-\$98	\$17	-21.1%	-\$108	-\$125	\$17	-15.8%
Total Intercompany Charges	-\$81	-\$98	\$17	-21.1%	-\$108	-\$125	\$17	-15.8%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$217,690	-\$222,872	\$5,182	-2.4%	-\$299,389	-\$294,315	-\$5,074	1.7%
Transfers From Funds	-\$10,628	-\$11,856	\$1,228	-11.6%	-\$12,935	-\$14,163	\$1,228	-9.5%
Transfers To Funds	\$19,596	\$21,953	-\$2,357	-12.0%	\$20,079	\$22,365	-\$2,286	-11.4%
Total Transfers	\$8,968	\$10,097	-\$1,129	-12.6%	\$7,144	\$8,202	-\$1,058	-14.8%
Net Expenditure (Revenue) Before Indirect Allocations	-\$208,722	-\$212,775	\$4,053	-1.9%	-\$292,245	-\$286,113	-\$6,132	2.1%
Indirect Allocations & Debt	-\$49,737	-\$48,862	-\$874	1.8%	-\$62,383	-\$62,401	\$18	0.0%
Total Indirect Allocations & Debt	-\$49,737	-\$48,862	-\$874	1.8%	-\$62,383	-\$62,401	\$18	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$258,458	-\$261,637	\$3,179	-1.2%	-\$354,628	-\$348,514	-\$6,114	1.7%

General Government - Continued

Variance Analysis (in thousands of dollars)

General Government is operating at a year-to-date surplus before indirect allocations of \$4,053 and is forecasting an overall deficit before indirect allocations of \$6,132 at the end of the year due to the following factors:

Administration - The unfavourable year-to-date and forecasted variances of \$655 and \$196 is primarily due to the estimated liability accrued for insured, uninsured and construction contract claims against the Region. Some estimated liabilities are related to the water and wastewater program. As these numbers are paid during the year, they may be allocated directly to the program at year-end.

Partnership, Rebate, Exemption - The favourable year-to-date variance of \$3,551 is due to the timing of payments of tax increment grants (TIGs) of \$1,094, \$2,542 on SNIP and PRIP grants and \$466 on Research and Technology grants offset by negative variances of \$277 on RDC grants and \$267 on Commercial Vacancy Rebates.

The unfavourable forecasted variance of \$6,448 is primarily the result of \$7,526 in mandatory and non-mandatory exemptions as per the adopted Development Charges By-law 2017-88. This is offset by savings in TIGs of \$1,082.

Financial Expenditures – The unfavourable year-to-date variance of \$1,166 is due to timing of debenture costs to budget amounting to \$1,053 to be recovered by year end. In addition, there is an unfavourable variance of \$323 in tax write offs offset by favourable unrealized foreign exchange gains on USD of \$211.

The forecasted unfavourable variance of \$1,548 is due in part to \$1,228 of capital financing (balloon payment) being recorded on a gross basis which is offset with a positive variance noted below in Transfers From Funds as well as tax write offs of \$531 offset by unrealized foreign exchange gains on USD of \$211.

Taxation - The favourable year-to-date and forecasted variances of \$646 and \$790 are primarily the result of variances of \$632 and \$515 for the collection of payment-in-lieu of taxes (PILs) as well as variances of \$14 and \$275 due to increases in supplemental tax revenue.

Other Revenue – The favourable year-to-date and forecasted variances of \$2,833 and \$2,384 are primarily related to proceeds from the sale of surplus properties of \$2,432 and \$2,361 offset by transfers identified below.

Transfers – The favourable year-to-date and forecasted variances on Transfers from Funds of \$1,228 is due to capital financing (balloon payment) being recorded on a gross basis which is offset with a negative variance noted in Financial Expenditures above.

The unfavourable year-to-date and forecasted variances on Transfers to Funds of \$2,357 and \$2,286 are mainly due to the transfer of net proceeds from property sales to the capital program as noted above.

Community Impacts & Achievements

The General Government department consists of:

- Taxation revenue and costs associated with Property Assessment Services which are provided by the Municipal Property Assessment Corporation (MPAC).
- Investment income on investments held with different institutions (see investment report for further details).
- Economic Incentives and other support: The Region contributes funding to the Niagara Health System’s new cancer centre as well as grants related to development charges, the Youth Retention Program, the Smarter Niagara Incentive Program and Canada Summer Games.
- Capital Financing: The Region funds its capital programs through multiple financing sources such as capital levy reserve contributions and debt charges.
- Debenture successfully issued in July 2018 for \$65.7 million in the capital markets.

Corporate Administration Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$3,243	\$3,077	\$166	5.1%	\$4,305	\$4,174	\$131	3.0%
Administrative	\$2,192	\$1,291	\$902	41.1%	\$2,642	\$2,453	\$189	7.1%
Operational & Supply	\$1	\$34	-\$33	N/A	\$2	\$43	-\$41	N/A
Occupancy & Infrastructure	\$0	-\$10	\$10	0.0%	\$0	-\$10	\$10	0.0%
Equipment, Vehicles, Technology	\$23	\$9	\$14	59.6%	\$31	\$17	\$14	44.7%
Partnership, Rebate, Exemption	\$678	\$494	\$184	27.1%	\$820	\$919	-\$99	-12.1%
Financial Expenditures	\$0	\$1	-\$1	0.0%	\$0	\$1	-\$1	0.0%
Total Expenses	\$6,138	\$4,896	\$1,242	20.2%	\$7,799	\$7,597	\$203	2.6%
Federal & Provincial Grants	-\$75	-\$127	\$52	-68.8%	-\$100	-\$127	\$27	-26.6%
By-Law Charges & Sales	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Other Revenue	\$0	-\$157	\$157	0.0%	\$0	-\$209	\$209	0.0%
Total Revenues	-\$75	-\$283	\$208	-277.5%	-\$100	-\$336	\$236	-235.6%
Intercompany Charges	\$6	\$9	-\$3	-45.2%	\$8	\$11	-\$3	-33.9%
Total Intercompany Charges	\$6	\$9	-\$3	-45.2%	\$8	\$11	-\$3	-33.9%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$6,069	\$4,622	\$1,447	23.8%	\$7,708	\$7,272	\$435	5.6%
Transfers From Funds	-\$1,068	-\$1,068	\$0	0.0%	-\$1,068	-\$1,068	\$0	0.0%
Transfers To Funds	\$20	\$20	\$0	0.0%	\$20	\$20	\$0	0.0%
Total Transfers	-\$1,048	-\$1,048	\$0	0.0%	-\$1,048	-\$1,048	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$5,021	\$3,574	\$1,447	28.8%	\$6,660	\$6,224	\$435	6.5%
Indirect Allocations & Debt	-\$1,201	-\$1,081	-\$120	10.0%	-\$1,634	-\$1,654	\$21	-1.3%
Total Indirect Allocations & Debt	-\$1,201	-\$1,081	-\$120	10.0%	-\$1,634	-\$1,654	\$21	-1.3%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$3,820	\$2,493	\$1,327	34.7%	\$5,026	\$4,570	\$456	9.1%

Corporate Administration - Continued

Variance Analysis (in thousands of dollars)

Corporate Administration is operating a year-to-date surplus before indirect allocations of \$1,447 with a forecasted surplus of \$435 before indirect allocations for year end. The following factors have contributed to this surplus.

Compensation - The favourable year-to-date and forecasted variance of \$166 and \$131 is due to staffing vacancies throughout the divisions of Corporate Administration. The variance will decrease due to seconded and backfilled positions which are offset by increased revenues.

Administration - The favourable year-to-date and forecasted variance of \$902 and \$189 is due to timing of consulting expenditures related to trade and investment and strategic marketing; government relations activities; research supporting council strategic priorities; and internal project management work. This favourable variance is offset by a repurposed spend on data and research and grants to third parties.

Operational & Supply - The unfavourable year-to-date and forecasted variance of \$33 and \$41 is due to an increased spend on raw data and research off set by the favourable variance of consulting dollars.

Partnership, Rebate, Exemption - The favourable year-to-date variance of \$184 is due to the timing of grant program awards and the forecasted unfavourable variance of \$99 is due to anticipated increased grant funding issued by Economic Development.

Revenue - The favourable year-to-date and forecasted variance of \$208 and \$236 is due to increased revenue applied to and secured by the Economic Development division and unexpected revenue from employee secondments in Internal Control & Organization Performance and Strategic Communications and Public Affairs.

Community Impacts & Achievements

Corporate Administration includes the Chief Administrative Officer's Office, Internal Control & Organizational Performance and Strategic Communications & Public Affairs whose main focus is the general management/support of the other Regional departments. Economic Development is also a part of Corporate Administration and supports the Niagara Region and business communities to compete successfully in Niagara, Ontario and on a global scale.

Strategic Communications and Public Affairs

Advanced corporate communications priorities and campaigns, including:

- Public engagement on Industrial and Commercial excess land policies
- Supporting the 2018 municipal election design and communications planning in partnership with Local Area Municipalities (LAMs)
- Internal and external communications related to Alternative Service Delivery in long-term Care and affordable housing
- Public engagement for “Point in Time Count” to ensure excellent homelessness data
- Communications Plans encouraging Green Bin and Waste Management activities
- Managing communications for inter-municipal transit and GO transit related project
- Provide communications support for transportation related infrastructure projects and including launch of new branding and web components
- Communications planning and support for the Region’s EarlyON centres
- Provided support and advice regarding the engagement and roll out of the Region’s updated development charges program
- Partnership with I.T. Division to host Region-wide Smart Cities Forum to craft Niagara community-informed submission to federal competition
- Coordination of Niagara-wide response, in partnership with LAMs, to Saint Lawrence Seaway Management Corporation Mandate Renewal by Federal Government
- Lead branding of, and key co-sponsor partners with I.T. Department in development, governance, and launch of new Intranet
- Providing key support and counsel for 2 major Economic Development projects: 100-minutes of promotional videos, 4 new websites, branding and print products
- Coordinated Ground-breaking/Grand Opening events; Niagara Falls Public Health office, Fort Erie FTZ Head Office, and Brock District Plan’s International Plaza
- Supported Niagara EMS service transformation project and communications roll-out.

Corporate Administration - Continued

- Development of Government Relations priorities and collateral for 2018 AMO Conference Advocacy Meetings

Internal Control & Organizational Performance

- Completed seven audits from the 2018 Internal Audit Plan thus far: Grants & Incentives Phase 1 & 2, IT General Controls, Waste Contract Audit, Payroll Phase 1 & 2 and Chippawa CSO Audit. All reports have been reported to Audit Committee and ICOP has provided recommendations to assist staff to improve operations and their respective internal controls environments.
- Completed the first phase of 'Shape Niagara' (a broad public engagement initiative to inform next Council's strategic plan). Highlights included five open house events, an online survey, face-to-face interactions with residents at 25+ community events, and a broad social media campaign. Currently engaged on a second phase which includes background research for the new Council's strategic plan.
- Produced the "2015-2018 Term in Review", a comprehensive report on Council's Strategic Priority Projects. Highlights included updates on all 30 projects (i.e. Provincial Commitment to GO Rail Expansion), and the performance dashboard which captured measurable statistics to inform Council and residents.
- Completed process reviews in three business areas: Children's Services (subsidy payments), Senior Services (HR staff transactions) and NRPS (attendance management). Currently managing projects in 9 other business units to improve operations, identify efficiencies and/or reduce waste using Lean & Six Sigma.
- Acting as the project manager, ICOP made major progress with transitioning the Business Licensing & Enforcement process from NRPS back to Niagara Region during the past quarter. We obtained approval from 6 Local Area Municipality Councils, NRPS Board and Niagara Regional Council in September to transition the business model in June 2019. We assisted with the recruitment of a Manager for the new business unit and continue with project planning for this important initiative.
- Executed a major corporate re-organization to create a Project Management Office (PMO) within ICOP in September. The goal of this initiative is to implement a best-in-class project management methodology for all capital projects corporate-wide. The PMO team completed a Strategic Plan to define their mandate and is currently working on a short-term, mid-term and long-term work-plan. In addition, the PMO team will be engaged to support other project managers across the organization on major Tier 1 projects (i.e. LTC re-development, EMS Hub etc.).

Economic Development

Project Updates/Accomplishments

- Completion of research and stakeholder consultation work by Global Investment Attraction Group.
- Re-focused Master Plan to Four Year Economic Development Strategy
- Meetings with 20+ companies in the Netherlands, Belgium and Germany, which were identified through a 'lead generation contract' as companies with verified interests in entering or expanding business in the North American marketplace.
- Meetings with Canadian Trade Commissioner Missions in The Hague, Brussels & Dusseldorf.
- Hosted the 5th Annual Commercial-Industrial Brokers Niagara Economic Growth Partners Networking Event
- Supported the Finance Department in public outreach regarding the Vacant Unit Rebate and Excess Land Property Tax Discounts.
- Participating in the internal Grant & Regional Development Charge Review
- First Quarterly Business Report on Niagara Gateway Centre, shows visitor numbers are above expectations at 36,856 and are expected to reach 50,000 by end of 2018.

Regional Studies/Analysis & Advocacy Projects/Events

- Completed Niagara Agricultural Profile & Niagara Agriculture Economic Impact study
- Initiated Niagara Tourism Profile and Niagara Tourism Economic Impact study
- Initiated update to studies Niagara Manufacturing Profile and Niagara Transportation and Logistics Profile
- Niagara Development Corridor Partnership Inc. in partnership with Niagara Economic Development engaged consultants EY to develop a Strategic Plan for the Niagara Foreign Trade Zone
- Foreign Trade Zone Coordinator presented to the Federal Transportation Committee

Enterprise Resource Mgmt Serv. Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$6,652	\$6,340	\$312	4.7%	\$8,946	\$8,635	\$312	3.5%
Administrative	\$2,692	\$2,025	\$666	24.8%	\$3,484	\$3,481	\$4	0.1%
Operational & Supply	\$23	\$16	\$7	31.2%	\$30	\$24	\$6	21.6%
Occupancy & Infrastructure	\$0	\$1	-\$1	N/A	\$0	\$1	-\$1	N/A
Equipment, Vehicles, Technology	\$6	\$10	-\$3	-51.5%	\$8	\$11	-\$2	-25.7%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Total Expenses	\$9,373	\$8,392	\$981	10.5%	\$12,469	\$12,151	\$319	2.6%
Federal & Provincial Grants	-\$45	-\$41	-\$4	9.1%	-\$60	-\$60	\$0	0.0%
By-Law Charges & Sales	-\$7	-\$4	-\$3	41.6%	-\$10	-\$6	-\$4	43.2%
Other Revenue	\$0	-\$7	\$7	N/A	\$0	-\$9	\$9	N/A
Total Revenues	-\$53	-\$52	\$0	0.9%	-\$70	-\$74	\$4	-6.0%
Intercompany Charges	\$16	\$17	-\$1	-4.8%	\$22	\$23	-\$1	-3.6%
Total Intercompany Charges	\$16	\$17	-\$1	-4.8%	\$22	\$23	-\$1	-3.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$9,337	\$8,357	\$980	10.5%	\$12,421	\$12,099	\$322	2.6%
Transfers From Funds	-\$519	-\$519	\$0	0.0%	-\$619	-\$619	\$0	0.0%
Total Transfers	-\$519	-\$519	\$0	0.0%	-\$619	-\$619	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$8,819	\$7,839	\$980	11.1%	\$11,802	\$11,480	\$322	2.7%
Indirect Allocations & Debt	-\$8,809	-\$7,839	-\$970	11.0%	-\$11,792	-\$11,480	-\$312	2.6%
Total Indirect Allocations & Debt	-\$8,809	-\$7,839	-\$970	11.0%	-\$11,792	-\$11,480	-\$312	2.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$10	\$0	\$10	100.0%	\$10	\$0	\$10	100.0%

Enterprise Resource Management Services - Continued

Variance Analysis (in thousands of dollars)

Enterprise Resource Management Services operated a surplus before indirect allocations of \$980 and \$322 forecast due to the following factors:

Compensation - The favourable year-to-date and forecasted variances of \$312 and \$312 are due to vacancies in Financial Management and Planning, Procurement and Strategic Acquisitions, and Legal Services.

Administration - The favourable year-to-date variance of \$666 is due to timing of spending of consulting dollars related to the corporate sustainability review which will be encumbered if not spent by year-end as well as timing of estimated insured claims payments.

Community Impacts & Achievements

Financial Management and Planning

- Niagara Region continues to maintain its “AA” credit rating with a stable outlook according to confirmation report released by credit rating agency Standard and Poor’s.
- Niagara Region awarded the Distinguished Budget Presentation Award for its 2018 Budget by the Government Finance Officers Association (GFOA).
- Asset Management Plan governance strategy presented to Council.
- Updated a number of financial policies that involve developer deposits, care and custody of securities, surplus/deficit, purchasing cards, and variance analysis and forecasting.
- Debt Risk Management Committee established from both Niagara Regional and local area municipality staff to review debt reporting and risk management.
- Public engagement completed for change in tax policy regarding proposed vacancy rebates.

Procurement and Strategic Acquisitions

- Sold Regional surplus properties valued at \$2.6 million year to date.
- Continued implementation of transition to new external bidding platform (bidsandtenders.com) as Phase 1 of the Region’s goal of full electronic paperless bidding.
- Of the 148 competitive Bids facilitated by Procurement year to date, 110 Bids totalling approximately \$69 million were awarded.

Legal Services

- Continue to provide excellent internal legal and claims support service for the Niagara Region by recently on-boarding a full complement of staff.

Corporate Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$12,243	\$11,894	\$349	2.9%	\$16,261	\$15,109	\$1,153	7.1%
Administrative	\$2,425	\$2,581	-\$156	-6.4%	\$3,195	\$3,360	-\$165	-5.2%
Operational & Supply	\$119	\$178	-\$59	-49.7%	\$159	\$293	-\$134	-84.7%
Occupancy & Infrastructure	\$5,080	\$5,124	-\$45	-0.9%	\$6,804	\$6,741	\$63	0.9%
Equipment, Vehicles, Technology	\$1,684	\$2,025	-\$341	-20.3%	\$2,434	\$2,375	\$59	2.4%
Partnership, Rebate, Exemption	\$3	\$2	\$1	35.0%	\$5	\$3	\$2	35.7%
Financial Expenditures	\$48	\$0	\$48	99.7%	\$64	\$0	\$64	99.8%
Total Expenses	\$21,602	\$21,804	-\$203	-0.9%	\$28,922	\$27,880	\$1,042	3.6%
By-Law Charges & Sales	-\$180	-\$192	\$12	-6.7%	-\$240	-\$255	\$15	-6.2%
Other Revenue	-\$405	-\$512	\$106	-26.2%	-\$540	-\$638	\$97	-18.0%
Total Revenues	-\$585	-\$704	\$118	-20.2%	-\$780	-\$892	\$112	-14.3%
Intercompany Charges	-\$99	-\$17	-\$82	83.0%	-\$132	-\$21	-\$111	84.1%
Total Intercompany Charges	-\$99	-\$17	-\$82	83.0%	-\$132	-\$21	-\$111	84.1%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$20,918	\$21,084	-\$166	-0.8%	\$28,010	\$26,967	\$1,043	3.7%
Transfers From Funds	-\$499	-\$499	\$0	0.0%	-\$659	-\$659	\$0	0.0%
Total Transfers	-\$499	-\$499	\$0	0.0%	-\$659	-\$659	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$20,419	\$20,585	-\$166	-0.8%	\$27,351	\$26,308	\$1,043	3.8%
Indirect Allocations & Debt	-\$18,807	-\$19,116	\$309	-1.6%	-\$25,264	-\$24,357	-\$907	3.6%
Total Indirect Allocations & Debt	-\$18,807	-\$19,116	\$309	-1.6%	-\$25,264	-\$24,357	-\$907	3.6%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$1,612	\$1,469	\$142	8.8%	\$2,087	\$1,951	\$136	6.5%

Corporate Services - Continued

Variance Analysis (in thousands of dollars)

Corporate Services operated at a deficit before indirect allocations of \$166 and are forecasting a \$1,043 surplus due to the following factors:

Compensation – The favourable year-to-date variance of \$349 is due to vacancies in Human Resources, Clerks Administration, IT Solutions, Construction, Energy and Facilities Management, partially offset by an unfavourable variance in labour relations. The favourable forecasted variance of \$1,153 is a continuation of vacancies stated as well as actual health and dental claims experienced in the year being less than budgeted, partially offset by an unfavourable variance in labour relations.

Administration - The unfavourable year-to-date and forecasted variances of \$156 and \$165 are mainly due to higher than anticipated external legal expenses and consulting services, partially offset by savings on staff development expenses.

Occupancy & Infrastructure - The unfavourable year-to-date variance of \$45 is due to higher than anticipated costs for janitorial service contracts relating to increased minimum wage and timing of one-time expenditures related to repairs of elevators and septic systems, partially offset by the delay in the opening of the new Niagara Falls Public Health facility and lower than budgeted electricity costs. The favourable forecasted variance of \$63 is due to lower facilities maintenance related spends compared to budget as well as continued savings on Niagara Falls Public Health facility and electricity.

Equipment, Vehicles, Technology - The unfavourable year-to-date variance of \$341 is due to the timing of spends related to software license and IT equipment maintenance contracts occurring in the first three quarters. The favourable forecasted variance of \$59 is due to the correction of prepaid software support contracts being spread over multiple years.

Revenues - The favourable year-to-date and forecasted variances of \$118 and \$112 are due to proceeds from sale of IT equipment and higher than anticipated rental revenue.

Community Impacts & Achievements

Corporate Records, Print & Mail Services

- The Office of the Regional Clerk worked diligently to put in place processes and procedures related to the direct election of the Regional Chair which was subsequently cancelled by provincial legislation. The exercise allowed us to establish excellent working relationships with the local area municipalities on a number of joint initiatives.
- Corporate Records undertook work with Information Technology Solutions, on a corporate solution for electronic records compliance and began revisions to the records retention schedule to bring it in line with provincial standards. Next steps will include validation with the Corporation’s business units.

Human Resources

- The Region embarked on an extensive review of existing HRIS/Payroll software which supports significant human resources, timekeeping and pay complexity among non-union and 12 different collective agreements which both directly and indirectly process bi-weekly pay data for more than 4,700 individuals working at Niagara Region, Niagara Regional Police Services, and Niagara Regional Housing. The goal of the review is to improve risk / cost-control, analytical, reporting, and self-service functionality while creating efficiencies both in HR and across all business units while ensuring all staff are paid correctly and in a timely fashion.

Information Technology Solutions

- Niagara Votes Website – Working collaboratively with the local area municipalities we launched <http://Niagaravotes.ca>; a ‘one stop shop’ for all Municipal election resources. The website continues to evolve.
- Enhancements to the Large item pickup site to provide citizens a better customer experience when booking their large item pickup online. Features business rules to assist citizens in booking items accurately and efficiently. Additionally, enhanced

Corporate Services - Continued

reporting enables Waste Management staff to mine analytics around items to assist with improvements and cost reductions in the future.
<https://niagararegion.ca/waste/collection/items/largeitems/request-form.aspx>

- The GIS team worked in collaboration with Water/Wastewater staff to enhance Niagara Integrated Infrastructure Mapping System (NIIMS), a shared web mapping application showcasing both local and regional water, storm and sewer infrastructure. Included is the ability for network tracing and valve isolation as well as access to enhanced regional asset information for Niagara Region Water/Wastewater staff.

Construction, Energy and Facilities Management

- Rapelje Lodge lighting retrofit project completed October 2018 and will result in an estimated annual savings in hydro costs of \$20,000.
- Ground breaking and construction has commenced on the new Niagara Falls Public Health facility.
- Solar PV revenue year-to-date of approximately \$98K.
- To date 6,256 internal Work Orders have been created with 5,833 completed (93% completion rate).

Customer Service

- Customer Service Modernization Strategy was shared with Council and funds approved for commencement of the implementation and testing of customer service enabling tool pilots.
- The Niagara Customer Service Network comprised of members from local public sector organizations has been established.

Business Licensing

- The Region is in the process of moving the administration and enforcement of business licensing (transportation and adult entertainment) back to the Region, as it is currently delegated to Niagara Regional Police (NRP). The transition of licence administration and enforcement back to the Region is planned for June 2019, reporting to the General Manager. Following this transition, a full process review will be conducted using the lean / six sigma methodology and community consultation to identify opportunities for improvement in the licensing and enforcement processes as well as customer service.

Community Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$74,422	\$74,235	\$187	0.3%	\$99,705	\$100,006	-\$302	-0.3%
Administrative	\$1,451	\$1,209	\$242	16.7%	\$1,911	\$1,818	\$93	4.9%
Operational & Supply	\$6,207	\$6,927	-\$721	-11.6%	\$8,296	\$9,117	-\$821	-9.9%
Occupancy & Infrastructure	\$2,877	\$2,637	\$241	8.4%	\$3,805	\$3,585	\$220	5.8%
Equipment, Vehicles, Technology	\$636	\$744	-\$108	-17.0%	\$821	\$1,049	-\$228	-27.7%
Community Assistance	\$128,091	\$117,046	\$11,045	8.6%	\$172,744	\$165,289	\$7,455	4.3%
Financial Expenditures	\$0	\$5	-\$5	0.0%	\$0	\$5	-\$5	0.0%
Total Expenses	\$213,684	\$202,802	\$10,882	5.1%	\$287,282	\$280,870	\$6,412	2.2%
Taxation	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Federal & Provincial Grants	-\$175,146	-\$169,460	-\$5,686	3.2%	-\$236,417	-\$230,522	-\$5,895	2.5%
By-Law Charges & Sales	-\$2,177	-\$2,928	\$751	-34.5%	-\$2,903	-\$3,877	\$974	-33.6%
Other Revenue	-\$16,890	-\$17,209	\$319	-1.9%	-\$22,520	-\$22,863	\$343	-1.5%
Total Revenues	-\$194,213	-\$189,597	-\$4,616	2.4%	-\$261,840	-\$257,262	-\$4,578	1.7%
Intercompany Charges	\$180	\$269	-\$89	-49.6%	\$240	\$326	-\$86	-35.9%
Total Intercompany Charges	\$180	\$269	-\$89	-49.6%	\$240	\$326	-\$86	-35.9%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$19,651	\$13,474	\$6,177	31.4%	\$25,683	\$23,934	\$1,749	6.8%
Transfers From Funds	-\$3	-\$3	\$0	0.0%	-\$3	-\$3	\$0	0.0%
Transfers To Funds	\$1,372	\$1,372	\$0	0.0%	\$1,829	\$1,829	\$0	0.0%
Total Transfers	\$1,369	\$1,369	\$0	0.0%	\$1,826	\$1,826	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$21,019	\$14,843	\$6,177	29.4%	\$27,508	\$25,760	\$1,749	6.4%
Indirect Allocations & Debt	\$13,264	\$13,931	-\$667	-5.0%	\$16,457	\$16,661	-\$204	-1.2%
Total Indirect Allocations & Debt	\$13,264	\$13,931	-\$667	-5.0%	\$16,457	\$16,661	-\$204	-1.2%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$34,283	\$28,774	\$5,509	16.1%	\$43,966	\$42,421	\$1,545	3.5%

Community Services - Continued

Variance Analysis (in thousands of dollars)

Community Services is forecasting a year-end operating surplus before indirect allocations of \$649 (2.4 per cent of the net budget) comprised of: \$193 in Social Assistance & Employment Opportunities (SAEO), \$199 in Homelessness & Community Engagement (HCE) and \$245 in Senior Services. Community Services is also forecasting a \$1,100 surplus in SAEO resulting from a one-time adjustment associated to the reconciliation of SAMS reports back to 2014, for a total combined surplus of \$1,749. The following factors contribute to these surpluses:

Administration - The favourable year-to-date and forecasted variances of \$242 and \$93 are primarily due to lower than budgeted fully funded office expenditures in HCE as well as the timing of consulting and professional services in SAEO & HCE.

Operational & Supply – The unfavourable year-to-date and forecasted variances of \$721 and \$821 are primarily due to higher than anticipated medical supplies and transportation expenditures for high intensity needs residents in long-term care (LTC), which are substantially funded by the Ministry (95%).

Occupancy & Infrastructure – The favourable year-to-date and forecasted variances of \$241 and \$220 are primarily due to lower than anticipated utility costs at the LTC homes.

Equipment, Vehicles, Technology – The unfavourable year-to-date and forecasted variances of \$108 and \$228 are primarily due to higher than anticipated equipment repair and building maintenance costs at the LTC homes.

Community Assistance - The favourable year-to-date variance of \$11,045 is primarily due to: the stabilization of the Ontario Works (OW) caseload resulting in lower than budgeted benefit issuances which are largely funded by the Province (\$5,607); a decline in vacancy rates in Niagara resulting in reduced Housing Stability Plan benefit issuances (\$240); and the timing of agency payments (\$5,198). The lower than budgeted benefit issuances are anticipated to continue to year-end resulting in a forecasted favourable variance of \$7,455.

Federal & Provincial Grants – The unfavourable year-to-date and forecasted variances of \$5,686 and \$5,895 are primarily due to lower than budgeted Ministry funding reflective of the reduction in Community Assistance expenditures in SAEO and Childrens Services. This is offset by additional funding in Seniors related to the higher than anticipated Operational & Supply expenditures and the forecasted recognition of \$1,100 in SAEO resulting from the reconciliation of SAMS reports back to 2014 which were previously not available from the Ministry.

By-Law Charges & Sales - The favourable year-to-date and forecasted variances of \$751 and \$974 are primarily due to higher than estimated parent fee contributions for Children’s Services which are reinvested to support stability of all childcare service providers.

Community Impacts & Achievements

Children Services

- Continuing to provide child care fee subsidy without a waitlist.
- Provide additional funding to service providers to ensure child care per diems remain stable support local efforts to increase licensed childcare spaces to reach Niagara’s 2018 target of 124 new spaces.
- Six Community capital builds are progressing with 270 new spaces to be open by December 2020.
- New EarlyON pilot successfully launched at the Seaway Mall in September.

Community Services - Continued

Senior Services

- Request for Proposal for Architect and Master Planning of new redevelopment sites has been awarded. Demolition commenced at new Gilmore Lodge site in Fort Erie.
- Nursing schedules were evaluated, redesigned and implemented in September 2018. The new schedules maximize the number of full-time positions while providing more bed side care to residents at their highest time of need (bed and bathing times) and during meals.
- Northland Pointe has been recognized by the Minister's Medal, honouring excellence in health quality and safety. The award highlights the staff for having demonstrated excellence in engaging patients as partners, as well as enhancing value and quality in the health care system.

Homelessness and Community Engagement

- Contracted a lead agency to pilot Out of the Cold in Niagara Falls for two seasons.
- Increased shelter beds effective November 15th in preparation for cooler weather.
- Participation in the Grimsby/Lincoln full field emergency exercise, including the setup of an emergency shelter.

Social Assistance and Employment Opportunities

- OW year-to-date caseload of 10,165 is tracking less than the projected 2018 caseload of 10,813; bending the curve on the OW caseload.
- Number of new job starts are on track to exceed 2018 targets; 985 new job starts captured year-to-date (2018 target - 1,350) with 781 unique local employers (2018 target – 650).
- Over 10,000 employment assessments have been completed with OW clients in the new technology system BENN; designed to match clients with jobs and training.

Public Health & Emergency Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$57,571	\$56,417	\$1,154	2.0%	\$76,726	\$75,687	\$1,039	1.4%
Administrative	\$1,632	\$1,617	\$15	0.9%	\$2,214	\$2,429	-\$215	-9.7%
Operational & Supply	\$3,788	\$3,208	\$580	15.3%	\$5,040	\$5,012	\$28	0.6%
Occupancy & Infrastructure	\$534	\$526	\$8	1.4%	\$712	\$649	\$62	8.8%
Equipment, Vehicles, Technology	\$1,862	\$1,915	-\$53	-2.8%	\$2,476	\$2,592	-\$117	-4.7%
Community Assistance	\$0	\$2	-\$2	0.0%	\$0	\$2	-\$2	0.0%
Partnership, Rebate, Exemption	\$0	\$1	-\$1	0.0%	\$0	\$1	-\$1	0.0%
Financial Expenditures	\$0	\$1	-\$1	0.0%	\$0	\$1	-\$1	0.0%
Total Expenses	\$65,388	\$63,686	\$1,702	2.6%	\$87,167	\$86,373	\$795	0.9%
Federal & Provincial Grants	-\$46,203	-\$46,837	\$634	-1.4%	-\$61,889	-\$62,456	\$566	-0.9%
By-Law Charges & Sales	-\$202	-\$145	-\$57	28.3%	-\$270	-\$190	-\$80	29.6%
Other Revenue	-\$153	-\$259	\$106	-68.9%	-\$204	-\$380	\$176	-86.1%
Total Revenues	-\$46,559	-\$47,241	\$682	-1.5%	-\$62,363	-\$63,026	\$662	-1.1%
Intercompany Charges	\$1,273	\$1,146	\$128	10.0%	\$1,687	\$1,643	\$45	2.6%
Total Intercompany Charges	\$1,273	\$1,146	\$128	10.0%	\$1,687	\$1,643	\$45	2.6%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$20,103	\$17,591	\$2,512	12.5%	\$26,492	\$24,990	\$1,502	5.7%
Transfers From Funds	-\$1,582	-\$975	-\$608	38.4%	-\$2,207	-\$1,292	-\$916	41.5%
Transfers To Funds	\$62	\$62	\$0	0.0%	\$83	\$83	\$0	0.0%
Total Transfers	-\$1,520	-\$912	-\$608	40.0%	-\$2,124	-\$1,208	-\$916	43.1%
Net Expenditure (Revenue) Before Indirect Allocations	\$18,583	\$16,678	\$1,904	10.2%	\$24,367	\$23,781	\$586	2.4%
Indirect Allocations & Debt	\$12,157	\$10,830	\$1,327	10.9%	\$15,565	\$15,053	\$513	3.3%
Total Indirect Allocations & Debt	\$12,157	\$10,830	\$1,327	10.9%	\$15,565	\$15,053	\$513	3.3%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$30,740	\$27,508	\$3,232	10.5%	\$39,933	\$38,834	\$1,099	2.8%

Public Health & Emergency Services - Continued

Variance Analysis (in thousands of dollars)

Public Health & Emergency Services is operating a year-to-date surplus before indirect allocations of \$1,904 with a forecasted surplus of \$586, due to the following factors:

Compensation – There are favourable year-to-date and forecasted variances of \$1,154 and \$1,039 respectively. These are due primarily to savings resulting from delays in filling vacant positions within various Public Health programs, and also due to the timing of staff onboarding to the EMS System Redesign project (both have contributed to year-to-date savings of \$1,908 and forecasted savings of \$2,086). These savings are partially offset by an unfavourable year-to-date variance of \$754 and forecasted variance of \$1,047 relating to Workplace Safety Insurance Board (WSIB) costs in the Emergency Medical Services (EMS) division.

Administrative - The unfavourable forecasted variance \$215 is primarily due to increased consulting services costs relating to strategic health initiatives as well as unanticipated training, all within the Medical division.

Operational & Supply - The favourable year-to-date variance of \$580 is primarily due to the timing of consumption of medical supplies in the EMS division.

Equipment, Vehicles, Technology - The unfavourable year-to-date and forecasted variances of \$53 and \$117 respectively are due primarily to the purchase of unanticipated vision-screening equipment driven by new provincial mandates and other dental equipment.

Federal & Provincial Grants – The favourable year-to-date and forecasted variances of \$634 and \$566 respectively are primarily the result of one-time in-year funding from the MOHLTC to support rising WSIB costs in the EMS division.

Other Revenue - The favourable year-to-date and forecasted variances of \$106 and \$176 respectively are due to unbudgeted secondment revenue, wage reimbursements from union groups and other cost recoveries.

Transfers from Funds – The unfavourable year-to-date and forecasted variances of \$608 and \$916 respectively, are due to budgeted services being provided in-kind by community partners for the EMS System Redesign project. As a result, less funds are expected to be required from the Ambulance Communications reserve to fund the project.

Community Impacts & Achievements

Mandatory and Related Programs

- Reorganization of health inspections from 5 days a week to 7 days a week to improve customer service, and better ensure safety of inspected facilities
- Additional promotion of services in Environmental Health, including well/cistern water testing and health inspection results, to better enable healthy choices
- Infection prevention and control training for dental office staff to enable them to offer the safest dental services to their patients
- Reorienting nursing in schools to align with the recommended comprehensive school health model, to better support and prepare school children for healthy productive lives
- Working with over 20 community partners on overdose prevention and drug use to combat both the acute problem and root causes

Mental Health

- Implemented changes to our intake process to ensure our clients have access to the right service, at the right time, in the right place
- Engaged senior leadership from community organizations across Niagara to inform the strategic direction of NRMH
- Evaluation of outcomes for clients accessing Dialectical Behavioral Therapy showed positive results. Evaluation of Prolonged Exposure treatment for trauma continues
- Trained staff on evidence-based treatments and protocols including suicide intervention, treatment for trauma and geriatric assessment

Public Health & Emergency Services - Continued

- Collaboratively working across Public Health divisions to ensure messaging to our clients, staff and public is consistent and aligned with research

Emergency Services

- Piloting 4 interprofessional teams (e.g. including an occupational therapist) to handle low acuity 911 calls and then connect residents to community-based care
- Collaboration with Niagara Health to mitigate offload pressures continues, and is starting to see some positive results.
- Continued call volume increase and response pressures through Q3, however rate of growth has lessened slightly.

Public Works Transportation Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$11,627	\$9,999	\$1,628	14.0%	\$15,473	\$13,804	\$1,670	10.8%
Administrative	\$1,529	\$704	\$825	54.0%	\$2,031	\$1,738	\$293	14.4%
Operational & Supply	\$12,000	\$11,488	\$512	4.3%	\$16,142	\$18,347	-\$2,206	-13.7%
Occupancy & Infrastructure	\$645	\$378	\$267	41.4%	\$871	\$609	\$262	30.1%
Equipment, Vehicles, Technology	\$1,517	\$1,778	-\$261	-17.2%	\$2,025	\$2,567	-\$543	-26.8%
Partnership, Rebate, Exemption	\$2,340	\$1,997	\$343	14.7%	\$2,432	\$2,455	-\$24	-1.0%
Financial Expenditures	\$0	\$0	\$0	0.0%	\$0	\$220	-\$220	0.0%
Total Expenses	\$29,658	\$26,343	\$3,314	11.2%	\$38,974	\$39,741	-\$767	-2.0%
Federal & Provincial Grants	-\$344	-\$253	-\$92	26.6%	-\$344	-\$333	-\$11	3.2%
By-Law Charges & Sales	-\$2,919	-\$2,092	-\$826	28.3%	-\$3,859	-\$4,280	\$421	-10.9%
Other Revenue	-\$1,867	-\$1,917	\$50	-2.7%	-\$2,252	-\$2,400	\$148	-6.6%
Total Revenues	-\$5,129	-\$4,262	-\$868	16.9%	-\$6,455	-\$7,013	\$558	-8.6%
Intercompany Charges	-\$1,536	-\$1,594	\$58	-3.8%	-\$2,048	-\$2,109	\$61	-3.0%
Total Intercompany Charges	-\$1,536	-\$1,594	\$58	-3.8%	-\$2,048	-\$2,109	\$61	-3.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$22,992	\$20,488	\$2,504	10.9%	\$30,471	\$30,619	-\$148	-0.5%
Transfers From Funds	-\$1,768	-\$1,768	\$0	0.0%	-\$1,843	-\$1,763	-\$80	4.3%
Expense Allocations To Capital	-\$97	-\$68	-\$29	30.0%	-\$130	-\$101	-\$29	22.5%
Total Transfers	-\$1,866	-\$1,837	-\$29	1.6%	-\$1,973	-\$1,864	-\$109	5.5%
Net Expenditure (Revenue) Before Indirect Allocations	\$21,126	\$18,651	\$2,475	11.7%	\$28,497	\$28,755	-\$257	-0.9%
Indirect Allocations & Debt	\$25,083	\$24,980	\$103	0.4%	\$31,905	\$31,795	\$110	0.3%
Total Indirect Allocations & Debt	\$25,083	\$24,980	\$103	0.4%	\$31,905	\$31,795	\$110	0.3%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$46,209	\$43,631	\$2,578	5.6%	\$60,403	\$60,550	-\$147	-0.2%

Public Works Transportation - Continued

Variance Analysis (in thousands of dollars)

Public Works Levy is operating a year-to-date surplus before indirect allocations of \$2,475 with a forecasted deficit of \$257 for year end, due to the following factors:

Compensation – The favourable year-to-date variance of \$1,628 and forecasted variance of \$1,670 are primarily due to delays in filling vacant positions and decreased overtime costs.

Administration – The favourable year-to-date variance of \$825 is primarily due to timing differences of \$637 in consulting and other professional services. The favourable forecasted variance of \$293 is associated with increased professional services and other administrative expenses to be incurred in the final quarter of the year.

Operational & Supply – The unfavourable forecasted variance of \$2,206 is largely due to higher than anticipated usage of winter sand, winter salt and organic de-icing material totaling \$204 due to the harsh winter conditions experienced; increased traffic signal and sign maintenance material costs of \$673 primarily due to one-time inventory adjustment to traffic signal equipment as a result of calculation error involving USD transactions; higher than budgeted costs for Niagara Specialized Transit (NST) services of \$635 and Niagara Regional Transit (NRT) services of \$456 due to increased ridership; increased hired equipment costs of \$225 related to Niagara Wind Farm activities (fully funded by revenue received per agreement); and increase of \$13 in other program specific supplies and material.

Occupancy & Infrastructure – The favourable forecasted variance of \$262 is largely due to lower than expected electricity costs of \$338 related to the timing difference in the rollout of the Street Lighting program offset by increased repairs and maintenance and other infrastructure costs of \$76.

Equipment, Vehicles, Technology – The unfavourable forecasted variance of \$543 is due to higher than expected fuel costs of \$181 from higher than anticipated fuel prices and the harsh winter conditions experienced; vehicle repairs of \$416 (including \$180 for NRT aging fleet repairs); offset by savings of \$54 in other equipment costs.

Partnership, Rebate, Exemption – The favourable year-to-date variance of \$343 is due to timing differences associated with \$201 in LAM grants associated with multi-use paths and drainage assessment funding for LAMs; \$220 in grants to the cities of Welland and Niagara Falls for Computer Aided Dispatch / Automated Vehicle Location (CAD/AVL) systems for the existing NRT fleet; offset by \$78 increase related to economic development grant to the city of Welland for GE Plant. The unfavourable forecasted variance of \$24 is due to aforementioned timing differences expected to be processed in the fourth quarter of 2018.

Financial Expenditures – The unfavourable forecasted variance of \$220 is due to write-off of bad debts related to accounts receivable due from select LAMs for their share of costs on Transportation Master Plan project.

Federal & Provincial Grants – The unfavourable year-to-date variance of \$92 is due to timing difference associated with Public Transit Infrastructure Funding (PTIF) related to the purchase of CAD/AVL systems for the existing NRT fleet. These funds are expected to be recognized in the fourth quarter of 2018.

By-Law Charges & Sales Costs – The unfavourable year-to-date variance of \$826 is due to timing differences associated with various by-law charges and other sales, most notably signal maintenance revenues of \$688 and lane marking of \$133. The favourable forecasted variance of \$421 is due to recognition of aforementioned revenues delayed in the first nine months of 2018 and increased fare revenues of \$493 for NST and NRT services due to increased ridership.

Other Revenue – The favourable forecasted variance of \$148 is due to \$212 in other expense reimbursements primarily related to insurance reimbursements associated with Helena Street spill offset by lower proceeds of \$67 from sale of equipment.

Public Works Transportation - Continued

Community Impacts & Achievements

The Regional Road Network consists of a total of 1,728 lane kms of road. As part of the Region’s Transportation Engineering capital program, 48 lane kms of roadways have been resurfaced or reconstructed in 2018 through annual Hot Mix Program-Phases I and II. To date, the Region’s Transportation Operations division has applied 17,800 tonnes of salt on regional roads as part of our winter maintenance program, 511 trees have been removed as part of the Emerald Ash Borer tree removal program and 108 culverts will be repaired or replaced in 2018.

Martindale Road reconstruction project in Transportation Services is complete with only minor restorations remaining. As a result, this project will be completed ahead of schedule. This reconstruction significantly increased the capacity of Martindale Road in the area of Erion Road, Hanover Drive and Corporate Park Drive. Construction staging for this project allowed for the Region to maintain two lanes of traffic, thus greatly reducing the impact of the construction on the motoring public.

Dominion Road project in Transportation Services represents first design-build project for the Region. This project has been achieving milestones at an expected pace and brings together a team led by the Region with inclusion of the Town of Fort Erie as well as the Beam–Rankin Joint Venture design build team. This unique partnership has allowed for a more seamless construction process to an extensive section of roadway that has previously appeared on CAA’s “worst roads” campaign.

Other achievements also include the successful completion of the 2018 Hot Mix-Phases I and II contracts, successful tender and award of Rice Road reconstruction, and the St. Catharines Downtown Conversion construction tender which will complete the conversion of downtown streets to two-way traffic flow.

In August 2018, the Region completed its GO Hub Transit Station Study (GHTSS). The GHTSS developed Secondary Plans for each of Niagara’s confirmed GO Station sites in Grimsby, St. Catharines and Niagara Falls, as well as for the potential future GO Station site in Lincoln. Policies and guidelines contained within each Secondary Plan will inform the ongoing critical Regional projects, such as the Casablanca Boulevard Environmental Assessment (EA), the St. Paul Street Bridge EA, the Thorold Stone Road Extension and Bridge Street EAs, that will help support efficient traffic and active transportation movement to and from the Metrolinx GO Stations.

Since the unanimous approval of the Transit Memorandum of Understanding between Niagara Region, Niagara Falls, St. Catharines and Welland in December 2017, work is progressing rapidly towards the implementation of the Dillon recommendations (the Niagara Transit Service Delivery and Governance Strategy, 2017). A three-year Transit Operating Agreement has been signed, a number of customer service-focused and operational improvements such as uniform transit customer service policies, universal support person pass, common trip planning app have been developed to harmonize, integrate and enhance the transit rider experience.

Planning & Development Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$3,880	\$3,174	\$706	18.2%	\$5,146	\$4,438	\$708	13.8%
Administrative	\$1,238	\$539	\$699	56.4%	\$1,513	\$1,353	\$160	10.6%
Operational & Supply	\$14	\$12	\$2	11.4%	\$18	\$17	\$2	8.5%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$27	\$37	-\$10	-35.2%	\$36	\$39	-\$3	-7.2%
Partnership, Rebate, Exemption	\$2,164	\$457	\$1,707	78.9%	\$2,474	\$2,224	\$250	10.1%
Total Expenses	\$7,323	\$4,220	\$3,103	42.4%	\$9,187	\$8,070	\$1,117	12.2%
Federal & Provincial Grants	\$0	-\$42	\$42	0.0%	\$0	-\$42	\$42	0.0%
By-Law Charges & Sales	-\$1,096	-\$1,102	\$7	-0.6%	-\$1,461	-\$1,458	-\$3	0.2%
Other Revenue	-\$506	-\$22	-\$484	95.6%	-\$675	-\$262	-\$413	61.2%
Total Revenues	-\$1,602	-\$1,167	-\$435	27.2%	-\$2,136	-\$1,762	-\$374	17.5%
Intercompany Charges	-\$227	-\$232	\$5	-2.0%	-\$303	-\$308	\$5	-1.5%
Total Intercompany Charges	-\$227	-\$232	\$5	-2.0%	-\$303	-\$308	\$5	-1.5%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$5,494	\$2,821	\$2,673	48.6%	\$6,748	\$6,000	\$747	11.1%
Transfers From Funds	-\$2,511	-\$2,511	\$0	0.0%	-\$2,799	-\$2,799	\$0	0.0%
Transfers To Funds	\$0	\$0	\$0	0.0%	\$0	\$250	-\$250	0.0%
Total Transfers	-\$2,511	-\$2,511	\$0	0.0%	-\$2,799	-\$2,549	-\$250	8.9%
Net Expenditure (Revenue) Before Indirect Allocations	\$2,982	\$310	\$2,673	89.6%	\$3,949	\$3,451	\$497	12.6%
Indirect Allocations & Debt	\$1,489	\$1,456	\$33	2.2%	\$1,729	\$1,668	\$60	3.5%
Total Indirect Allocations & Debt	\$1,489	\$1,456	\$33	2.2%	\$1,729	\$1,668	\$60	3.5%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$4,471	\$1,766	\$2,705	60.5%	\$5,677	\$5,119	\$558	9.8%

Planning & Development - Continued

Variance Analysis (in thousands of dollars)

Planning and Development is operating a year-to-date surplus before indirect allocations of \$2,673 with a forecasted surplus of \$497 before indirect allocations for year end. The following factors have contributed to this surplus.

Compensation - The favourable year-to-date and forecasted variance of \$706 and \$708 is due to the timing of launching program changes approved within the 2018 budget related to delegation of work from the Niagara Peninsula Conservation Authority and managing vacancies. The Regional Official Plan (ROP) is partially funded by expenditure matching transfers from development charge revenue causing the ROP surplus to be offset by reduced transfers.

Administration - The favourable year-to-date and forecasted variance of \$699 and \$160 is due to the timing of consulting expenditures involving the new Regional official plan.

Partnership, Rebate, Exemption - The favourable year-to-date and forecasted variance of \$1,707 and \$250 is due to timing of grant awards and unspent grants from the Waterfront Investment Program (\$250). The unspent dollars have been transferred back to reserves.

Revenue - The unfavourable year-to-date and forecasted variance of \$435 and \$374 is due to a lower transfer of development charge revenue, which is matched to expenditures to partially fund the Official Plan.

Transfer Between Funds - The unfavourable forecasted variance of \$250 is due to transfers to reserve of unspent Waterfront Investment Program Funds.

Community Impacts & Achievements

Planning & Development provides land use planning and development review including natural heritage, growth management policy and implementation services, capacity planning, water and wastewater master planning, development engineering, development agreements and growth infrastructure planning. The department also provides services related to Part 8 of the Ontario Building Code (private sewage systems) to nine of the twelve local area municipalities.

Project Updates/Accomplishments

The "Niagara 2041" growth strategy involves the following primary components:

- The Transportation Master Plan (TMP) and Water and Wastewater Master Servicing Plan (MSP), and the Municipal Comprehensive Review (MCR), which are complete.
- Initiated Regional Official Plan (ROP) attending all local councils and establishing frameworks, background studies and policy development.
- Supported full audit preparation for the grant and incentives review while continuing to deliver programs, future direction from Council will be required.

Other Initiatives

Leading/Supporting the following Regional Council's Strategic Priorities:

- Finalized GO Hub and Transit Stations Study, Expedited Process for Development, Global Attractiveness, Facilitating Development Solutions and Grant and Incentive Programs

Growing Niagara

- District & Secondary Plans: Brock Plan in implementation, Glendale Plan initiated and Prudhommes Plan complete
- Providing assistance with development of the Smithville Subwatershed Study Terms of Reference
- Supporting major development initiatives

Planning & Development - Continued

Supporting Local Communities, Fostering Great Development

- 58% increase in development application revenues between 2014-2017
- 59% increase in pre-consultations between 2014-2017
- 95.4% of applications satisfied review timeline targets in 2017
- Updating Memorandum of Understanding with our Local Area Municipalities and the Niagara Peninsula Conservation Authority
- Leading Environmental Planning review function

Building Great Communities - Urban Design (Public Realm Investment Program)

- Regional facilities and streetscapes in core areas
- Providing assistance to several communities with urban design solutions

Court Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$1,501	\$1,357	\$144	9.6%	\$2,000	\$1,804	\$195	9.8%
Administrative	\$1,394	\$1,422	-\$28	-2.0%	\$1,867	\$1,883	-\$16	-0.9%
Operational & Supply	\$691	\$940	-\$250	-36.1%	\$921	\$1,253	-\$332	-36.1%
Equipment, Vehicles, Technology	\$0	\$7	-\$6	N/A	\$1	\$7	-\$6	N/A
Financial Expenditures	\$82	\$111	-\$29	-35.9%	\$109	\$138	-\$29	-26.9%
Total Expenses	\$3,667	\$3,837	-\$169	-4.6%	\$4,897	\$5,086	-\$189	-3.8%
By-Law Charges & Sales	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Other Revenue	-\$5,055	-\$5,598	\$543	-10.7%	-\$6,740	-\$7,283	\$543	-8.1%
Total Revenues	-\$5,055	-\$5,598	\$543	-10.7%	-\$6,740	-\$7,283	\$543	-8.1%
Intercompany Charges	-\$7	-\$4	-\$2	34.9%	-\$9	-\$7	-\$2	26.2%
Total Intercompany Charges	-\$7	-\$4	-\$2	34.9%	-\$9	-\$7	-\$2	26.2%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	-\$1,394	-\$1,765	\$371	-26.6%	-\$1,852	-\$2,204	\$352	-19.0%
Total Transfers			\$0	0.0%		\$0	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	-\$1,394	-\$1,765	\$371	-26.6%	-\$1,852	-\$2,204	\$352	-19.0%
Indirect Allocations & Debt	\$1,059	\$1,068	-\$9	-0.8%	\$1,307	\$1,293	\$14	1.1%
Total Indirect Allocations & Debt	\$1,059	\$1,068	-\$9	-0.8%	\$1,307	\$1,293	\$14	1.1%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	-\$335	-\$697	\$362	-108.1%	-\$544	-\$911	\$366	-67.2%

Court Services - Continued

Variance Analysis (in thousands of dollars)

Courts Services is operating at a year-to-date surplus before indirect allocations of \$371 with a forecasted surplus of \$352 due to the following factors:

Distribution to Local Area Municipalities - The total year distribution to local area municipalities and Region is forecasted to be \$911 each, due in part to an increase in collection enforcement activity and fine payments received, as well as savings due to vacancy management. First, second and third quarter payments have been distributed based on the budgeted allocations. If the forecasted increases are realized at year-end, they will be distributed to local area municipalities in Q1 2019.

Compensation - The favourable year-to-date and forecasted variances of \$144 and \$195 is due to vacancy management.

Operational & Supply - The unfavourable year-to-date and forecasted variances of \$250 and \$332 are mainly due to the estimated increase in the fourth quarter net revenue distribution payment to the local area municipalities reflective of the overall net revenue for the year being more than budgeted.

Financial Expenditures – The unfavourable year-to-date and forecasted variance of \$29 is a result of higher collection charges paid to third party collection agencies as a result of increased delinquent fines recovered in the first three quarters of the year.

Other Revenue - The favourable year-to-date and forecasted variance of \$543 is due to an increase in collection enforcement activity and larger fine payments received in the first three quarters of the year.

Community Impacts & Achievements

Court Services developed new performance metrics in 2016 for Administration, Collections and Prosecutions. High quality service, cost effective services, timely/accessible service and innovative services are four key metrics measured against targets identified. Here are some of the targets and outcomes of our key metrics:

High Quality Service

- Information accuracy – # of licence suspensions vs suspensions made in error
Target = 99% Outcome = 99.7%
- Information accuracy - # of convictions vs # of administrative re-openings
Target = 99% Outcome = 100%

Cost Effective Service

- Value Return vs Investment – cancelling witnesses & vacating court time within 3 days of notification
Target = 95% Outcome = 100%

Established Standard vs Outcome

- RPC Review - prosecution undertake file review within 5 days of receiving file
Target = 95% Outcome = 75%
- Appeals – send file to MAG within 10 days of being notified of appeal
Target = 80% Outcome = 33%
- Cases investigated for enforcement within 30 days
Target = 80% Outcome = 31%

Timely/Accessible Service

- Disclosure – sent to defendant within 10 business days of receipt of file
Target = 95% Outcome = 99%

Innovative Service

- Service quality improved through innovation - Extension results - # of times sent by email vs regular mail
Target = 75% Outcome = 63%

Court Services - Continued

- Cost saved through innovation - Interpreters through video vs. total number of interpreters
Target = 50% Outcome = 81%
- Mileage cost saved through Lync meetings = \$105
- Travel time saved through Lync meetings = 210 minutes

Court Services will continue to monitor these measures to ensure that targets are improved upon where they are not currently being met. A shortage of staff during the summer has impacted some measures negatively.

Niagara Regional Housing Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$3,620	\$3,702	-\$82	-2.3%	\$4,802	\$4,911	-\$109	-2.3%
Administrative	\$719	\$613	\$106	14.8%	\$864	\$1,493	-\$629	-72.8%
Operational & Supply	\$68	\$60	\$9	12.9%	\$81	\$77	\$5	5.6%
Occupancy & Infrastructure	\$10,635	\$10,570	\$65	0.6%	\$14,288	\$14,125	\$162	1.1%
Equipment, Vehicles, Technology	\$302	\$223	\$78	25.9%	\$364	\$399	-\$35	-9.7%
Community Assistance	\$25,618	\$23,137	\$2,481	9.7%	\$34,004	\$31,151	\$2,852	8.4%
Partnership, Rebate, Exemption	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Financial Expenditures	\$1,772	\$1,510	\$262	14.8%	\$2,362	\$2,253	\$109	4.6%
Total Expenses	\$42,733	\$39,815	\$2,919	6.8%	\$56,765	\$54,410	\$2,355	4.1%
Federal & Provincial Grants	-\$11,694	-\$10,358	-\$1,336	11.4%	-\$15,439	-\$14,640	-\$798	5.2%
Other Revenue	-\$10,408	-\$11,461	\$1,053	-10.1%	-\$13,874	-\$15,107	\$1,233	-8.9%
Total Revenues	-\$22,101	-\$21,819	-\$282	1.3%	-\$29,313	-\$29,747	\$434	-1.5%
Intercompany Charges	\$45	\$50	-\$4	-9.1%	\$61	\$65	-\$4	-6.8%
Total Intercompany Charges	\$45	\$50	-\$4	-9.1%	\$61	\$65	-\$4	-6.8%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$20,677	\$18,045	\$2,632	12.7%	\$27,513	\$24,728	\$2,785	10.1%
Transfers From Funds	-\$519	-\$519	\$0	0.0%	-\$525	-\$525	\$0	0.0%
Transfers To Funds	\$292	\$292	\$0	0.0%	\$390	\$610	-\$220	-56.4%
Total Transfers	-\$226	-\$226	\$0	0.0%	-\$135	\$85	-\$220	163.3%
Net Expenditure (Revenue) Before Indirect Allocations	\$20,451	\$17,819	\$2,632	12.9%	\$27,378	\$24,813	\$2,565	9.4%
Indirect Allocations & Debt	\$4,469	\$4,530	-\$61	-1.4%	\$6,650	\$6,682	-\$33	-0.5%
Total Indirect Allocations & Debt	\$4,469	\$4,530	-\$61	-1.4%	\$6,650	\$6,682	-\$33	-0.5%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$24,920	\$22,349	\$2,571	10.3%	\$34,028	\$31,496	\$2,532	7.4%

Niagara Regional Housing - Continued

Variance Analysis (in thousands of dollars)

Niagara Regional Housing (NRH) is operating a favourable year-to-date and forecasted surplus before indirect allocations of \$2,632 and \$2,565. The year-to-date and forecasted surplus is due to the following factors:

Administration - The favourable year-to-date variance of \$106 is driven by lower costs for board-level and executive-office initiatives, partially offset by higher than budgeted insurance costs relating to property damage in the year. Initiatives expected to be completed in 2018 include the office reorganization, Mercer human resources evaluation, with ongoing costs relating to board governance support. The forecasted variance is an unfavourable \$629 driven by expected, Board-approved commitment to complete Designated Substance Surveys for the housing providers at an estimated initial cost of \$700.

Occupancy & Infrastructure - The favourable year-to-date and forecasted variance of \$65 and \$162 is due to lower than budgeted utility costs and property tax savings in the first half of the year, offset by higher than budgeted property infrastructure and grounds maintenance costs. The increase in grounds maintenance costs Higher than budgeted costs for service contracts relating to is driven by higher than budgeted service contracts as a result of 2018 contract renewals incorporating an increased minimum wage cost and service level reviews.

Equipment, Vehicles, Technology - The favourable year-to-date variance of \$78 is due to timing of housing provider software implementation, offset by higher than budgeted appliance repair and replacement costs in NRH-owned units. Phased completion & implementation of the housing provider software is expected in 2019; with outstanding financial commitments of \$70 leading to an unfavourable forecasted variance of \$35.

Community Assistance - The favourable year-to-date and forecasted variance of \$2,481 and \$2,852 is due to lower than budgeted subsidy payments to non-profit, co-op and federal providers along with prior year adjustments, in addition to the timing of take-up for Ministry-funded programs. This variance is partially offset by the Federal & Provincial Grants as revenue is deferred to align with timing of program spending and related administrative costs.

Financial Expenditures - The favourable year-to-date and forecasted variance of \$262 and \$109 is driven by higher than budgeted bad debt recovery in the first three quarters of 2018.

Federal & Provincial Grants - The unfavourable year-to-date and forecasted variance of \$1,336 and \$798 is due to timing of Ministry-funded programs and related administrative costs

Other Revenue - The favourable year-to-date and forecasted variance of \$1,053 and \$1,233 is due to the recognition of provincial funding where NRH holds no further obligation (\$388), higher than budgeted actual and forecasted rental revenues for NRH-owned units (\$502), and investment income from timing of NRH transactions (\$228).

Transfers - The unfavourable forecasted variance of \$220 is driven by the expected year-end encumbrance for the purchase of vacant court services land based on a Q4 NRH expression of interest and ongoing discussions.

Community Impacts & Achievements

Acting as Service Manager on behalf of Niagara Region, NRH is responsible for Social, Public & Affordable Housing within the context of an ever-increasing wait list and clients struggling through negative effects of poverty. Accomplishments to date in 2018 include:

- *New Units* – Construction continues on the \$15.8 million, 85-unit Carlton Street development, addressing the need for affordable rental units in St. Catharines, in addition, construction has started on the 2018 Multi-residential intensification in Welland
- *Home Repairs* – Inspections underway for 2018-2019 Niagara Renovates funding
- *Improved Lives Through Homeownership* – NRH has provided a down payment loan to help 14 households purchase their first home

Niagara Regional Housing - Continued

- *Help For Survivors Of Domestic Violence* – Continue accepting applications to provide Portable Rent Benefits to prevent at-risk households from unsafe situations or the move to shelters
- *Addressed Homeless* – Continue partnering with Community Services through the Housing First program to move those experiencing homelessness to their own homes with appropriate supports
- *Improved Communities* – NRH partners with more than 40 community agencies across Niagara to link vulnerable tenants with appropriate supports and provide community programs to build better communities

Niagara Regional Police Services Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Compensation	\$106,911	\$106,917	-\$6	0.0%	\$144,587	\$144,634	-\$47	0.0%
Administrative	\$2,857	\$2,914	-\$57	-2.0%	\$3,824	\$3,872	-\$48	-1.3%
Operational & Supply	\$1,692	\$1,688	\$4	0.2%	\$2,255	\$2,238	\$17	0.8%
Occupancy & Infrastructure	\$244	\$222	\$22	8.9%	\$327	\$327	\$0	0.0%
Equipment, Vehicles, Technology	\$4,521	\$4,421	\$101	2.2%	\$6,029	\$5,991	\$38	0.6%
Financial Expenditures	\$3	\$2	\$1	34.7%	\$4	\$3	\$1	22.0%
Total Expenses	\$116,228	\$116,164	\$64	0.1%	\$157,026	\$157,066	-\$39	0.0%
Federal & Provincial Grants	-\$7,506	-\$7,535	\$29	-0.4%	-\$10,008	-\$10,037	\$29	-0.3%
By-Law Charges & Sales	-\$5,516	-\$5,402	-\$115	2.1%	-\$7,355	-\$7,157	-\$198	2.7%
Other Revenue	-\$1,146	-\$1,403	\$256	-22.4%	-\$1,529	-\$1,870	\$342	-22.4%
Total Revenues	-\$14,169	-\$14,339	\$171	-1.2%	-\$18,891	-\$19,064	\$173	-0.9%
Intercompany Charges	-\$1,033	-\$988	-\$45	4.4%	-\$1,367	-\$1,353	-\$14	1.0%
Total Intercompany Charges	-\$1,033	-\$988	-\$45	4.4%	-\$1,367	-\$1,353	-\$14	1.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$101,026	\$100,837	\$189	0.2%	\$136,768	\$136,648	\$120	0.1%
Transfers From Funds	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%
Transfers To Funds	\$6,723	\$6,723	\$0	0.0%	\$6,723	\$6,723	\$0	0.0%
Total Transfers	\$6,723	\$6,723	\$0	0.0%	\$6,723	\$6,723	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$107,749	\$107,560	\$189	0.2%	\$143,491	\$143,371	\$120	0.1%
Indirect Allocations & Debt	\$8,740	\$8,528	\$211	2.4%	\$10,905	\$10,822	\$83	0.8%
Total Indirect Allocations & Debt	\$8,740	\$8,528	\$211	2.4%	\$10,905	\$10,822	\$83	0.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$116,489	\$116,088	\$401	0.3%	\$154,396	\$154,193	\$203	0.1%

Niagara Regional Police Services - Continued

Variance Analysis (in thousands of dollars)

For the period ending September 30 2018, the Service's financial result was a gross expenditure surplus of \$189. The Service is forecasting a \$120 surplus position before indirect allocations by the end of this fiscal year. At year end, the Service will be requesting the transfer of the surplus as follows: a \$50 transfer to the Board Contingency Reserve to mitigate future expenses and \$70 to the Service Contingency Reserve to mitigate costs associated with emerging legislation.

Compensation – At September 30, the Compensation expense was slightly above the approved budget by \$6. This slight deficit is mainly the combination of greater than budgeted sick payouts for retiring members offset by savings in WSIB benefit costs which is expected to continue to trend to year end.

Other Operational Expenditures - Other Operational Expenditures are comprised of all other operating expenditures excluding Personnel Costs, Financial Expenditures and Interfunctional Transfer. At September 30, spending is slightly below budget by \$70 mainly due to savings realized from software maintenance agreements. The Service is projecting other costs to be at budget levels despite the increased fuel rate which is expected to continue to year end. The forecast is based on anticipated savings in other expense lines that will offset the high cost of fuel experienced this year. In addition, the Board is forecasting a savings in legal expenses of \$50. At year end, the Service will be recommending that any Board or Service surplus funds be transferred to the appropriate contingency reserve(s) to mitigate future year financial risk.

Recoveries & Revenues – At September 30, Gross Revenues and Recoveries were \$171 above budget levels due to fees for service and other revenue recoveries such as seconded assignments. This trend is expected to continue and the Service is forecasting revenues and recoveries to exceed budget by \$173.

Conclusion - The detailed variance analysis and forecast have been prepared based on results of operations at September 30. The Service has been monitoring the expenditures throughout the year and anticipates achieving a balanced position by year end exclusive of any unforeseen events.

NPCA Statement of Operations (in thousands of dollars)

	Year to Date Budget	Year to Date Actual	Year to Date Budget vs Actual Variance Amount	Year to Date Budget vs Actual Variance Percentage	Annual Budget	Annual Forecast	Annual Budget vs Forecast Variance Amount	Annual Budget vs Forecast Variance Percentage
Partnership, Rebate, Exemption	\$6,978	\$6,978	\$0	0.0%	\$6,978	\$6,978	\$0	0.0%
Total Expenses	\$6,978	\$6,978	\$0	0.0%	\$6,978	\$6,978	\$0	0.0%
Total Revenues			\$0	0.0%		\$0	\$0	0.0%
Total Intercompany Charges			\$0	0.0%		\$0	\$0	0.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$6,978	\$6,978	\$0	0.0%	\$6,978	\$6,978	\$0	0.0%
Total Transfers			\$0	0.0%		\$0	\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$6,978	\$6,978	\$0	0.0%	\$6,978	\$6,978	\$0	0.0%
Indirect Allocations & Debt	\$3	\$5	-\$2	-83.2%	\$4	\$6	-\$3	-69.8%
Total Indirect Allocations & Debt	\$3	\$5	-\$2	-83.2%	\$4	\$6	-\$3	-69.8%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$6,980	\$6,983	-\$2	0.0%	\$6,981	\$6,984	-\$3	0.0%

Niagara Peninsula Conservation Authority - Continued

Niagara Peninsula Conservation Authority (NPCA) is a separate corporation and the Niagara Region levies the Niagara share of the NPCA levy on their behalf. The above summary shows the amount levied on behalf of the NPCA and not their operating results.

Operating Budget Amendments & Adjustment Summary (in thousands of dollars)

The following identifies all budget amendments & adjustments as per budget control policy 2017-63.

Original Budget Revenue & Expenditures	934,235	
Public Health	1,160	To record budgeted transfer from the Ambulance Communication Reserve to fund the Niagara EMS System changes (PHD 17-2017 & CSD 17-2018).
Total Budget Amendment	1,160	
Corporate	17,381	To record funding and related expenditures from the Ontario Trillium Foundation review of Niagara Prosperity Initiative (NPI).
Community Services	159	To record one-time funding and related expenditures from the Ministry of Community and Social Services for the Social Assistance Service Modernization Prototype.
Community Services	100	To record revised funding and related expenditures for temporary high intensity needs personal support workers funded by the Ministry of Health and Long-Term Care.
Community Services	136	To record revised funding and related expenditures for temporary high intensity needs personal support workers funded by the Ministry of Health and Long-Term Care.
Community Services	7,851	To record funding and related expenditures from the Ministry of Education as per the 2018 Child Care Service Agreement (COM 14-2018).
Community Services	1,477	To record funding and related expenditures from the Local Health Integration Network (LHIN) for the Senior Services division in excess of approved funding (COM 17-2018).
Community Services	39	To record funding and related expenditures from Immigration, Refugees and Citizenship Canada relating to increased funding agreement for Local Immigration Partnerships.
Planning and Development	25	To record funding and related expenditures for consulting work to be completed on behalf and fully funded by developer (Lakewood).
Public Health and Emergency Services	605	To record additional funding and related expenditures from the Ministry of Health and Long-Term Care for Mandatory programs and Healthy Smiles Ontario program (MOH 03-2018).
Public Health and Emergency Services	613	To record renewed funding and related expenditure from the Ministry of Health and Long-Term Care for the Dedicated Offload Nursing Program.
Public Health and Emergency Services	239	To record funding and related expenditures from the Hamilton Niagara Haldimand Brant Local Health Integration Network for the Community Paramedicine program.
Transportation	344	To record funding and related expenditures from the Public Transit Infrastructure Fund program for the acquisition of an additional IMT bus to be operated by the City of Welland.
Transportation	421	To record use of Provincial Gas Tax funding for the acquisition of an additional IMT bus to be operated by the City of Welland.

Operating Budget Amendments & Adjustment Summary (in thousands of dollars) - Continued

Transportation	290	To record funding and related expenditures for repairs and maintenance of roads and shoulders damaged through the implementation of the Niagara Wind Farm.
Wastewater	3,163	To record unused development charge funding and related expenditures for the Combined Sewer Overflow program from 2017 in relation to the 2017 Year-End Results & Transfer report (CSD 10-2018).
Niagara Regional Housing	1,007	To record revised funding and related expenditures for the Social Housing Improvement Program (SHIP) and related administration (NRH 4-2016).
Total Budget Adjustment	33,850	
September 30, 2018 Adjusted Budget	969,245	

Reserve Summary (in thousands of dollars)

Reserves are an important tool to assist in financial management and planning of a municipality. Prudent use of reserves help mitigate fluctuations in taxation and rate requirements and assist in funding capital projects. Reserves are governed by the Region’s Reserve and Reserve Fund Policy C-F-013

At September 30, 2018 the Region’s consolidated and uncommitted reserve balance was \$248,194 (\$278,506 at December 31, 2017). The ratio of reserves to debt is an important marker of fiscal sustainability. A high ratio shows that if revenues were to decline, the Region would have other resources to meet its obligations. Conversely, if a municipality has a low ratio, it can indicate vulnerability to economic downturns. The Region’s reserve to debt ratio including unissued debt is 49.3% (59.4% at December 31, 2017).

Description	Balances at December 31, 2017	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balance at September 30, 2018	Forecasted Transfers from Operating	Forecasted Transfers to Operating	Forecasted Interest	Capital Commitments to uninitiated projects	Balances Available at December 31, 2018
Wastewater Capital	\$45,481	\$14,042	\$0	\$-20,760	\$492	\$39,256	\$4,681	\$-2,000	\$204	\$0	\$42,141
Water Capital	\$74,052	\$13,811	\$0	\$-9,205	\$893	\$79,550	\$4,604	\$0	\$370	\$0	\$84,524
Waste Management	\$21,094	\$1,200	\$0	\$-6,103	\$218	\$16,409	\$400	\$0	\$90	\$-1,845	\$15,055
General Capital Levy	\$24,723	\$15,550	\$-5,347	\$-28,599	\$0	\$6,326	\$728	\$-869	\$0	\$-1,275	\$4,910
Infrastructure Deficit	\$3,251	\$3,400	\$0	\$-6,411	\$0	\$241	\$0	\$0	\$0	\$0	\$241
Court Services Facility Renewal	\$1,650	\$0	\$0	\$0	\$0	\$1,650	\$0	\$0	\$0	\$-860	\$790
Niagara Regional Housing	\$7,150	\$0	\$0	\$-1,110	\$0	\$6,040	\$0	\$0	\$0	\$0	\$6,040
NRH Owned Units	\$4,327	\$292	\$0	\$-596	\$0	\$4,023	\$97	\$0	\$0	\$0	\$4,121
NRPS Long-Term Accomodation (LTA) *	\$1,184	\$5,123	\$-3,066	\$-1,759	\$0	\$1,482	\$0	\$-1,430	\$0	\$0	\$52
Ontario Police Video Training Alliance	\$61	\$0	\$0	\$0	\$0	\$61	\$0	\$0	\$0	\$0	\$61
Police Capital Levy	\$1,456	\$0	\$0	\$-774	\$0	\$682	\$0	\$0	\$0	\$-250	\$432
Police Vehicle and Equipment Replacement	\$224	\$1,400	\$0	\$-1,400	\$0	\$224	\$0	\$0	\$0	\$0	\$224
Total Capital Reserves	\$184,654	\$54,819	\$-8,413	\$-76,717	\$1,603	\$155,945	\$10,510	\$-4,299	\$664	\$-4,230	\$158,591

Reserve Summary (in thousands of dollars) - Continued

Description	Balances at December 31, 2017	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balance at September 30, 2018	Forecasted Transfers from Operating	Forecasted Transfers to Operating	Forecasted Interest	Capital Commitments to uninitiated projects	Balances Available at December 31, 2018
Wastewater Stabilization	\$3,649	\$0	\$0	\$0	\$43	\$3,692	\$0	\$0	\$18	\$0	\$3,709
Water Stabilization	\$3,313	\$0	\$-19	\$0	\$39	\$3,333	\$0	\$-6	\$16	\$0	\$3,342
Waste Management Stabilization	\$6,042	\$203	\$0	\$0	\$72	\$6,316	\$68	\$0	\$30	\$0	\$6,413
Encumbrance	\$17,531	\$0	\$-9,519	\$0	\$0	\$8,012	\$0	\$-7,862	\$0	\$0	\$150
Investment Income Stabilization	\$145	\$6	\$-99	\$0	\$0	\$52	\$0	\$-33	\$0	\$0	\$19
Taxpayer Relief	\$24,821	\$638	\$-1,721	\$0	\$0	\$23,738	\$212	\$-524	\$0	\$0	\$23,426
NRH Rent Supplements	\$302	\$0	\$-18	\$0	\$0	\$284	\$0	\$-6	\$0	\$0	\$278
Police Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Police Services Board Contingency	\$153	\$0	\$0	\$0	\$0	\$153	\$0	\$0	\$0	\$0	\$153
Total Corporate Stabilization Reserves	\$55,956	\$846	\$-11,376	\$0	\$153	\$45,579	\$280	\$-8,431	\$63	\$0	\$37,491
Ambulance Communication	\$1,275	\$0	\$-248	\$0	\$0	\$1,027	\$0	\$-101	\$0	\$0	\$926
Circle Route Initiatives	\$1,383	\$0	\$0	\$0	\$0	\$1,383	\$0	\$0	\$0	\$0	\$1,383
Total Specified Contribution Reserves	\$2,658	\$0	\$-248	\$0	\$0	\$2,410	\$0	\$-101	\$0	\$0	\$2,309
Future Benefit Costs	\$24,995	\$0	\$-113	\$0	\$0	\$24,883	\$0	\$-38	\$0	\$0	\$24,845
Self Insurance	\$2,270	\$0	\$0	\$0	\$0	\$2,270	\$0	\$0	\$0	\$0	\$2,270
Smart Growth	\$451	\$0	\$-188	\$0	\$0	\$264	\$0	\$-62	\$0	\$0	\$201
Landfill Liability	\$5,377	\$1,699	\$0	\$0	\$73	\$7,149	\$566	\$0	\$30	\$0	\$7,745
NRH Employee future benefits	\$793	\$0	\$0	\$0	\$0	\$793	\$0	\$0	\$0	\$0	\$793
Police Accumulated Sick Leave	\$1,680	\$0	\$0	\$0	\$0	\$1,680	\$0	\$0	\$0	\$0	\$1,680
Police Future Benefit Cost	\$4,152	\$0	\$0	\$0	\$0	\$4,152	\$0	\$0	\$0	\$0	\$4,152
Police WSIB	\$2,870	\$200	\$0	\$0	\$0	\$3,070	\$0	\$0	\$0	\$0	\$3,070
Total Future Liability Reserves	\$42,587	\$1,899	\$-300	\$0	\$73	\$44,259	\$566	\$-100	\$30	\$0	\$44,756
Total (Excluding Deferred Revenues)	\$285,855	\$57,564	\$-20,337	\$-76,717	\$1,829	\$248,194	\$11,356	\$-12,931	\$758	\$-4,230	\$243,147

Deferred Revenue Summary (in thousands of dollars)

Description	Balances at December 31, 2017	Year to Date Transfers from Revenues	Year to Date Transfers to Operating	Year to Date Transfers from/(to) Capital	Interest allocation	Balance at September 30, 2018	Forecasted Transfers from Revenues	Forecasted interest	Capital Commitments *	Balance Available at December 31, 2018
Development Charges-General Government	\$844	\$249	\$0	-\$6	\$11	\$1,099	\$85	\$5	-\$16	\$1,171
Development Charges-Police Services	\$763	\$423	\$0	-\$72	\$11	\$1,125	\$167	\$5	-\$1	\$1,296
Development Charges-Roads	\$42,254	\$7,038	\$0	-\$7,317	\$492	\$42,468	\$2,356	\$204	-\$27,313	\$17,715
Development Charges-Sewer	\$31,871	\$4,615	-\$542	-\$726	\$392	\$35,610	\$1,544	\$163	-\$7,067	\$30,251
Development Charges-Water	\$19,293	\$3,142	\$0	-\$345	\$242	\$22,332	\$1,028	\$100	-\$16,504	\$6,956
Development Charges-Emergency Medical	\$985	\$155	\$0	-\$244	\$11	\$906	\$49	\$5	-\$959	\$1
Development Charges-LT Care	\$504	\$1,019	\$0	\$0	\$12	\$1,535	\$306	\$5	\$0	\$1,845
Development Charges-POA	\$34	\$60	\$0	\$0	\$1	\$95	\$21	\$0	\$0	\$116
Development Charges-Health	\$66	\$128	\$0	\$0	\$2	\$196	\$39	\$1	\$0	\$235
Development Charges-Social Housing	\$370	\$922	\$0	\$0	\$10	\$1,301	\$265	\$4	-\$1,575	-\$4
Development Charges-Waste Division	\$213	\$353	\$0	-\$100	\$4	\$471	\$114	\$2	-\$123	\$464
Subtotal Development Charges	\$97,197	\$18,104	-\$542	-\$8,809	\$1,188	\$107,138	\$5,974	\$492	-\$53,559	\$60,045
Federal Gas Tax	\$18,081	\$6,869	\$13	-\$18,329	\$144	\$6,779	\$6,869	\$60	-\$13,484	\$224
Provincial Gas Tax	\$1,043	\$677	-\$1,024	\$0	\$10	\$706	\$0	\$4	\$0	\$710
Subtotal Gas Tax	\$19,124	\$7,546	-\$1,011	-\$18,329	\$155	\$7,485	\$6,869	\$64	-\$13,484	\$934
Total	\$116,321	\$25,650	-\$1,553	-\$27,137	\$1,342	\$114,623	\$12,843	\$556	-\$67,043	\$60,980

* The capital commitments included represent all approved capital project expenditures budgeted to be funded by development charges and/or federal/provincial gas tax. Each quarter and/or year end a review of the status of the respective capital projects is completed and revenue earned is allocated accordingly.

Operating Reserve Transfer Reconciliation (in thousands of dollars)

All transfers to and from Reserves and Reserve Funds are identified in an approved annual budget (operating or capital) unless they are inflows received in a Reserve Fund from an outside source (i.e development charges, gas tax receipts). A new requirement in the reserve and reserve funds policy requires a report outlining any year to date or forecasted inflows and outflows that were not included in the Council approved annual budget. Below is a summary of transfers to and from reserve and reserve funds not approved in the initial annual budget.

Reserve Description	Year to Date Transfer (to)/from Reserves	October - December Forecast	Annual Forecast Transfer to Reserves	Transfer Description
Council approved net operating transfers to reserves, including interest allocation to reserves	- \$46,070	- \$8,045	- \$54,115	
<i>Additional operating reserve transfers (to)/from reserves:</i>				
All Rate Reserves	- \$500	- \$315	- \$815	Interest income allocation to reserve above budget - Per reserve policy
2017 Encumbrance	\$9,519	\$7,862	\$17,381	2017 Encumbrance (CSD 10-2018)
Ambulance Communication	\$169	\$101	\$270	Niagara EMS System Changes CSD 17-2018
Ambulance Communication	\$0	- \$26	- \$26	Software license contract discontinued - Funds not required
Wastewater Capital	- \$1,500	\$1,500	\$0	Timing delay related to CSO program
Capital Levy	- \$668	\$71	- \$597	Proceeds on Sale of Surplus Properties
Capital Levy	\$0	- \$250	- \$250	Forecasted unused funds - Waterfront Improvement Program PDS 16-2018
Capital Levy	\$0	- \$80	- \$80	Forecasted unused funds - LAM Drainage Assessment
Investment Income Stabilization	- \$6	\$0	- \$6	Truing up reserve balance for capital gains (CSD112-2012)
Net operating transfers to reserves	- \$39,056	\$818	- \$38,238	

Capital Reserve Transfer Reconciliation (in thousands of dollars)

All transfers to and from Reserves and Reserve Funds are identified in an approved annual budget (operating or capital) unless they are inflows received in a Reserve Fund from an outside source (i.e development charges, gas tax receipts). A new requirement in the reserve and reserve funds policy requires a report outlining any year to date or forecasted inflows and outflows that were not included in the Council approved annual budget. Below is a summary of transfers to and from reserve and reserve funds.

Reserve Description	Year to Date Transfer (to)/from Reserves	October - December Forecast (to)/from Reserves	Annual Forecast Transfer (to)/from Reserves	Transfer Description
Council approved net capital transfers per 2018 Budget	\$72,714	\$1,275	\$73,989	Reserve Transfers to capital projects
Capital reserve transfer commitments from prior to 2018 Budget	\$4,394	\$2,955	\$7,349	
<i>Additional capital reserve transfers:</i>				
NRH Owned Units	- \$391	\$0	- \$391	Project close out - Funds returned to reserve
Net capital transfers	\$76,717	\$4,230	\$80,947	

Capital Summary (in thousands of dollars)

The Enterprise Resource Management Services (ERMS) department develops the Capital Financing Strategy and Capital Budget guidelines in co-ordination with department and board input and in alignment with Council objectives and corporate policies. The ERMS department is responsible for the following: preparing the consolidated capital budget and forecast based on the requests of departments and boards; coordinating capital initiations, financing, closure and budget reduction of capital projects approvals and reporting; supporting tangible capital asset accounting in accordance with the Capital Asset Management Policy; and reporting on the consolidated activity of the capital program.

The capital budget represents priority projects as determined by the departments and boards and approved by Council. Following capital budget approval, projects are initiated based on department requirements and timing to complete projects. Project managers within departments and boards administer the projects and maintain the related tangible capital asset information. Project managers are accountable for monitoring the capital projects within the capital program and taking corrective action, when necessary, including both reporting on significant variances as well as taking part in the capital closure and budget reduction of capital projects process.

Capital Budget Reconciliation

The capital budget managed by Niagara Region has declined by \$74,105 since Q2 2018. The decrease is primarily caused by budget reductions (\$6,838) and project closures of (\$74,771). This decrease is slightly mitigated by gross budget adjustments (\$1,900) and transfers to capital projects (\$5,605).

Sixteen capital projects of the 553 capital sub-projects, with budgets totalling approximately \$65,402 (levy \$63,557 / rate \$1,845) remain uninitiated at September 30, 2018. A summary of the levy and rate impact of Niagara Regions total capital budget during the year is presented below:

Capital Budget Reconciliation	Levy Programs	Rate Programs	Adjusted Budget
2017 Total Adjusted Budget (excluding Capital Variance Projects) at December 31, 2017	\$675,305	\$354,572	\$1,029,877
Council Approved 2018 Budget	\$99,392	\$87,190	\$186,582
Gross Budget Adjustment (including transfers from operating)	\$5,079	\$1,002	\$6,080
Transfer from Capital Variance	\$1,104	\$1,409	\$2,512
Budget Reductions on Active Capital Projects *	- \$4,908	- \$2,997	- \$7,905
Projects Closed	- \$25,986	- \$5,454	- \$31,439
Closed projects included in project summary reporting	\$3,758	\$0	\$3,758
2018 Total Adjusted Budget (excluding Capital Variance Projects) at July 18, 2018	\$753,744	\$435,722	\$1,189,466
Gross Budget Adjustment (including transfers from operating)	\$802	\$1,098	\$1,900
Transfer from Capital Variance	\$1,507	\$4,098	\$5,605
Budget Reductions on Active Capital Projects *	- \$5,587	- \$1,251	- \$6,838
Projects Closed	- \$18,495	- \$56,276	- \$74,771
Transfer between Levy/Rate Programs	\$2,250	- \$2,250	\$0
Closed projects included in project summary reporting			
2018 Total Adjusted Budget (excluding Capital Variance Projects) at October 23, 2018	\$734,221	\$381,140	\$1,115,361

* Budget reductions do not necessarily reflect surplus funding as not all project budgets are funded in advance.

Capital Budget Adjustments (in thousands of dollars)

The chart below identifies the projects which have received gross budget adjustments (from external revenue sources), transfers from the capital variance project, budget reductions and transfer to operations during Q3 2018 per the budget control policy 2017-63.

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Community Services	LTC Homes - 2015 Capital Improvements	\$593			- \$43	General Levy CV	\$550
Community Services	LTC Homes - 2016 Capital Improvements	\$557			- \$144	General Levy CV	\$413
Community Services	LTC Homes - 2016 Equipment Replacement	\$467			- \$42	General Levy CV	\$425
Community Services	LTC Homes - 2016 Roof Replacement	\$140			- \$21	General Levy CV	\$119
Community Services	LTC Homes - 2017 Capital Improvements	\$375			- \$79	General Levy CV	\$296
Community Services	LTC Homes - 2017 Equipment Replacement	\$430			- \$104	General Levy CV	\$326
Community Services	LTC Homes - 2017 Roof Replacement	\$367			- \$91	General Levy CV	\$275
Corporate Services	Niagara Health Systems Land Purchase 2018	\$100	\$0	\$75			\$175
Corporate Services	Financial Management System	\$12,940			- \$300	General Levy CV	\$12,640
Corporate Services	Code & Compliance Upgrade - 2016	\$220			- \$123	General Levy CV	\$97
Corporate Services	Code & Compliance Upgrade - 2017	\$100			- \$69	General Levy CV	\$31
Corporate Services	Energy Conservation Program - 2017	\$523			- \$332	General Levy CV	\$191
Corporate Services	Annual Building HQ Space Accommodations - 2018	\$642	\$20	\$245			\$907
Corporate Services	Council Chambers Renovations	\$0		\$137			\$137
Corporate Services	Committee Room 4 Renovations	\$0		\$50			\$50
Niagara Regional Housing	Unit Capital - 2017	\$4,665			- \$200	General Levy CV	\$4,465
Niagara Regional Housing	Building Capital - 2017	\$1,987			- \$159	General Levy CV - 145K, NRH Owned Units - 13K	\$1,828
Public Works - Levy	Roads Resurfacing - 2013	\$3,430			- \$616	General Levy CV	\$2,814
Public Works - Levy	Roads Resurfacing - 2016	\$10,091			- \$2,300	General Levy CV	\$7,791

Capital Budget Adjustments (in thousands of dollars) - Continued

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Public Works - Levy	Roads Resurfacing - 2017	\$12,750			- \$967	General Levy CV - 717K, Debt - 250K	\$11,783
Public Works - Levy	Unit #595 Transportation Engine	\$0		\$40			\$40
Public Works - Levy	Vehicles - 2016	\$3,455		\$10			\$3,465
Public Works - Levy	Structural Rehabilitation - Reece Bridge	\$9,033		\$950			\$9,983
Public Works - Levy	Capacity Improvements - Charnwood - McLeod	\$4,700	\$680				\$5,380
Public Works - Levy	Niagara Stone Road at Field Road	\$0	\$302				\$302
Public Works - Levy	Annual Development Project - 2018	\$1,000	- \$200				\$800
All Levy Departments		\$68,564	\$802	\$1,507	- \$5,587		\$65,285
Waste Management	Niagara Road 12 - Cell 4 Construction & ManHole Rehabilitation	\$2,400		\$100			\$2,500
Wastewater	Sewer & Forcemain Program - Park Road	\$12,740			- \$250	Wastewater CV	\$12,490
Wastewater	Wastewater Treatment Plant Upgrade Program - Primary Digester #2 - Niagara Falls	\$2,000			- \$1,000	Wastewater CV	\$1,000
Wastewater	Chippawa Sewer CSO Tank Design	\$9,511	\$70				\$9,581
Wastewater	St. Davids PS Surge Valve	\$0	\$80			Transfer from Operating	\$80
Wastewater	Miscellaneous Program - Garner Road	\$3,500		\$1,742			\$5,242
Wastewater	Sewer & Forcemain Program - Stamford Centre	\$7,650	\$823	\$2,089			\$10,562
Wastewater	Dain City Forcemain Replacement	\$220		\$30			\$250
Water	Welland Water Treatment Plant Upgrade	\$23,609			- \$1	Water CV	\$23,608
Water	New Pelham Elevated Tank	\$185	\$125	\$125			\$435
Water	Water Security Improvement - Rosehill	\$110		\$4			\$114
Water	Water Security Improvement - Decew	\$30		\$2			\$32
Water	Water Security Improvement - Grimsby	\$128		\$7			\$134
All Rate Departments		\$62,083	\$1,098	\$4,098	- \$1,251		\$66,027

Capital Budget Adjustments (in thousands of dollars) - Continued

Department	Project Description	Total Budget	Gross Budget Adjustment	Transfer from Capital Variance	Budget Reduction	Treatment of Reduction	Adjusted Budget
Niagara Regional Police Services	Vehicles - 2015	\$1,400	- \$2				\$1,398
Niagara Regional Police Services	Vehicles - 2016	\$1,400	- \$26				\$1,374
Niagara Regional Police Services	Vehicles - 2017	\$1,400	- \$40				\$1,360
Niagara Regional Police Services	Vehicles - 2018	\$1,400	\$68				\$1,468
Wastewater	NOTL Wastewater Treatment Plant	\$46,732	\$400				\$47,132
Wastewater	Pump Station Improvement Program - NOTL, Garrison Rd, William St	\$3,685	- \$400				\$3,285
Corporate Services	Code & Compliance Upgrade - 2018	\$350	- \$30				\$320
Corporate Services	Welland NRPS Elevator	\$0	\$30				\$30
All Inter-Project Transfers		\$56,366	\$0	\$0	\$0		\$56,366
All Departments	Total	\$ 187,013	\$1,900	\$5,605	- \$6,838		\$187,679

Capital Project Closures (in thousands of dollars)

Projects are closed throughout the year. When projects are closed, surplus funds are transferred to Capital Variance Projects that have been set up in various functional areas (levy supported and water / wastewater / waste management capital projects). For projects that are not funded from the general capital levy or rate reserves, any surpluses identified through the closeout report would be returned to the specific source reserve for future use, and reported as part of year-end transfer report.

The following 61 projects were closed during July 18 to October 23, 2018.

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Community Services	Annual - Capital Improvement - 2016	\$413	\$413	\$0	\$0	CV Levy	3
Community Services	Annual - Machinery/Equipment - 2016	\$425	\$425	\$0	\$0	CV Levy	3
Community Services	Annual - Roof Upgrades - 2016	\$119	\$119	\$0	\$0	CV Levy	3
Corporate Services	Annual - Miscellaneous Property - 2017	\$250	\$0	\$250	\$250	CV Levy	2
Corporate Services	Annual - Survey Equipment - 2017	\$76	\$46	\$30	\$30	CV Levy	2
Corporate Services	Asset Replacement - 2016	\$3,169	\$2,801	\$368	\$368	CV Levy	3
Corporate Services	EMS Welland Roof Upgrade	\$208	\$206	\$2	\$2	CV Levy	3
Corporate Services	ePerformance Software Upgrade - 2017	\$500	\$0	\$500	\$500	CV Levy	2
Corporate Services	Ontario Works Equipment	\$24	\$23	\$1	\$1	CV Levy	2
Corporate Services	Public Works Service Centre Parking Lot	\$355	\$283	\$73	\$73	CV Levy	4
Corporate Services	Real Estate Date Management Software	\$300	\$0	\$300	\$300	CV Levy	7
Corporate Services	Regional Headquarters Emergency System	\$300	\$0	\$300	\$300	CV Levy	4
Corporate Services	Regional Headquarters HVAC Upgrade	\$956	\$802	\$154	\$154	CV Levy	4
Corporate Services	Regional Headquarters Parking Lot Lighting	\$101	\$55	\$46	\$46	CV Levy	4
Niagara Regional Housing	Units Capital - 2015	\$2,124	\$2,022	\$102	\$102	CV Levy	4
Public Works - Levy	Annual - Guide Rail Improvement - 2014	\$320	\$264	\$56	\$56	CV Levy	5
Public Works - Levy	Annual - Guide Rail Improvement - 2015	\$350	\$147	\$203	\$203	CV Levy	4
Public Works - Levy	Annual - Guide Rail Improvement - 2016	\$350	\$156	\$194	\$194	CV Levy	3
Public Works - Levy	Annual - Illumination Upgrades - 2016	\$300	\$300	\$0	\$0	CV Levy	3
Public Works - Levy	Annual - Railway Crossing Upgrades - 2014	\$50	\$49	\$1	\$1	CV Levy	5
Public Works - Levy	Annual - Railway Crossing Upgrades - 2015	\$300	\$106	\$194	\$194	CV Levy	4
Public Works - Levy	Annual - Railway Crossing Upgrades - 2016	\$100	\$2	\$98	\$98	CV Levy	3
Public Works - Levy	Annual - Roads Property - 2014	\$115	\$89	\$25	\$25	CV Levy	5

Capital Project Closures (in thousands of dollars) - Continued

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Public Works - Levy	Annual - Roads Property - 2015	\$196	\$95	\$101	\$101	CV Levy	4
Public Works - Levy	Annual - Roads Property - 2016	\$200	\$0	\$200	\$200	CV Levy	3
Public Works - Levy	Annual - Storm Sewer Program - 2014	\$350	\$333	\$17	\$17	CV Levy	5
Public Works - Levy	Annual - Storm Sewer Program - 2015	\$300	\$0	\$300	\$300	CV Levy	4
Public Works - Levy	Capacity Improvements - Reconstruct RR89 Homer/NOTG	\$2,808	\$2,382	\$426	\$51	CV Levy	5
Public Works - Levy	Intersection - Hwy20 @ Wellspring	\$256	\$254	\$2	\$2	CV Levy	2
Public Works - Levy	Roads Facility Program - 2009	\$1,500	\$306	\$1,194	\$1,194	CV Levy	10
Public Works - Levy	Roads Reconstruction - RR42 Welland/Lake	\$1,030	\$1,030	\$0	\$0	CV Levy	2
Public Works - Levy	Roads Reconstruction - RR57 Thorold Road Extension Phase II	\$60	\$58	\$2	\$2	CV Levy	2
Public Works - Levy	Vehicles - 2015	\$556	\$531	\$25	\$25	CV Levy	3
Public Works - Levy	Vehicles - Skid Steer Mower - Unit #730	\$18	\$18	\$0	\$0	CV Levy	1
Public Works - Levy	Vehicles - Skid Steer Mower - Unit #731	\$18	\$18	\$0	\$0	CV Levy	1
Total Levy Projects Closed		\$18,495	\$13,332	\$5,163	\$4,787	CV Levy	
Waste Management	Recycling Centre - Facility Improvements Optical	\$2,718	\$2,674	\$44	\$44	CV WMT	5
Total Waste Management Projects Closed and removed from Project Listing		\$2,718	\$2,674	\$44	\$44	CV WMT	
Wastewater	Combined Sewer Overflow (CSO) - Tank Construction - Chippawa	\$9,581	\$9,337	\$243	\$243	CV SEW	7
Wastewater	Meter Replacement Program - 2013	\$400	\$210	\$190	\$190	CV SEW	6
Wastewater	Miscellaneous Program - Baker Road Roof Replacement	\$198	\$192	\$6	\$6	CV SEW	4
Wastewater	Miscellaneous Program - Niagara Falls Roof Replacement	\$52	\$51	\$1	\$1	CV SEW	4
Wastewater	Miscellaneous Program - Roof Replacement - 2017	\$250	\$0	\$250	\$250	CV SEW	2
Wastewater	Pump Station Improvement Program - Clarke Street	\$1,900	\$1,752	\$148	\$131	CV SEW	7
Wastewater	Pump Station Improvement Program - Fretz Street	\$1,760	\$1,741	\$19	\$17	CV SEW	7
Wastewater	Pump Station Improvement Program - Jordan Valley	\$1,610	\$1,523	\$87	\$66	CV SEW	8
Wastewater	Pump Station Improvement Program - Ontario Street	\$4,643	\$4,598	\$46	\$40	CV SEW	14
Wastewater	Security Improvement Program - 2016	\$150	\$0	\$150	\$150	CV SEW	3
Wastewater	Security Improvement Program - Glendale Flume	\$5	\$0	\$5	\$5	CV SEW	4

Capital Project Closures (in thousands of dollars) - Continued

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Wastewater	Security Improvement Program - Niagara Falls & Queenston	\$70	\$0	\$70	\$70	CV SEW	4
Wastewater	Sewer & Forcemain Program - Stevensville	\$850	\$765	\$85	\$85	CV SEW	7
Wastewater	Wastewater Treatment Plant Equipment Upgrades - Baker Road	\$11	\$0	\$11	\$11	CV SEW	2
Wastewater	Wastewater Treatment Plant Equipment Upgrades - Niagara Falls	\$11	\$0	\$11	\$11	CV SEW	2
Wastewater	Wastewater Treatment Plant Upgrade Program - Laneway Upgrades - Port Dalhousie	\$1,850	\$1,806	\$44	\$44	CV SEW	6
Wastewater	Wastewater Treatment Plant Upgrade Roof Replacement Program - 2016	\$250	\$0	\$250	\$250	CV SEW	3
Total Wastewater Projects Closed and removed from Project Listing		\$23,590	\$21,975	\$1,615	\$1,569	CV SEW	
Water Works	Decommissioning obsolete equipment	\$1,207	\$1,176	\$31	\$31	CV WAT	9
Water Works	Security Improvement Program - 2015	\$70	\$0	\$70	\$70	CV WAT	4
Water Works	Security Improvement Program - 2016	\$100	\$0	\$100	\$100	CV WAT	3
Water Works	Water Treatment Plant Upgrade - Decew Falls - 2014	\$620	\$390	\$230	\$146	CV WAT	5
Water Works	Water Treatment Plant Upgrade - Niagara Falls - 2013	\$3,659	\$3,654	\$5	\$5	CV WAT	6
Water Works	Water Treatment Plant Upgrade - Raw Water Screen - Niagara Falls	\$654	\$570	\$84	\$84	CV WAT	3
Water Works	Water Treatment Plant Upgrade - Roof Upgrade - Decew Falls	\$50	\$0	\$50	\$50	CV WAT	3
Water Works	Water Treatment Plant Upgrade - Welland - 2008	\$23,608	\$23,312	\$296	\$296	CV WAT	11
Total Water Projects Closed and removed from Project Listing		\$29,968	\$29,103	\$865	\$781	CV WAT	
Total Rate Projects Closed and removed from Project Listing		\$56,276	\$53,752	\$2,524	\$2,394		
Total Projects Closed		\$74,771	\$67,084	\$7,687	\$7,182		

Capital Project Closures by Transfer (in thousands of dollars)

Projects may be required to be closed throughout the year from transfers to other active capital projects. Transfers allow staff to fiscally manage the projects initiative and scope through the procurement and reporting process. Transfers to projects are shown on the Capital Budget Adjustments page. Closed projects may be required to be opened to complete subsequent transactions received for invoices or accounting adjustments. The following projects were closed during July 18 to October 23, 2018.

Department	Project Description	Total Budget	Closure	Transfers	Adjusted Budget	Surplus (Deficit)	Destination of Transfer
Corporate Services	2018 Annual Misc Levy Properties	\$100	- \$100		\$0	\$0	CV LEVY
Corporate Services	Niagara Health Systems Land Purchase 2018	\$0		\$100	\$100		
Public Works - Levy	2018 Annual Traffic Signals	\$2,000	- \$2,000		\$0	\$0	CV LEVY
Public Works - Levy	RR12 Christie/Mountain @ RR81 Main	\$0		\$180	\$180		
Public Works - Levy	RR50 Glenridge @ RR91 Westchester	\$0		\$300	\$300		
Public Works - Levy	RR102 Stanley @ Portage	\$0		\$300	\$300		
Public Works - Levy	RR25 Netherby @ RR116 Sodom	\$0		\$300	\$300		
Public Works - Levy	RR24Victoria @ RR63 Canborough	\$0		\$10	\$10		
Public Works - Levy	RR27 Schisler @ RR98 Montrose	\$0		\$10	\$10		
Public Works - Levy	RR36 South Pelham @ Thorold Rd	\$0		\$10	\$10		
Public Works - Levy	RR24 Victoria @RR81 Old Hwy 8	\$0		\$10	\$10		
Public Works - Levy	2018 Intelligent Transport System	\$0		\$274	\$274		
Public Works - Levy	2018 Signal Upgrades Program	\$0		\$606	\$606		
Public Works - Levy	RR19 Gilmore@RR122 Thompson FE	\$180	- \$180		\$0	\$0	CV LEVY
Public Works - Levy	RR24 Victoria Ave@South Svc Rd	\$0		\$180	\$180		
Wastewater	Wastewater Operations and Main Vehicle	\$250	- \$250		\$0	\$0	CV SEW
Public Works - Levy	#589 2018 GMC Savana 2500 Wastewater	\$0		\$50	\$50		
Public Works - Levy	#593 2018 GMC Canyon Extnd Wastewater	\$0		\$35	\$35		
Public Works - Levy	#594 2019 GVW Crane Truck Wastewater	\$0		\$165	\$165		
Capital Projects Closed Upon Transfers & Capital Project Adjustments		\$2,530	- \$2,530	\$2,530	\$2,530		

Capital Project Summary (in thousands of dollars)

Once a project is initiated, multiple projects may be set-up to manage the overall project. Illustrated below is the \$1,115,361 capital budget managed by Niagara Region, representing 553 sub-projects, total capital spending to date of \$617,760 and budget remaining of \$414,519, after commitments of \$83,082.

This chart represents (in aggregate), currently active and uninitiated projects managed by Niagara Region. Capital project detail for 160 projects with budgets greater than \$1 million are discussed on subsequent pages.

Departments and Boards with projects with budgets greater than \$1 million	Adjusted Budget	Project-to-date Actuals	Budget Remaining	Outstanding Commitments (Purchase Orders)	Budget Remaining After Commitments
Community Services	\$2,301	\$102	\$2,199	\$469	\$1,730
Corporate Services	\$171,873	\$110,726	\$61,147	\$3,780	\$57,367
Enterprise Resource Management Services	\$11,450	\$0	\$11,450	\$0	\$11,450
Niagara Regional Housing	\$34,954	\$21,003	\$13,952	\$8,466	\$5,486
Niagara Regional Police Services Board	\$39,618	\$34,155	\$5,463	\$870	\$4,593
Planning	\$2,359	\$106	\$2,253	\$54	\$2,199
Public Health	\$6,173	\$5,403	\$770	\$4	\$766
Public Works - Levy	\$402,120	\$267,254	\$134,866	\$26,719	\$108,147
Waste Management	\$16,485	\$7,507	\$8,978	\$1,956	\$7,022
Wastewater	\$193,581	\$103,286	\$90,296	\$14,604	\$75,692
Water Works	\$121,972	\$33,052	\$88,920	\$16,764	\$72,156
Total Projects with budgets greater than \$1 million	\$1,002,886	\$582,593	\$420,293	\$73,685	\$346,608
Total Projects with budgets less than \$1 million	\$108,285	\$35,167	\$73,118	\$9,397	\$63,721
Total Projects with budgets less than \$1 million Uninitiated	\$4,190	\$0	\$4,190	\$0	\$4,190
Total Capital Projects	\$1,115,361	\$617,760	\$497,601	\$83,082	\$414,519

Capital Project Forecast (in thousands of dollars)

A detailed analysis of capital sub-projects with budgets greater than \$1 million is presented below. There are a total of 160 projects totaling \$1,002,886 of adjusted capital budget. Project spending to date on these sub-projects amounts to \$582,593, representing 58.1 per cent of the adjusted capital budget on these sub-projects.

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Budget Remaining	2018 Forecasted Cashflows	Beyond 2018 Forecasted Cashflows	Estimated Year of Completion	Outstanding Commitments (Purchase Orders)
Annual - Capital Improvement - 2018		\$1,026	\$99	\$926	\$532	\$394	2019	\$395
Expansion St Catharines Child Care Facility		\$1,275	\$2	\$1,273	\$1,273	\$0	2019	\$74
Total Community Services		\$2,301	\$102	\$2,199	\$1,805	\$394		\$469
Asset Replacement - 2017		\$2,500	\$1,046	\$1,454	\$1,454	\$0	2019	\$133
Asset Replacement - 2018		\$3,147	\$843	\$2,304	\$446	\$1,858	2019	\$552
Court Facilities Renewal		\$13,390	\$11,708	\$1,682	\$459	\$0	Unknown	\$546
Court Facilities Renewal	Uninitiated	\$13,210	\$0	\$13,210	\$0	\$0	Unknown	\$0
Customer Service Strategic Priority		\$1,685	\$109	\$1,576	\$0	\$1,576	2019	- \$1
Emergency Medical Services Central Hub	Uninitiated	\$3,895	\$0	\$3,895	\$0	\$3,895	2019	\$0
Emergency Medical Services Facility		\$3,100	\$1,783	\$1,317	\$33	\$954	2019	\$33
Environmental Centre Expansion *		\$2,000	\$97	\$1,903	\$92	\$1,811	2019	\$42
Financial Management System		\$12,640	\$12,340	\$300	\$5	\$295	2019	\$5
Health Facilities - Niagara Region		\$7,305	\$1,630	\$5,675	\$1,500	\$4,175	2019	\$1,049
Health Facilities - Niagara Region	Uninitiated	\$860	\$0	\$860	\$0	\$0	2019	\$0
Information Technology Server Building		\$3,945	\$3,816	\$129	\$100	\$29	2019	\$85
Long-term Accommodations - NRPS Headquarters D2		\$83,227	\$69,275	\$13,952	\$995	\$12,957	2020	\$621
Longterm Care Home Redevelopment - 2015		\$15,635	\$4,829	\$10,806	\$899	\$9,907	2022	\$665
Northland Pointe Siding Replacement		\$3,344	\$3,244	\$100	\$2	\$50	2019	\$0
Regional Headquarters Generator Replacement		\$1,990	\$5	\$1,985	\$1,985	\$0	2019	\$50
Total Corporate Services		\$171,873	\$110,726	\$61,147	\$7,970	\$37,508		\$3,780
2021 Canada Summer Games		\$9,700	\$0	\$9,700	\$0	\$9,700	2019	\$0
Expansion of Social Housing Units (Alternative Service Delivery Model)	Uninitiated	\$1,750	\$0	\$1,750	\$0	\$1,750	2019	\$0
Total Enterprise Resource Management Services		\$11,450	\$0	\$11,450	\$0	\$11,450		\$0

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Budget Remaining	2018 Forecasted Cashflows	Beyond 2018 Forecasted Cashflows	Estimated Year of Completion	Outstanding Commitments (Purchase Orders)
Building Capital - 2017		\$1,828	\$1,706	\$122	\$122	\$0	2019	\$122
Building Capital - 2018		\$4,673	\$1,046	\$3,627	\$800	\$2,800	2019	\$828
Expansion, Roach Avenue, Welland		\$2,758	\$29	\$2,729	\$400	\$2,300	2019	\$2,598
Grounds Capital - 2017		\$1,053	\$987	\$66	\$61	\$0	2019	\$61
New Build, Carlton Street, St. Catharines		\$15,771	\$11,443	\$4,328	\$2,000	\$2,300	2019	\$3,484
Social Housing Assistance Improvement Program - 2018		\$1,608	\$388	\$1,220	\$600	\$600	2019	\$1,099
Social Housing Improvement Program - 2016		\$1,200	\$1,128	\$72	\$65	\$0	2019	\$28
Unit Capital - 2017		\$4,465	\$4,269	\$196	\$195	\$0	2019	\$195
Unit Capital - 2018		\$1,600	\$7	\$1,593	\$51	\$1,500	2019	\$51
Total Niagara Regional Housing		\$34,954	\$21,003	\$13,952	\$4,294	\$9,500		\$8,466
Communications Unit Back-up	Uninitiated	\$1,000	\$0	\$1,000	\$0	\$1,000	2020	\$0
Communications Unit Back-up		\$1,250	\$0	\$1,250	\$0	\$1,250	2020	\$0
Communications Unit Equipment		\$4,500	\$4,472	\$28	\$28	\$0	2019	\$22
Information Technology & Equipment Replacement		\$1,100	\$97	\$1,003	\$269	\$734	2019	\$89
Information Technology Continuity Plan		\$1,500	\$566	\$934	\$0	\$934	2019	\$0
S.P.I.R.I.T. (Supporting Police in Records Information Technology)		\$8,630	\$8,431	\$199	\$0	\$144	2019	\$0
Vehicles - 2013		\$1,300	\$1,300	\$0	\$0	\$0	2019	\$0
Vehicles - 2014		\$1,423	\$1,423	\$0	\$0	\$0	2019	\$0
Vehicles - 2015		\$1,398	\$1,398	\$0	\$0	\$0	2019	\$0
Vehicles - 2016		\$1,374	\$1,374	\$0	\$0	\$0	2019	\$0
Vehicles - 2017		\$1,360	\$1,359	\$0	\$0	\$0	2019	\$0
Vehicles - 2018		\$1,468	\$611	\$858	\$858	\$0	2019	\$758
Voice Radio System		\$13,315	\$13,124	\$190	\$0	\$190	2019	\$0
Total Niagara Regional Police Services		\$39,618	\$34,155	\$5,463	\$1,155	\$4,252		\$870
Regional Headquarters Landscape Master Plan		\$2,359	\$106	\$2,253	\$54	\$2,199	2019	\$54
Total Planning		\$2,359	\$106	\$2,253	\$54	\$2,199		\$54

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Budget Remaining	2018 Forecasted Cashflows	Beyond 2018 Forecasted Cashflows	Estimated Year of Completion	Outstanding Commitments (Purchase Orders)
Ambulance & Equipment - 2016		\$1,766	\$1,763	\$3	\$0	\$0	2018	\$0
Ambulance & Equipment - 2017		\$1,812	\$1,779	\$33	\$24	\$0	2018	\$24
Ambulance & Equipment - 2018		\$2,595	\$1,861	\$734	\$200	\$534	2019	- \$21
Total Public Health		\$6,173	\$5,403	\$770	\$224	\$534		\$4
Annual - Storm Sewer Program		\$1,750	\$1,075	\$675	\$250	\$425	2019	\$216
Annual - Transportation Master Plans		\$1,386	\$1,335	\$51	\$0	\$0	2019	\$0
Capacity Improvements - Charnwood - McLeod		\$5,380	\$16	\$5,364	\$0	\$5,364	2021	\$9
Capacity Improvements - New Escarpment Crossing		\$2,200	\$691	\$1,509	\$0	\$1,509	2019	\$3
Capacity Improvements - Reconstruct Hwy 406 @ Third Interchange		\$1,460	\$727	\$733	\$0	\$733	2020	\$0
Capacity Improvements - Reconstruct QEW @ Glendale Ave Interchange		\$1,000	\$11	\$989	\$989	\$0	2019	\$0
Capacity Improvements - Reconstruct RR49 Concession 6/Eastwest Line		\$4,591	\$2,616	\$1,975	\$249	\$1,727	2020	\$596
Capacity Improvements - Reconstruct RR49 McLeod, Montrose to Stanley		\$7,838	\$7,342	\$496	\$496	\$0	2019	\$366
Capacity Improvements - RR10 Livingston/QEW-GR		\$1,750	\$316	\$1,434	\$500	\$934	2019	\$885
Capacity Improvements - RR54 Hwy 20/Merritt		\$8,600	\$1,073	\$7,527	\$3,000	\$4,527	2019	\$5,660
Interchange Sir Isaac Brock Way @ 406 Hwy		\$2,800	\$0	\$2,800	\$1,000	\$1,800	2019	\$0
Intersection - King at Greenlane and Durham Roundabout		\$3,039	\$2,547	\$492	\$32	\$0	2019	\$0
Intersection - RR20 Industrial Park/South Grimsby Road 6		\$2,802	\$2,444	\$357	\$121	\$236	2019	\$125
Intersection - RR46 Geneva/St. Paul		\$7,000	\$879	\$6,121	\$2,000	\$4,121	2019	\$4,014
Intersection - RR89 Jacobsen/Burleigh		\$6,500	\$5,237	\$1,263	\$250	\$1,013	2019	\$237
Replacement of Burgoyne Bridge		\$93,344	\$93,342	\$2	\$0	\$0	2019	\$0
Roads Facility Program - Patrol Yard Improvement - 2018		\$1,000	\$0	\$1,000	\$0	\$1,000	2019	\$0

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Budget Remaining	2018 Forecasted Cashflows	Beyond 2018 Forecasted Cashflows	Estimated Year of Completion	Outstanding Commitments (Purchase Orders)
Roads Reconstruction - RR20 Station/Rice		\$3,793	\$3,473	\$320	\$0	\$320	2020	\$0
Roads Reconstruction - RR38 QEW/Fourth		\$11,990	\$6,926	\$5,064	\$2,088	\$2,977	2020	\$1,989
Roads Reconstruction - RR50 Thorold/Riverbank		\$2,400	\$1,898	\$502	\$0	\$502	2020	\$0
Roads Reconstruction - St Davids Road East		\$1,766	\$156	\$1,610	\$0	\$1,610	2019	\$26
Roads Rehabilitation - RR27 Prince Charles Dr to Lincoln St		\$1,800	\$246	\$1,554	\$0	\$1,554	2020	\$46
Roads Rehabilitation - RR63 Baldwin/Coffee Bridge		\$3,035	\$241	\$2,794	\$423	\$2,371	2019	\$428
Roads Rehabilitation - RR69 Wessel/Centre Phase 3		\$1,000	\$150	\$850	\$12	\$838	2020	\$15
Roads Rehabilitation - RR1 Albert/Lakeshore		\$2,165	\$544	\$1,621	\$0	\$1,621	2019	\$22
Roads Rehabilitation - RR1 Dominion Road, Burleigh/Bufalo		\$12,165	\$9,870	\$2,295	\$923	\$1,372	2019	\$1,233
Roads Rehabilitation - RR14 RR20/Townline		\$6,880	\$6,842	\$37	\$0	\$0	2019	\$0
Roads Rehabilitation - RR18 Mountain Rd, George to King		\$8,245	\$7,786	\$459	\$459	\$0	2019	\$378
Roads Rehabilitation - RR45 RR4/RR63		\$1,775	\$311	\$1,464	\$50	\$1,414	2020	\$90
Roads Rehabilitation - RR49 Hydro Power Canal to Wilson Cres Phase 2		\$1,050	\$1	\$1,049	\$50	\$999	2021	\$0
Roads Rehabilitation - RR57		\$13,300	\$8,463	\$4,837	\$0	\$4,777	2021	\$8
Roads Rehabilitation - RR57 Stanley Whirlpool/Valleyway		\$15,233	\$14,751	\$482	\$0	\$456	2020	\$97
Roads Rehabilitation - RR69 Effingham/Wessel Phase 2		\$9,100	\$397	\$8,703	\$52	\$8,651	2019	\$55
Roads Rehabilitation - RR87 Lake/Geneva		\$6,841	\$6,401	\$440	\$0	\$440	2019	\$260
Roads Rehabilitation - RR87 Lakeport/Lake		\$5,638	\$5,584	\$53	\$53	\$0	2019	\$71
Roads Rehabilitation - RR87 Third/Seventh		\$1,500	\$415	\$1,085	\$234	\$851	2019	\$43
Roads Rehabilitation - RR87 Townline/Four Mile Creek		\$8,500	\$1,746	\$6,754	\$0	\$6,754	2021	\$3,423
Roads Resurfacing - 2013		\$4,308	\$4,189	\$120	\$0	\$120	2019	\$0

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Budget Remaining	2018 Forecasted Cashflows	Beyond 2018 Forecasted Cashflows	Estimated Year of Completion	Outstanding Commitments (Purchase Orders)
Roads Resurfacing - 2016		\$7,791	\$7,259	\$533	\$0	\$533	2020	\$173
Roads Resurfacing - 2017		\$11,783	\$9,542	\$2,241	\$0	\$500	2019	\$2,244
Roads Resurfacing - 2018		\$9,500	\$6,882	\$2,618	\$0	\$2,618	2020	\$2,247
Stabilization RR14 Canboro Rd at Warner		\$5,090	\$3,956	\$1,134	\$1,133	\$250	2019	\$808
Structural Rehabilitation - 2016 Program		\$3,700	\$184	\$3,516	\$99	\$3,416	2019	\$28
Structural Rehabilitation - Central Ave Bridge over CNR		\$16,940	\$16,949	- \$9	\$0	\$0	2019	\$0
Structural Rehabilitation - Main Street Bridge		\$4,703	\$4,434	\$269	\$0	\$269	2019	\$83
Structural Rehabilitation - Ontario Power Generation Bridges over Gibson Lake		\$8,100	\$7,989	\$111	\$0	\$111	2020	\$17
Structural Rehabilitation - Reece Bridge		\$9,983	\$710	\$9,272	\$2,000	\$7,272	2020	\$213
Structural Rehabilitation - RR81 St Paul West CNR Bridge		\$1,500	\$56	\$1,444	\$300	\$1,144	2019	\$10
Vehicles - 2016		\$3,465	\$3,189	\$276	\$0	\$276	2019	\$273
Public Works - Roads & Fleet		\$357,480	\$261,194	\$96,286	\$16,765	\$77,403		\$26,392
GO Transit		\$10,598	\$5,001	\$5,597	\$3,766	\$1,831	2023	\$96
GO Transit	Uninitiated	\$29,402	\$0	\$29,402	\$0	\$29,402	2023	\$0
Total GO Transit		\$40,000	\$5,001	\$34,999	\$3,766	\$31,233		\$96
Inter-Municipal Transit Capital Acquisition - 2015		\$1,340	\$1,059	\$281	\$0	\$65	2019	\$231
Inter-Municipal Transit Capital Acquisition - 2017		\$3,300	\$0	\$3,300	\$0	\$3,300	2019	\$0
Total IMT Transit		\$4,640	\$1,059	\$3,581	\$0	\$3,365		\$231
Total Public Works - Levy		\$402,120	\$267,254	\$134,866	\$20,531	\$112,000		\$26,719
Bridge St - Public Drop Off Depot Improvement	Uninitiated	\$1,145	\$0	\$1,145	\$0	\$1,125	2021	\$0
Humberstone - Landfill Expansion (Environmental Protection & Ontario Water Resources Acts)		\$5,736	\$537	\$5,199	\$50	\$5,100	2020	\$766
Humberstone - Landfill Gas Collection		\$4,674	\$4,350	\$324	\$0	\$0	2019	\$59
Niagara Road 12 - Cell 4 Construction & ManHole Rehabilitation		\$2,500	\$1,362	\$1,138	\$300	\$836	2019	\$1,112

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Budget Remaining	2018 Forecasted Cashflows	Beyond 2018 Forecasted Cashflows	Estimated Year of Completion	Outstanding Commitments (Purchase Orders)
Niagara Road 12 & Park Road - Pump Station Upgrades		\$1,307	\$279	\$1,028	\$100	\$900	2019	\$15
Recycling Centre - Facility Improvements Groundwater		\$1,123	\$979	\$144	\$25	\$113	2020	\$4
Total Waste Management		\$16,485	\$7,507	\$8,978	\$475	\$8,074		\$1,956
Combined Sewer Overflow (CSO) - Grimsby		\$1,725	\$222	\$1,503	\$1,503	\$0	2019	\$0
Miscellaneous Program - Garner Road		\$5,242	\$81	\$5,161	\$1,032	\$4,129	2019	\$72
Pump Station Capacity Expansion Program - Odour Control - Smithville		\$1,500	\$699	\$801	\$150	\$651	2019	\$207
Pump Station Improvement Program - Carleton Street		\$1,503	\$1,475	\$28	\$20	\$8	2019	\$9
Pump Station Improvement Program - Design		\$5,750	\$4,980	\$770	\$270	\$150	2019	\$270
Pump Station Improvement Program - Haulage Road		\$2,150	\$145	\$2,005	\$10	\$1,995	2020	\$32
Pump Station Improvement Program - NOTL, Garrison Rd, William St		\$3,285	\$3,117	\$168	\$15	\$153	2019	\$0
Pump Station Improvement Program - Old Orchard		\$2,050	\$1,928	\$122	\$122	\$0	2019	\$6
Pump Station Improvement Program - Park Lane		\$1,400	\$89	\$1,311	\$50	\$1,261	2020	\$124
Pump Station Improvement Program - South Side High Lift		\$6,651	\$6,365	\$286	\$120	\$0	2019	\$147
Pump Station Improvement Program - Wellandvale		\$2,124	\$1,361	\$763	\$40	\$723	2019	\$44
Pump Station Improvement Program - Woodsvie		\$2,420	\$272	\$2,148	\$48	\$2,100	2020	\$0
Sewer & Forcemain Program - Highway 406 Trunk		\$1,450	\$0	\$1,450	\$1,450	\$0	2019	\$0
Sewer & Forcemain Program - Oaks Park Trunk		\$2,264	\$100	\$2,164	\$500	\$1,664	2019	\$2,023
Sewer & Forcemain Program - Park Road		\$12,490	\$12,168	\$322	\$0	\$0	2018	\$316
Sewer & Forcemain Program - Stamford Centre		\$10,562	\$211	\$10,351	\$1,500	\$8,851	2019	\$2
Sewer & Forcemain Program - Victoria Ave		\$3,750	\$3,696	\$54	\$0	\$0	2018	\$0
Sewer Relining Program		\$1,453	\$1,326	\$127	\$10	\$117	2019	\$2

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Budget Remaining	2018 Forecasted Cashflows	Beyond 2018 Forecasted Cashflows	Estimated Year of Completion	Outstanding Commitments (Purchase Orders)
Wastewater Treatment Plant - Capacity Expansion - Niagara-on-the-Lake		\$47,832	\$46,779	\$1,052	\$375	\$677	2020	\$615
Wastewater Treatment Plant - Capacity Expansion - South Niagara Falls		\$2,500	\$29	\$2,471	\$100	\$2,371	2020	\$7
Wastewater Treatment Plant Digester/Sludge Management		\$1,000	\$929	\$71	\$0	\$0	2019	\$2
Wastewater Treatment Plant Upgrade - Garner Road		\$2,200	\$102	\$2,098	\$0	\$2,098	2020	\$60
Wastewater Treatment Plant Upgrade - Niagara Falls		\$2,100	\$78	\$2,022	\$500	\$1,522	2019	\$835
Wastewater Treatment Plant Upgrade - Port Weller		\$9,900	\$435	\$9,465	\$0	\$9,465	2021	\$23
Wastewater Treatment Plant Upgrade - Port Weller 2017		\$1,310	\$745	\$565	\$465	\$100	2019	\$551
Wastewater Treatment Plant Upgrade - Welland		\$21,166	\$14,280	\$6,886	\$5,165	\$1,722	2019	\$6,798
Wastewater Treatment Plant Upgrade Program - Aeration - Seaway		\$1,236	\$128	\$1,107	\$100	\$1,007	2019	\$1,000
Wastewater Treatment Plant Upgrade Program - Bar Screen - Port Weller		\$1,230	\$49	\$1,181	\$15	\$1,166	2020	\$118
Wastewater Treatment Plant Upgrade Program - Fine Bubble Aeration - Port Dalhousie		\$29,500	\$1,138	\$28,362	\$72	\$28,289	2023	\$78
Wastewater Treatment Plant Upgrade Program - Grit System - Grimsby		\$1,725	\$219	\$1,506	\$100	\$1,406	2019	\$1,224
Wastewater Treatment Plant Upgrade Program - Primary Digester #2 - Niagara Falls		\$1,000	\$0	\$1,000	\$100	\$900	2019	\$0
Wastewater Treatment Plant Upgrade Program - Secondary Clarifier - Seaway		\$3,115	\$140	\$2,975	\$20	\$2,955	2019	\$40
Total Wastewater		\$193,581	\$103,286	\$90,296	\$13,851	\$75,480		\$14,604
Meter Replacement Program		\$3,550	\$348	\$3,202	\$150	\$3,052	2020	\$1,588
Miscellaneous Program - Elevated Tank Painting		\$2,780	\$230	\$2,550	\$25	\$2,525	2019	\$27

Capital Project Forecast (in thousands of dollars) - Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals	Budget Remaining	2018 Forecasted Cashflows	Beyond 2018 Forecasted Cashflows	Estimated Year of Completion	Outstanding Commitments (Purchase Orders)
Miscellaneous Program - Evalution & Replacement		\$1,100	\$1,057	\$43	\$35	\$0	2019	\$36
Miscellaneous Program - Granular Activated Carbon Replacement		\$1,760	\$1	\$1,759	\$10	\$1,749	2019	\$0
Miscellaneous Program - Pressure Booster		\$1,158	\$980	\$178	\$80	\$98	2019	\$50
Miscellaneous Program - System Storage - Grimsby		\$15,339	\$603	\$14,736	\$200	\$14,536	2020	\$241
Miscellaneous Program - System Storage - Port Colborne		\$11,800	\$11,600	\$200	\$30	\$0	2019	\$11
Rehabilitation - Elevated Tank Thorold South		\$2,365	\$2	\$2,363	\$5	\$2,358	2019	\$0
Water Treatment Plant Raw Water Intake - Niagara Falls		\$10,750	\$71	\$10,679	\$0	\$10,679	2020	\$0
Water Treatment Plant Roadway & Parking Lot - Grimsby		\$1,180	\$44	\$1,136	\$20	\$1,116	2020	\$69
Water Treatment Plant Upgrade - Decew Falls - 2016		\$1,250	\$355	\$895	\$80	\$815	2019	\$481
Water Treatment Plant Upgrade - Niagara Falls - 2015		\$3,495	\$242	\$3,253	\$500	\$2,753	2019	- \$1
Water Treatment Plant Upgrade - Niagara Falls - 2017		\$4,915	\$175	\$4,740	\$0	\$4,740	2020	\$24
Water Treatment Plant Upgrade - Port Colborne		\$8,600	\$551	\$8,049	\$30	\$8,019	2021	\$81
Water Treatment Plant Upgrade - Rosehill		\$15,000	\$3,838	\$11,162	\$500	\$10,662	2020	\$10,558
Water Treatment Plant Upgrade - Welland - 20017		\$5,000	\$26	\$4,974	\$60	\$4,914	2020	\$1,383
Watermain Program - Along CNR Grimsby		\$13,400	\$259	\$13,141	\$241	\$12,900	2020	\$392
Watermain Program - Fort Erie, Dominion Road		\$10,615	\$9,166	\$1,449	\$600	\$849	2019	\$431
Watermain Program - Hwy406 Cross Trans		\$1,715	\$10	\$1,705	\$1,705	\$0	2019	\$190
Watermain Program - Welland East and West		\$6,200	\$3,493	\$2,707	\$1,200	\$1,507	2019	\$1,204
Total Water Works		\$121,972	\$33,052	\$88,920	\$5,470	\$83,272		\$16,764
Total Projects with remaining budgets greater than \$1 million		\$1,002,886	\$582,593	\$420,293	\$55,829	\$344,663		\$73,685

Capital Variance Project Summary (in thousands of dollars)

Capital projects sometimes require more or less than the approved budget. Throughout the year, project variances are managed though either requesting extra budget dollars from the Capital Variance (CV) project, or by transferring excess capital project budget dollars to the CV through a budget reduction.

Transfers to the CV do not require approval. Requests less than \$250, one-time or cumulative on a project, may be approved by the departmental Commissioner or Director, in combination with the Commissioner of Corporate Services. Requests in excess of \$250, one-time or cumulative on a project, require Council approval. Throughout the year, the balance of CV's are monitored and, if significant excess exists, would be adjusted by transferring the excess to the respective capital reserve following Council approval.

The excess funds greater than \$1,000 in the Levy Programs CV project have been identified as a funding source for the 2019 Capital Budget and will be transferred to the reserve at year end. The excess funds in the Waste Management, Wastewater and Water Works CV projects will be transferred to the respective capital reserves for use in the long-term capital affordability strategy. Approximately \$13,000 in the Levy Programs CV project has been committed for the forecasted 2019 Capital Budget.

Capital Variance Project Reconciliation	Levy Programs	Waste Management	Wastewater	Water Works	Total Programs
Balance at December 31, 2017	\$1,000	\$1,000	\$1,000	\$1,000	\$4,000
Transfer to Active Capital Projects	- \$1,104	- \$200	- \$852	- \$357	- \$2,512
Budget Reductions on Active Capital Projects	\$2,148	\$400	\$2,337	\$0	\$4,885
Transfers (to)/from Closed Capital Projects	\$2,858	\$172	\$386	\$0	\$3,415
Adjustments to Previously Closed Projects	- \$74	\$0	- \$455	\$0	- \$529
Balance at July 18, 2018	\$4,828	\$1,372	\$2,416	\$643	\$9,259
Transfer to Active Capital Projects	- \$1,507	- \$100	- \$3,860	- \$138	- \$5,605
Budget Reductions on Active Capital Projects	\$5,324	\$0	\$1,250	\$0	\$6,574
Transfers (to)/from Closed Capital Projects	\$4,787	\$44	\$1,569	\$781	\$7,182
Adjustments to Previously Closed Projects	\$13				\$13
Balance at October 23, 2018	\$13,445	\$1,316	\$1,375	\$1,287	\$17,422

Investment Report (in thousands of dollars)

Year to date gross investment income on the primary portfolio amounted to \$13,230, which includes \$1,781 on the cash balance. Total gross investment income for 2018 is favourable when compared to the budget by \$1,944 and investment gains of \$211 increase the overall surplus before transfers to \$2,155.

The third quarter annualized yield on the investment and cash portfolio was 3.06 per cent vs. 2.80 per cent in Q2 2018. At September 30, 2018 the portfolio had unrealized market losses (market value vs. book value) of \$7,750, however this is not expected to materialize because the Region is in a position to hold all investments to maturity. Net transfers to Development Charge/Rate Reserves are \$1,928 greater than budget, however net investment income compared to budget for 2018 is still favourable by \$228.

Institution	Type of Investment	Balance of Investment by Institution	Percentage Holdings
Corporate	Investment	\$251,444	42.5%
Municipal	Investment	\$76,790	13.0%
Provincial	Investment	\$257,394	43.5%
Region of Niagara	Investment	\$5,968	1.0%
Total	Investment	\$591,596	100.0%
General Chequing *	Cash	\$32,865	Not applicable
Savings	Cash	\$55,518	Not applicable
Sinking Fund	Cash	\$11	Not applicable
Total	Cash & Investments	\$679,991	Not applicable

*Cash balances shown are the amounts held by the financial institution at the end of the quarter and do not include adjustments for outstanding payments or deposits. Balances include USD funds converted at quarter end spot rate of 1.2945.

Funds	Book Value	Weight
Cash	\$88,383	13.0%
Cash Equivalents < 1 Year	\$41,700	6.1%
2 Year	\$39,723	5.8%
3 Year	\$37,401	5.5%
4 Year	\$23,020	3.4%
5+ Year	\$435,839	64.1%
Sinking Fund (Incl. Cash)	\$13,925	2.0%
Total Portfolio	\$679,991	100.0%

Quarterly Gross Investment Income

Budget vs Actual/Forecast	Q1	Q2	Q3	Q4	Total
2018 Budget (Gross)	\$3,532	\$3,837	\$4,193	\$4,659	\$16,222
Net Budget Transfers	\$-497	\$-497	\$-497	\$-497	\$-1,990
Budgeted Foreign exchange gain/loss	\$0	\$0	\$0	\$0	\$0
2018 Budget (Net)	\$3,035	\$3,340	\$3,696	\$4,161	\$14,232
2018 Actual/Forecast (Gross)	\$3,879	\$4,430	\$4,922	\$4,936	\$18,166
Net Actual/Forecast Transfers	\$-795	\$-851	\$-1,100	\$-1,172	\$-3,918
Actual Foreign exchange gain/loss	\$202	\$68	\$-58	\$0	\$211
2018 Actual/Forecast (Net)	\$3,286	\$3,646	\$3,764	\$3,764	\$14,460
Variance	\$251	\$306	\$69	\$-398	\$228

Note: Net transfers of \$1,990 are after budgeted transfers from Investment Income Stabilization Reserve (\$568), as well as transfers of interest income to the Development Charge/Rate Reserves (\$2,558). Year to date actual transfers to Development Charge/Rate Reserves amount to \$3,171 and annual forecasted amount to \$4,485. The increased net transfers are a result of the increases to the Bank Rate, which in turn supports growth in the Development Charge/Rate Reserves. Year to date investment income includes foreign exchange gains of \$211 on USD cash balances.

Amounts reflected in this report do not include the NRH investment portfolio or sinking fund investment portfolios.

Investment Detail (in thousands of dollars)

Institution	Type of Investment	Balance of Investment by Institution	Percentage Holdings *
Bank of Montreal	Corporate	\$52,000	8.8%
Bank of Nova Scotia	Corporate	\$70,200	11.9%
HSBC Bank Canada	Corporate	\$16,500	2.8%
National Bank of Canada	Corporate	\$62,600	10.6%
Royal Bank of Canada	Corporate	\$50,144	8.5%
Total	Corporate	\$251,444	42.5%
City of London	Municipal	\$1,000	0.2%
City of Montreal	Municipal	\$3,086	0.5%
City of Ottawa	Municipal	\$5,663	1.0%
City of Quebec	Municipal	\$2,290	0.4%
City of Saskatoon	Municipal	\$3,332	0.6%
City of Toronto	Municipal	\$13,705	2.3%
County of Wellington	Municipal	\$851	0.1%
Municipal Finance Authority of BC	Municipal	\$5,033	0.9%
New Brunswick Municipal Finance Authority	Municipal	\$5,856	1.0%
Region of Halton	Municipal	\$1,518	0.3%
Region of Peel	Municipal	\$3,519	0.6%
Region of Waterloo	Municipal	\$15,093	2.6%
Region of York	Municipal	\$9,658	1.6%
York Region District School Board	Municipal	\$4,385	0.7%
York Sinking Fund Debenture	Municipal	\$1,800	0.3%
Total	Municipal	\$76,790	13.0%
Newfoundland and Labrador Hydro	Provincial	\$701	0.1%
Ontario Hydro	Provincial	\$31,084	5.3%
Province of Alberta	Provincial	\$1,275	0.2%
Province of British Columbia	Provincial	\$6,777	1.1%
Province of Manitoba	Provincial	\$33,573	5.7%
Province of New Brunswick	Provincial	\$1,730	0.3%
Province of Newfoundland	Provincial	\$50,194	8.5%
Province of Nova Scotia	Provincial	\$16,361	2.8%
Province of Ontario	Provincial	\$50,201	8.5%
Province of Prince Edward Island	Provincial	\$2,688	0.5%
Province of Quebec	Provincial	\$44,121	7.5%
Province of Saskatchewan	Provincial	\$5,191	0.9%
Quebec Hydro	Provincial	\$13,500	2.3%
Total	Provincial	\$257,394	43.5%
Region of Niagara Debentures	Municipal	\$5,968	1.0%
TOTAL excluding Cash	All	\$591,596	100.0%
Cash and Cashable GICs		\$88,395	
TOTAL including Cash		\$679,991	

* Note: Holdings by security percentages exclude cash balances.

Policy Percentage Limits

Holding Type	Policy Percentage Limits
Corporate	50%
Municipal	25%
Provincial	75%
Federal	100%
Region of Niagara Debentures	100%

Debt Report (in thousands of dollars)

S&P (Standard & Poor's) has had Niagara rated AA with a stable outlook since April 5, 2001 when S&P and CBRS (Canadian Bond Rating Service) merged their ratings. S&P affirmed Niagara’s AA rating with stable outlook on October 10, 2018. The ratings reflect S&P's opinion of Niagara's exceptional liquidity, very strong budgetary performance, strong financial management, and moderate debt burden. The stable outlook reflects S&P's expectations that Niagara will post near-balanced after-capital budgetary results; its tax-supported debt will be about 77% of consolidated operating revenues, and its liquidity will remain exceptional in the next two years. Niagara continually strives to improve our credit rating, as it sends a strong, positive message to investors, and directly impacts our cost of borrowing in the capital markets.

Key Rating Factors	Standard & Poor's Assessment	Key Rating Factors	Standard & Poor's Assessment
Institutional Framework	Very Predictable and well-balanced	Budgetary Performance	Very Strong
Economy		Liquidity	Exceptional
Financial Management		Debt Burden	Moderate
Budgetary Flexibility		Contingent Liabilities	Very Low

Department	Total Debt as at December 31, 2017 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at September 30, 2018 including Sinking Fund Assets	Forecasted Principal Payments	Unissued Debt *	Total Debt & Unissued Debt As at December 31, 2018	Annual Repayment Limits **
General Government	\$25,014	\$0	\$-1,862	\$-40	\$23,112	\$0	\$12,350	\$35,462	
Niagara Regional Police	\$85,144	\$1,675	\$-2,980	\$-151	\$83,688	\$-654	\$11,080	\$94,115	
Roads	\$112,719	\$19,744	\$-10,661	\$-174	\$121,628	\$0	\$52,114	\$173,742	
Public Health	\$8,821	\$8,256	\$-2,759	\$0	\$14,318	\$0	\$6,537	\$20,855	
Community Services	\$24,469	\$0	\$-2,420	\$0	\$22,049	\$0	\$16,135	\$38,184	
Niagara Regional Housing	\$19,798	\$6,769	\$-2,259	\$0	\$24,308	\$-102	\$4,964	\$29,169	
Planning	\$93	\$0	\$-30	\$0	\$63	\$0	\$0	\$63	
Total Levy	\$276,057	\$36,443	\$-22,970	\$-366	\$289,164	\$-756	\$109,531	\$397,939	
Wastewater	\$58,971	\$0	\$-2,034	\$-773	\$56,163	\$0	\$17,150	\$73,313	
Water	\$9,214	\$2,555	\$-265	\$-192	\$11,311	\$0	\$8,845	\$20,156	
Waste Management	\$2,290	\$0	\$-733	\$0	\$1,558	\$0	\$0	\$1,558	
Total Rate	\$70,475	\$2,555	\$-3,032	\$-966	\$69,032	\$0	\$25,995	\$95,027	
Total Niagara Region	\$346,533	\$38,998	\$-26,003	\$-1,332	\$358,196	\$-756	\$135,526	\$492,966	6.86%

Debt Report (in thousands of dollars) - Continued

Department	Total Debt as at December 31, 2017 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at September 30, 2018 including Sinking Fund Assets	Forecasted Principal Payments	Unissued Debt *	Total Debt & Unissued Debt As at December 31, 2018	Annual Repayment Limits **
Fort Erie	\$8,406	\$0	\$-917	\$0	\$7,489	\$-106	\$0	\$7,383	2.65%
Grimsby	\$3,821	\$0	\$-167	\$0	\$3,654	\$-169	\$0	\$3,485	1.69%
Lincoln	\$4,948	\$0	\$-458	\$0	\$4,490	\$-6	\$0	\$4,485	2.77%
NOTL	\$2,823	\$0	\$-598	\$0	\$2,226	\$-1	\$0	\$2,225	2.27%
Niagara Falls	\$51,859	\$0	\$-3,126	\$0	\$48,733	\$-515	\$0	\$48,219	3.46%
Pelham	\$31,906	\$0	\$-1,723	\$0	\$30,182	\$-94	\$0	\$30,089	14.10%
Port Colborne	\$24,426	\$6,145	\$-1,593	\$0	\$28,978	\$-229	\$0	\$28,749	9.26%
St. Catharines	\$108,921	\$16,524	\$-10,975	\$-181	\$114,289	\$-287	\$0	\$114,002	8.96%
Thorold	\$1,176	\$0	\$-71	\$0	\$1,105	\$-40	\$0	\$1,065	0.59%
Wainfleet	\$20	\$250	\$-5	\$0	\$266	\$0	\$0	\$266	0.08%
Welland	\$45,622	\$10,022	\$-4,977	\$0	\$50,667	\$-621	\$0	\$50,046	8.70%
West Lincoln	\$0	\$15,289	\$-264	\$0	\$15,025	\$0	\$0	\$15,025	2.88%
NPCA	\$1,460	\$0	\$-760	\$0	\$700	\$0	\$0	\$700	
Separate School Board	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Debt Assumed for Others (External)	\$285,389	\$48,230	\$-25,634	\$-181	\$307,804	\$-2,067	\$0	\$305,737	
Total Niagara Region & External	\$631,922	\$87,228	\$-51,637	\$-1,512	\$666,001	\$-2,823	\$135,526	\$798,703	

*Unissued debt information from the local area municipalities is not provided to Niagara Region

**Calculated with 2017 FIR data (2016 used where 2017 not available) and 2018 debt servicing charges

- By-law 2018-13: Infrastructure Ontario for \$15,000, 30 years, 3.53% for Town of West Lincoln.
- By-law 2018-14: Infrastructure Ontario \$289, 10 years, 3.16% for Town of West Lincoln.
- By-law 2018-11: Infrastructure Ontario \$5,500, 30 years, 3.56% for City of Port Colborne.
- By-law 2018-12: Infrastructure Ontario \$645, 10 years, 3.18% for City of Port Colborne
- By-law 2018-55: Capital Markets \$65,794, 25 years, 3.207% for Niagara Region, City of Welland, City of St. Catharines, and Town of Wainfleet

Accounts Receivable Aging Report (in thousands of dollars)

The accounts receivable aging report reflects all unpaid accounts greater than 120 days and greater than \$25. Listing does not include outstanding invoices at quarter-end where payments have been received prior to finalization of the Q3 Financial Update.

Customer Name	Over 120	Explanation of Account	Recommendation
Bell Canada	\$375	Project Cost Sharing for Burgoyne Bridge. Public Works staff still in discussions with customer regarding costs.	In dispute
Casino Niagara	\$348	2011 short payment of \$126 and 2012 short payment of \$222 relating to the Casino/NRPS contract. Requested for write-off at 2013 year-end. Write-off request denied by Corporate Services Committee June 4, 2014; allowance for the uncollectible amount was recorded in 2013. Will be re-submitting write off request at 2018 year end.	To write off
City of St. Catharines	\$1,933	Project Cost Sharing for Burgoyne Bridge. Final reconciliation of City funding amount is in progress.	Collection to continue
City of St. Catharines	\$100	Transportation Master Plan (TMP) invoice; request to write off will be submitted in year-end report to Council with alternative method of charging local area municipalities for data requested from the TMP.	To write off
City of Welland	\$50	Transportation Master Plan (TMP) invoice; revised fee agreed upon is \$5,000 (not yet received). Balance will be submitted for write off in year-end report to Council with alternative method of charging local area municipalities for data requested from the TMP.	To write off
Merritton Mills Redevelopment Corp	\$603	2007 Landfill tipping fees related to three redevelopment sites. Niagara Region will offset these with the Tax Increment Grants (TIG) as the agreements between the City of St. Catharines and the developer are signed. The Niagara Region has a Letter of Credit (LOC) in the amount of \$472 related to the receivable for one site and the other two sites now have active tax increment grants starting in 2017 for 2016 tax year.	Pending 2018 TIG agreements
Seniors Resident	\$35	Resident still active. Many attempts have been made to the family to collect. On-going efforts to mitigate risk.	Collection to continue
Town of Fort Erie	\$1,453	Project Cost Sharing for Central Avenue Bridge. Final reconciliation of Town funding is underway with collection anticipated in Q4 of 2018.	Collection to continue

Accounts Receivable Aging Report (in thousands of dollars) - Continued

Customer Name	Over 120	Explanation of Account	Recommendation
Town of Grimsby	\$50	Transportation Master Plan (TMP) invoice; request to write off will be submitted in year-end report to Council with alternative method of charging local area municipalities for data requested from the TMP.	To write off
Trisura Guarantee Insurance	\$30	The invoice is requesting payment for work completed by our Completion Contractor in accordance with our contract with them and the payment terms with the Bonding Co.	Collection to continue
Total	\$4,977		

Consolidated Statement of Financial Position (in thousands of dollars)

The consolidated statement of financial position is prepared in accordance with Canadian public sector accounting standards (“PSAS”). This includes all unfunded liabilities, impacts of amortization and capital fund activity.

	Q3	Q2	2017
FINANCIAL ASSETS			
Cash	\$ 104,990	\$ 138,977	\$ 143,765
Investments	584,181	524,541	480,130
Accounts receivable	53,016	50,228	78,582
Other current assets	360	327	212
Tangible capital assets held for sale	759	759	3,515
Debt Recoverable from others	307,804	305,018	285,412
	1,051,110	1,019,850	991,616
FINANCIAL LIABILITIES			
Accounts payable and accrued liabilities	102,455	108,985	122,221
Employee future benefits and post-employment liabilities	101,403	101,403	101,403
Deferred revenue	148,623	151,252	142,222
Landfill closure and post-closure liability	79,191	79,191	79,191
Long-term liabilities	665,621	648,538	631,922
	1,097,293	1,089,369	1,076,959
Net debt	(46,183)	(69,519)	(85,343)
NON-FINANCIAL ASSETS			
Tangible capital assets	1,746,402	1,730,441	1,731,150
Inventory	7,050	7,251	7,319
Prepaid expenses	8,752	8,527	17,172
	1,762,204	1,746,219	1,755,641
Accumulated surplus	\$ 1,716,021	\$ 1,676,700	\$ 1,670,298

Accumulated surplus reconciliation:

	Q3	Q2	2017
Operating surplus	\$ 16,117	\$ 13,798	\$ 2,118
Invested in tangible capital assets	1,388,585	1,386,922	1,383,133
Capital fund – unexpended capital financing	258,403	234,406	189,895
Operating fund	(13,195)	(13,286)	(10,667)
Unfunded landfill closure & post-closure liability	(79,191)	(79,191)	(79,191)
Unfunded employee future benefits & post-employment liabilities	(100,192)	(100,192)	(100,234)
Total surplus	1,470,527	1,442,457	1,349,610
Total reserves and reserves funds (page 50)	245,494	234,243	285,855
Total accumulated surplus	\$ 1,716,021	\$ 1,676,700	\$ 1,670,298

Explanation of Statement of Operations

The statements of operations provided in the preceding pages summarize the Niagara Region’s financial activity as of September 30, 2018. These statements have been compiled by Enterprise Resource Management Services and the departments have validated the information and provided commentary.

These statements present the net funding position of Niagara Region’s operating budget and do not include Public Sector Accounting (PSA) adjustments for amortization, employee future benefits and landfill liability.

Approved and/or expected unbudgeted transfers to/from reserves can offset other variances and impact net surplus/deficit reported by departments. These statements do not include capital activity. Capital activity is summarized by project in the capital reports section.

Report Columns

Year to date Budget - the portion of the annual budget expected to be realized from January through September.

Year to date Actual - actual costs incurred and revenues earned from January to September. Departments have accrued for goods or services received but not yet paid for and revenues earned but not yet received.

Year to date Budget vs Actual Variance Favourable/(Unfavourable) - the difference between the year to date budget and the year to date actual. An unfavourable variance (i.e. actual expenditures are greater than budgeted or actual revenues are less than budgeted) is shown as a negative and a favourable variance (i.e. actual expenditures are less than budgeted or actual revenues are greater than budgeted) is shown as a positive.

Annual Budget - the annual budget approved by council with budget adjustments as explained on the Operating Budget Amendments & Adjustment Summary.

Annual Forecast - the year to date actual plus the year to go forecast for October to December. It is intended to project expected organization results at the end of the current year based on information available at September 30, 2018. As noted, actual operating results may vary from the forecasted information presented.

Annual Budget vs Forecast Variance Favourable/(Unfavourable) - the difference between the annual budget and the annual forecast. An unfavourable variance (i.e. forecasted expenditures are greater than budgeted or forecasted revenues are less than budgeted) is shown as a negative and a favourable variance (i.e. forecasted expenditures are less than budgeted or forecasted revenues are greater than budgeted) is shown as a positive.

Report Rows – Expenditures

Compensation - salaries, benefits and personnel related allowances (meals, clothing, training, etc).

Administration - costs for audit, advertising, consulting, insurance, contracted services, Court Services expenses, allowances (car, mileage, etc.), telephone, training and related expenses, office supplies, memberships and other miscellaneous expenses.

Operational & Supply – program specific costs including: chemical, medical, waste management supplies and purchased services.

Occupancy & Infrastructure– costs to repair or maintain property and infrastructure, property tax, leases and all utilities.

Equipment, Vehicles, Technology – costs to repair or maintain equipment and vehicles, minor equipment purchases, computer licenses and support.

Community Assistance - Ontario Works allowances and benefits program costs, rent supplements and the use of all housing related subsidies.

Financial Expenditures - interest charges, principal debt payments, tax write-offs, and bad debt expense. The debt related charges included in this section are allocated to departments though indirect allocations & debt.

Partnership, Rebate, Exemption – grants, rebates and exemptions provided to local area municipalities and/or other organizations to support projects within the region.

Explanation of Statement of Operations - Continued

Report Rows – Revenues

Taxation - revenues received from local area municipalities including payment-in-lieu, supplemental and power dams revenue; as well as funds received to support waste management, water and wastewater operations.

Federal & Provincial Grants - funds received from the provincial and federal governments.

By-law Charges & Sales - shared services revenue (without shared services agreement), licenses, permits and approvals, and fees and service charges on the User Fee By-Law such as child care fees, health fees, police fees (i.e. accident reports, etc), seniors homes fees (i.e. long term care accommodations fees), road fees and other miscellaneous fees (i.e. zoning).

Other Revenue - shared services revenue (with shared services agreement), investment income, Court Services revenue, recycling revenue, housing revenue and other miscellaneous revenue.

Report Rows – Intercompany Charges

Intercompany Charges - direct rate-based costs that are allocated to the beneficial recipient by the department providing the service or goods and calculated based on a pre-established rate (i.e. fleet, fuel, photocopiers, and print shop). The pre-established rate is intended to recover the costs incurred by the service providing department (time and material).

Report Rows – Transfers

Transfer to Reserves - includes all transfers of funds in the current year from the operating program to a reserve. At a corporate level the net of the transfers to reserves and the transfers from reserves represents our total contribution to reserves or draw on reserves in the year.

Transfer from Reserves - transfers of funds in the current year to the operating program from a reserve. At a corporate level the net of the transfers from reserves and the transfers to reserves represents our total contribution to reserves or draw on reserves in the year.

Expense Allocation to Capital - eligible costs recorded and managed in the operating program allocated to the capital program.

Report Rows – Indirect Allocation & Debt

Indirect Allocation – costs that are not directly traceable to a specific program or department (i.e. HR, finance, procurement, legal, IT, properties, and communications). Indirect costs are common resources shared by several programs and services that require an allocation to determine full cost of the program or service.

Capital Financial Allocation – allocations of all debt charges incurred to programs and services based on projects the debt is issued to fund.



Minute Item No. 4.1

Presentation

Lundy's Lane Community Improvement Plan – Request for Regional Participation

That the presentation and request respecting the Lundy's Lane Community Improvement Plan (CIP) **BE REFERRED** to staff to provide a report for the Planning and Economic Development Committee meeting being held on February 20, 2019

**THE REGIONAL MUNICIPALITY OF NIAGARA
PLANNING & ECONOMIC DEVELOPMENT COMMITTEE
MINUTES**

**PEDC 1-2019
Wednesday, January 9, 2019
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bellows, Bradley (Regional Chair), Butters, Bylsma, Campion, Darte (Committee Vice-Chair), Easton, Foster, Gale, Greenwood, Heit, Huson (Committee Chair), Junkin, Redekop, Rigby, Sendzik, Ugulini, Zalepa

Absent/Regrets: Diodati

Staff: E. Acs, Manager, Community Planning, K. Ahmad, Manager, Urban Design, M. Bannerman, Program Manager, Grants & Incentives, P. Busnello, Manager, Development Planning, D. Giles, Director, Community & Long Range Planning, J. Gilston, Legislative Coordinator, D. Heyworth, Official Plan Policy Consultant, P. Lambert, Director, Infrastructure Planning & Development Engineering, D. Morreale, Director, Development Approvals, R. Mostacci, Commissioner, Planning & Development Services, S. Norman, Senior Planner, A.-M. Norio, Regional Clerk, R. Tripp, Acting Chief Administrative Officer, V. Kuhns, Acting Director, Economic Development, J. Whittard, Manager, Environmental Planning

1. CALL TO ORDER

Ann-Marie Norio, Regional Clerk, called the meeting to order at 1:06 p.m.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. SELECTION OF CHAIR AND VICE-CHAIR

3.1 Call for Nominations for Committee Chair

Ann-Marie Norio, Regional Clerk, called for nominations for the position of Chair of the Planning & Economic Development Committee for a two-year term (2019-2020).

Moved by Councillor Gale
Seconded by Councillor Campion

That Councillor Darte **BE NOMINATED** as Chair of the Planning & Economic Development Committee for a two-year term (2019-2020).

Moved by Councillor Greenwood
Seconded by Councillor Foster

That Councillor Huson **BE NOMINATED** as Chair of the Planning & Economic Development Committee for a two-year term (2019-2020).

3.2 Motion to Close the Nominations for Committee Chair

Moved by Councillor Ugulini
Seconded by Councillor Bylsma

That nominations for the position of Chair of the Planning & Economic Development Committee for a two-year term (2019-2020), **BE CLOSED**.

Carried

3.3 Voting for Position of Committee Chair

Voting by a show of hands resulted in the following:

Darte = 3

Huson = 13

Based on the result of the vote, the Regional Clerk announced that Councillor Huson had received the majority of votes and would be the Planning & Economic Development Committee Chair for a two-year term (2019-2020).

3.4 Call for Nominations for Committee Vice-Chair

Ann-Marie Norio, Regional Clerk, called for nominations for the position of Vice-Chair of the Planning & Economic Development Committee for a two-year term (2019-2020).

Moved by Councillor Sendzik
Seconded by Councillor Zalepa

That Councillor Darte **BE NOMINATED** as Vice-Chair of the Planning & Economic Development Committee for a two-year term (2019-2020).

3.5 Motion to Close the Nominations for Committee Vice-Chair

The Regional Clerk called a second and third time for nominations for the position of Planning & Economic Development Committee Vice-Chair. There being no further nominations it was:

Moved by Councillor Rigby
Seconded by Councillor Heit

That nominations for the position of Vice-Chair of the Planning & Economic Development Committee for a two-year term (2019-2020), **BE CLOSED.**

Carried

3.6 Voting for Position of Committee Vice-Chair

There being only one nominee for the position of Committee Vice-Chair, Ann-Marie Norio, Regional Clerk, announced that Councillor Darté would be the Planning & Economic Development Committee Vice-Chair for a two-year term (2019-2020).

At this point in the meeting, Councillor Huson assumed the Chair.

4. **PRESENTATIONS**

4.1 Lundy's Lane Community Improvement Plan - Request for Regional Participation

John Barnsley, Manager of Policy Planning, City of Niagara Falls, and David Jovanovic, Project Administrator, Lundy's Lane Business Improvement Area, appeared before the Committee to present information respecting Lundy's Lane Community Improvement Plan (CIP). Topics of the presentation included:

- Background of the CIP
- Urban Design Guidelines
- Incentive Applications

Moved by Councillor Gale
Seconded by Councillor Campion

That the presentation and request respecting the Lundy's Lane Community Improvement Plan (CIP) **BE REFERRED** to staff to provide a report for the Planning and Economic Development Committee meeting being held on February 20, 2019

Carried

4.2 Planning & Development Services

Rino Mostacci, Commissioner, Planning and Development Services, Doug Giles, Director, Community and Long Range Planning, Phill Lambert, Director, Infrastructure Planning and Development Engineering, and Diana Morreale, Director, Development Approvals, presented information to the Committee respecting Planning & Development Services. Topics of the presentation included:

- Legislative Considerations
- Understanding Niagara's Expected Growth
- Growth Management Projects
- Priorities
- Current Projects
- Development Planning
- Infrastructure Planning
- Community and Long Range Planning
- Municipal Comprehensive Review

A copy of the presentation is attached to these minutes.

Councillor Information Request(s):

Provide a legal opinion of the Niagara Region's Tree By-law and its relation to the local area municipal Tree By-laws. Councillor Rigby.

Provide information respecting the responsibilities between the Niagara Peninsula Conservation Authority (NPCA), the local area municipalities, and Niagara Region. Councillor Foster.

Provide information respecting to the boil water advisory in the Township of Wainfleet. Councillor Greenwood.

5. **DELEGATIONS**

There were no delegations.

6. **ITEMS FOR CONSIDERATION**

There were no items for consideration.

7. **CONSENT ITEMS FOR INFORMATION**

There were no consent items for information.

8. **OTHER BUSINESS**

There were no items of other business.

9. CLOSED SESSION

There were no closed session items.

10. NEXT MEETING

The next meeting will be held on Wednesday, February 20, 2019, at 1:00 p.m. in the Council Chambers, Regional Headquarters.

11. ADJOURNMENT

There being no further business, the meeting adjourned at 4:13 p.m.

Councillor Huson
Committee Chair

Jonathan Gilston
Legislative Coordinator

Ann-Marie Norio
Regional Clerk

LUNDY'S LANE COMMUNITY IMPROVEMENT PLAN



BACKGROUND



The Lundy's Lane CIP is a long-term revitalization tool aimed at supporting the on-going evolution of Lundy's Lane as a mixed use part of the local community, while reconfirming its role as a key tourist gateway and destination in the City.

- ▶ CIPs is a statutory document prepared under the Planning Act used to stimulate investment in private property.
 - Adopted by Council (March, 2018)
- ▶ Key purpose is to encourage beautification, rehabilitation and improvements to the building stock.

COMPONENTS

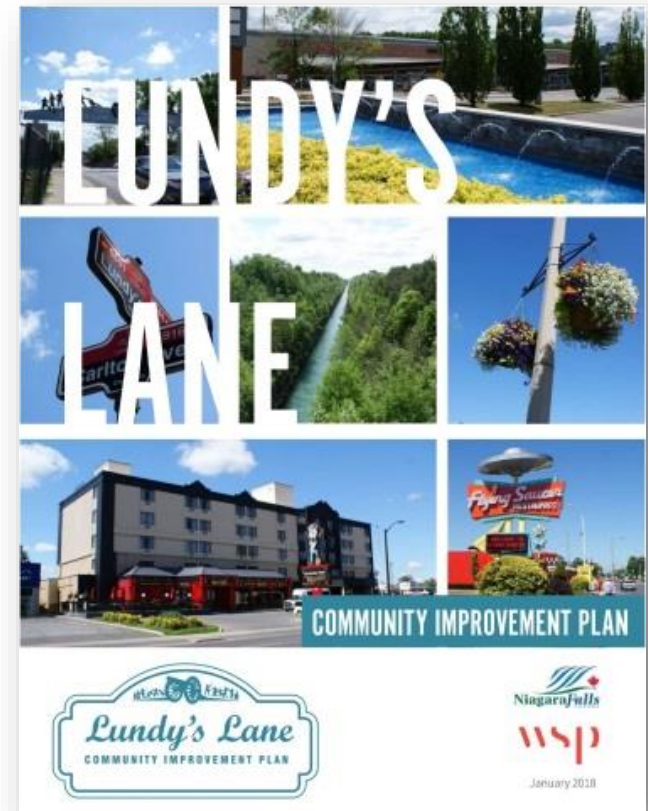


- ▶ Community Improvement Plan
- ▶ Urban Design Guidelines
- ▶ Incentive Applications

COMMUNITY IMPROVEMENT PLAN



- Provides background study information on the needs and strengths of Lundy's Land and identifies the CIP boundary area
- Created a 'vision' and land use plan
- Outlines the identified needs and the financial incentive programs that can be used to address those needs
- Also addresses what the City can do: streetscape improvements, wayfinding signage, preserving and highlighting Heritage
- Discusses implementation of the CIP area and use of Urban Design Guidelines and plan monitoring.





Lundy's Lane is a vibrant, attractive, mixed-use corridor. It is a key destination for visitors, a complete neighbourhood and a major commercial and cultural destination for City residents. Lundy's Lane is celebrative of its unique and long history through vibrant businesses, interesting public spaces and interactive educational opportunities.



history
COMPLETE
 NEIGHBOURHOOD
VIBRANT & ATTRACTIVE
 interactive education

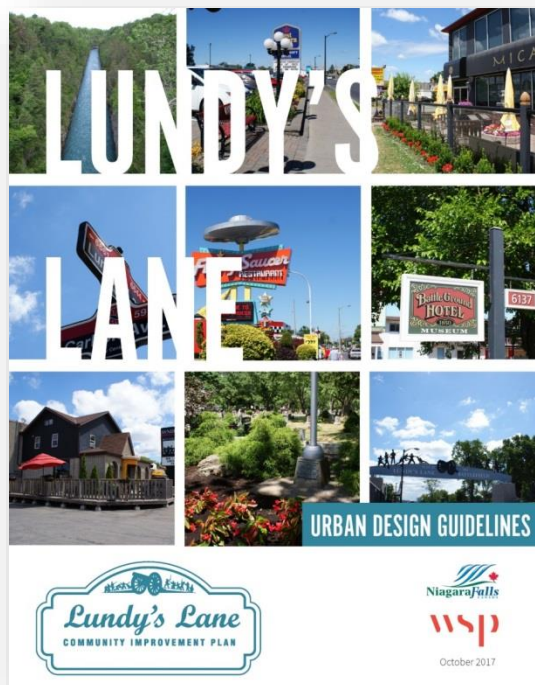
KEY DESTINATION
 Mixed Use Corridor

INTERESTING
COMMERCIAL USES
 commercial & cultural
INTERESTING
PUBLIC SPACES

URBAN DESIGN GUIDELINES



- Complements the CIP and Land Use Plan
- Provide private realm built form design direction and streetscape relationship guidelines and their purpose is to:



- Function as a resource for staff's review of development applications (even beyond CIP)
- Encouraging a high quality built form through a framework for appropriate relationships between buildings, streetscapes and public spaces
- Enhancing the pedestrian experience through design and connectivity
- Accommodating existing car use while providing support for active transportation
- Support building façade/signage improvements and off-street parking area improvements.

URBAN DESIGN GUIDELINES

Gateways, Enhanced Corners & Open Spaces

- Identified enhanced entry points



URBAN DESIGN GUIDELINES

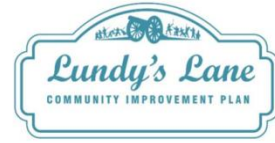
General Siting and Building Design Guidelines

- Improve streetscape quality, pedestrian activity, mitigating built form impacts on adjacent residential uses and addressing gateways and open spaces
 - Siting and Building Orientation
 - Building Height and Massing
 - Mechanical Equipment and Utilities

Piers and fences create continuous edge through hard and soft landscape features



URBAN DESIGN GUIDELINES



Private Realm Streetscape & Parking Areas

- Important in supporting the evolution of Lundy's Lane to a more pedestrian friendly corridor

Articulated building frontages with pedestrian scaled storefront/unit widths



URBAN DESIGN GUIDELINES



Private Realm Streetscape & Parking Areas

- Important in supporting the evolution of Lundy's Lane to a more pedestrian friendly corridor

Gateway massing and articulated building facades provide visual interest for pedestrians and driver



COMMERCIAL FAÇADE, LANDSCAPING AND PROPERTY IMPROVEMENT GRANT

- ▶ A grant to promote building rehabilitation and façade improvement of commercial and mixed use (commercial/residential) buildings.
- ▶ It applies to:
 - exterior façade improvement
 - interior/exterior building maintenance and improvements
 - landscaping and related property Improvement

COMMERCIAL FAÇADE, LANDSCAPING AND PROPERTY IMPROVEMENT GRANT

- ▶ *Who can apply?* – Owners or tenants with Owner authorization
 - ▶ *How does it work?*
 - A matching grant of up to 50% of the cost of eligible works to a maximum of \$40,000 per property
 - Façade Improvement : $\$5,000 + \text{length of the façade(m)} \times \500 to a maximum of \$20,000
 - Landscaping and Property Improvements: $\$5,000 + \text{length of the applicable property line(m)} \times \250 to a maximum of \$20,000
- * the maximum grant is subject to availability and eligibility for matching Regional funding . Where Regional funding is not available the maximum grant value may be less.*

COMMERCIAL FAÇADE, LANDSCAPING AND PROPERTY IMPROVEMENT GRANT

- ▶ *Eligible properties?* – commercial and mixed use
- ▶ *What kind of works are eligible?*
 - Façade Improvement:
 - Repair, replacement, restoration and/or enhancement of existing façade materials
 - Improvements to architectural details (cornices, sign boards, exterior lighting etc)
 - New awnings or canopies

ADAPTIVE REUSE & MOTEL REVITALIZATION GRANT

- ▶ A grant to promote conversion of existing vacant spaces or existing uses to new, more viable commercial uses:
 - existing hotels/motels to other commercial uses
 - existing hotel/motel where improvements contribute to an over all project to enhance the motel as a themed motel consistent with the idea of promoting the automobile oriented tourism era of Lundy's lane;
 - existing commercial uses or vacant buildings to a mixed use and to achieve compliance with Ontario Building Code, Fire Code or properties standards bylaw.

ADAPTIVE REUSE & MOTEL REVITALIZATION GRANT

- ▶ *Who can apply?* – Owners or tenants with Owner authorization
- ▶ *How does it work?*
 - A matching grant of up to 50% of the cost of eligible works to a maximum of \$10,000 per commercial or residential unit and \$30,000 for the entire project
 - A minimum investment of \$10,000 by the applicant is required
 - * *the maximum grant is subject to availability and eligibility for matching Regional funding . Where Regional funding is not available the maximum grant value may be less.*

ADAPTIVE REUSE & MOTEL REVITALIZATION GRANT

- ▶ *Eligible properties?* – commercial and vacant buildings proposed for commercial uses, themed motel uses and mixed use buildings
- ▶ *What kind of works are eligible?*
 - Fire or noise protection elements to meet OBC, Fire Code & Property Standards
 - HVAC required to meet OBC, Fire Code & Property Standards
 - Electrical, plumbing, structural to bring building up to OBC, Fire Code & Property Standards



TAX INCREMENT BASED GRANT

- ▶ A tax based grant to reduce the large tax increase than can result from rehabilitation or redevelopment.
 - Only those projects that result in an increase in property assessment and taxes will be eligible
- ▶ *Who can apply?* – Owners

TAX INCREMENT BASED GRANT

► *How does it work?*

- The entire rehabilitation/revitalization project cost is paid by Owner.
- Property reassessment upon completion shows an increase in taxes.
- City provides annual grant, for 10 years, on the increased portion of the taxes as follows:
 - 80% in years 1 to 5
 - 60% in years 6 & 7
 - 40% in year 8
 - 20% in years 9 & 10

** the maximum grant is subject to availability and eligibility for matching Regional funding . Where Regional funding is not available the maximum grant value may be less.*

TAX INCREMENT BASED GRANT

- ▶ *Eligible properties?* – existing commercial, residential and mixed use buildings, vacant properties and parking lots that are being redeveloped for: mixed uses, a change in use, than the original, streetscape improvements (on a case by case basis)
 - Must be in compliance with the Urban Design Guidelines
 - Minimum investment of \$10,000
- ▶ *Provision*
 - Cannot be combined with any other grant under the CIP

ALL APPLICATIONS

- Default Provisions:
 - Taxes are more than one year in arrears
 - The building is demolished or any of the heritage features are altered in any way that would compromise the reason for designation
 - Owner declares bankruptcy
 - Owner uses the grant for improvement works that are not eligible
 - Owner fails to maintain the improvements as required in the Grant Agreement
 - Owner is in default of any of the provisions of the Agreement.

► REQUEST FOR REGIONAL PARTICIPATION

- Lundy's Lane is a major Regional arterial road in the City and is part of Regional Road 20 extending westwards through the Region
- Lundy's Lane is a gateway for visitors and citizens
- The Region is participating in the implementation of the Lundy's Lane Streetscape Master Plan – bus shelters, streetlighting design
- The CIP urban design guidelines serve to complement the streetscaping initiative
- The Region participated financially in the study – contributing 50% of the study costs – Regional staff were part of the review team
- With the exception of the landscaping component of the Façade, Landscaping and Property Improvement Grant, all of the programs are consistent with the Region's Smarter Niagara incentive programs

Any Questions?

Planning and Development Services

We provide recommendations, strategies and oversight to support community development outcomes that are sustainable, healthy, efficient and supports prosperity.

Planning and Development Services

Legislative Considerations

Provincial Legislation

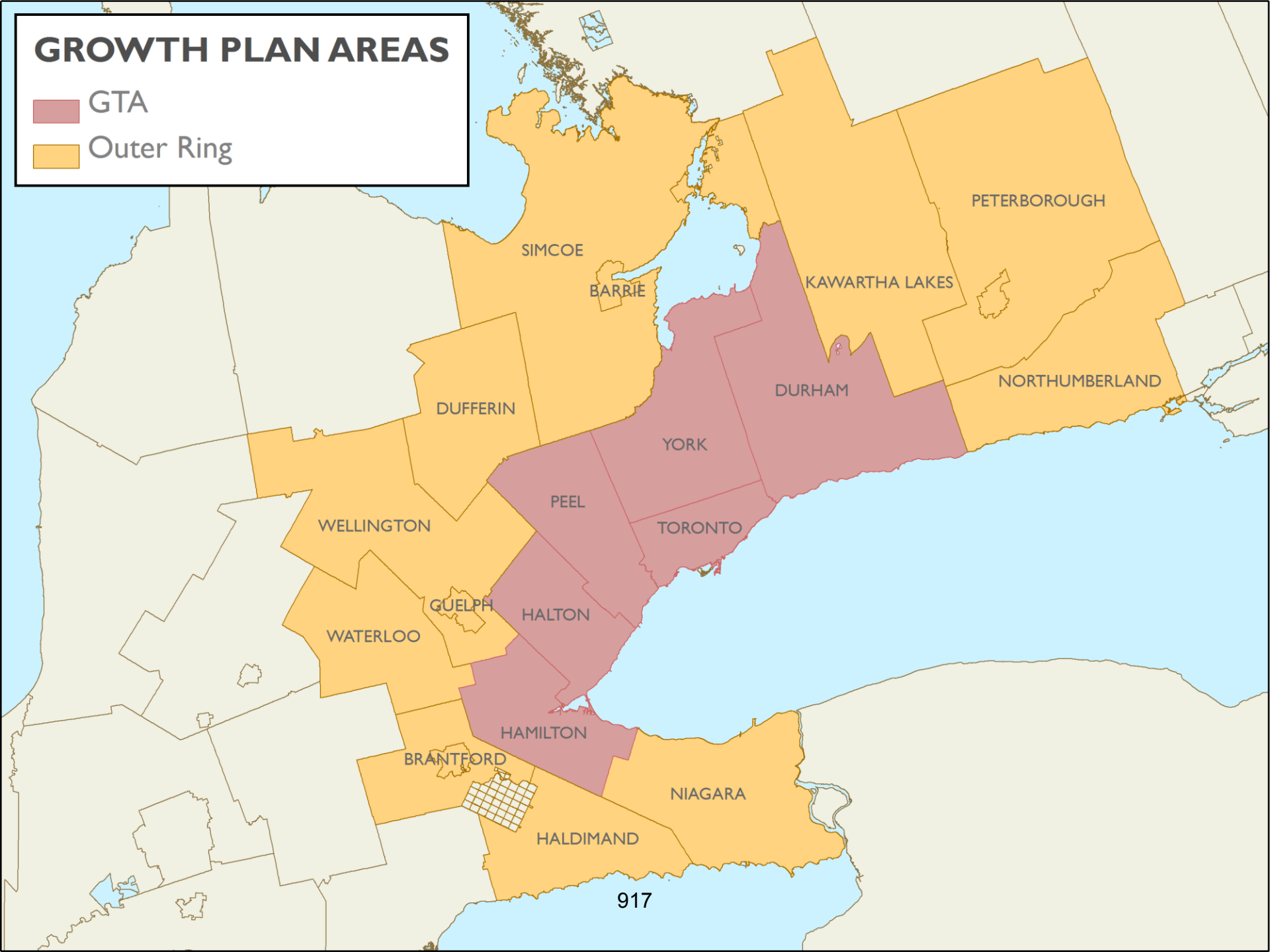
- Planning Act, Clean Water Act, Environmental Assessment Act (others), Ontario Building Code Act,

Provincial Plans

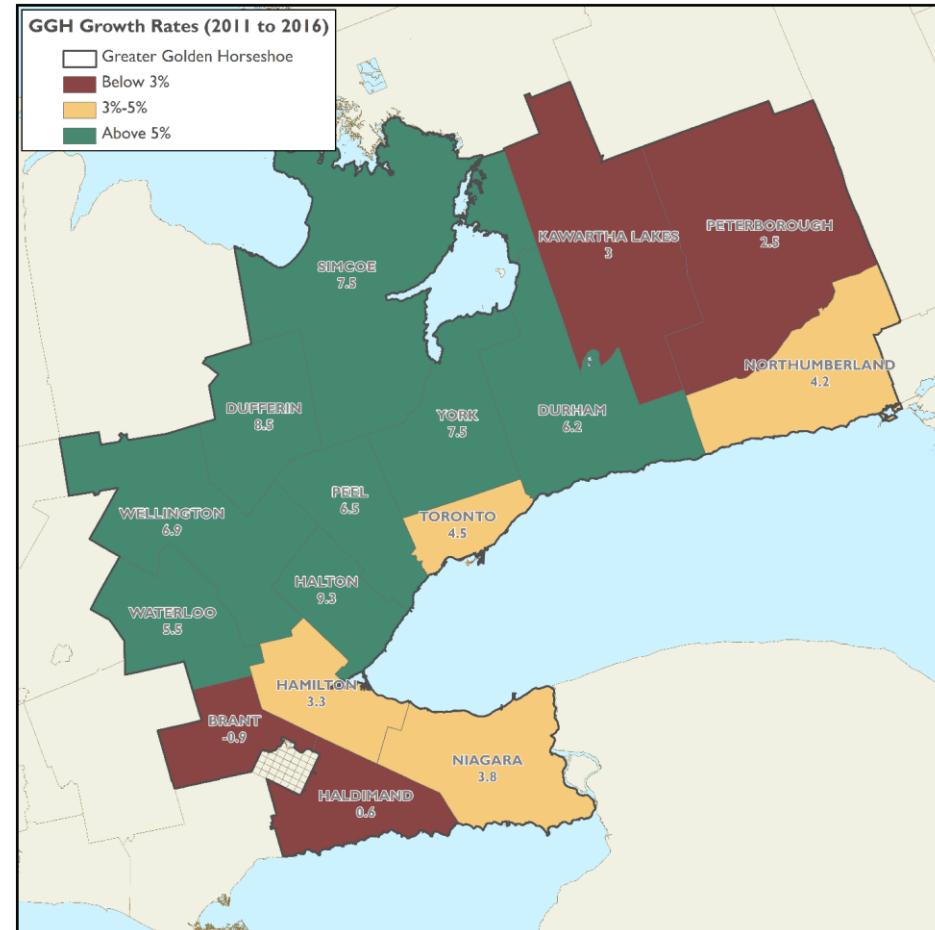
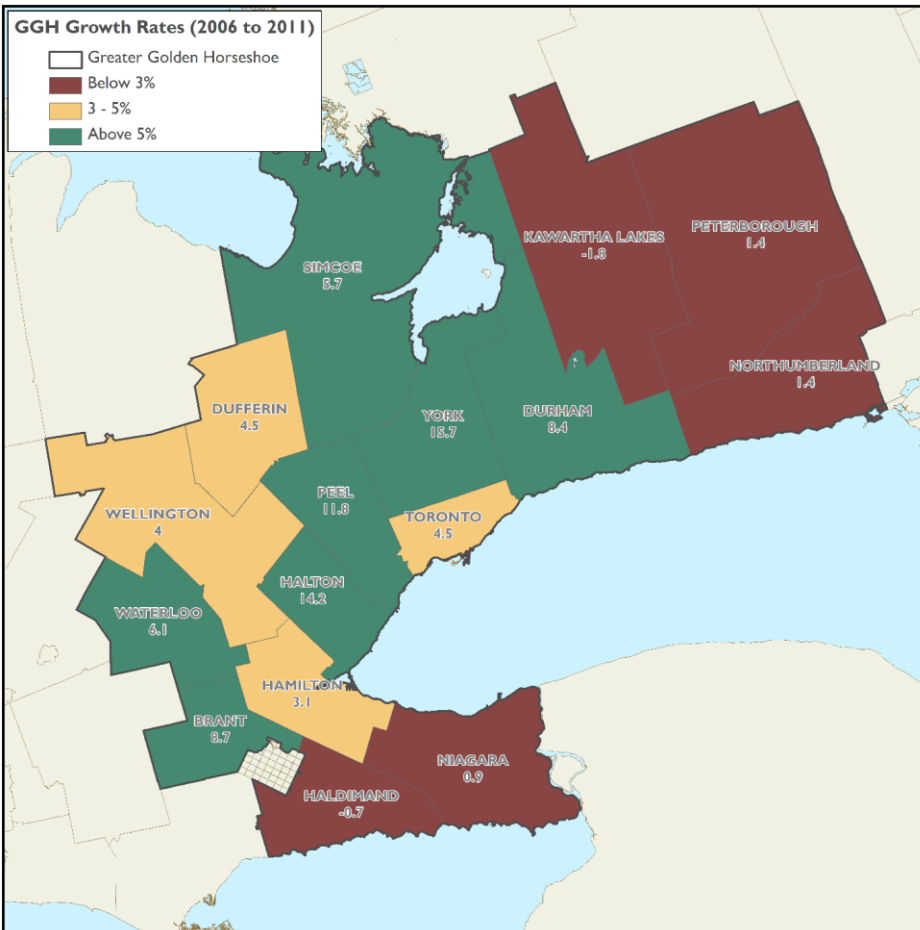
- Provincial Policy Statement
- Places to Grow aka Growth Plan for the GGHA
- Greenbelt Plan/ Regional Response to Coordinated Plan Review
- Niagara Escarpment Plan

GROWTH PLAN AREAS

- GTA
- Outer Ring



Growth Rates of the GTHA

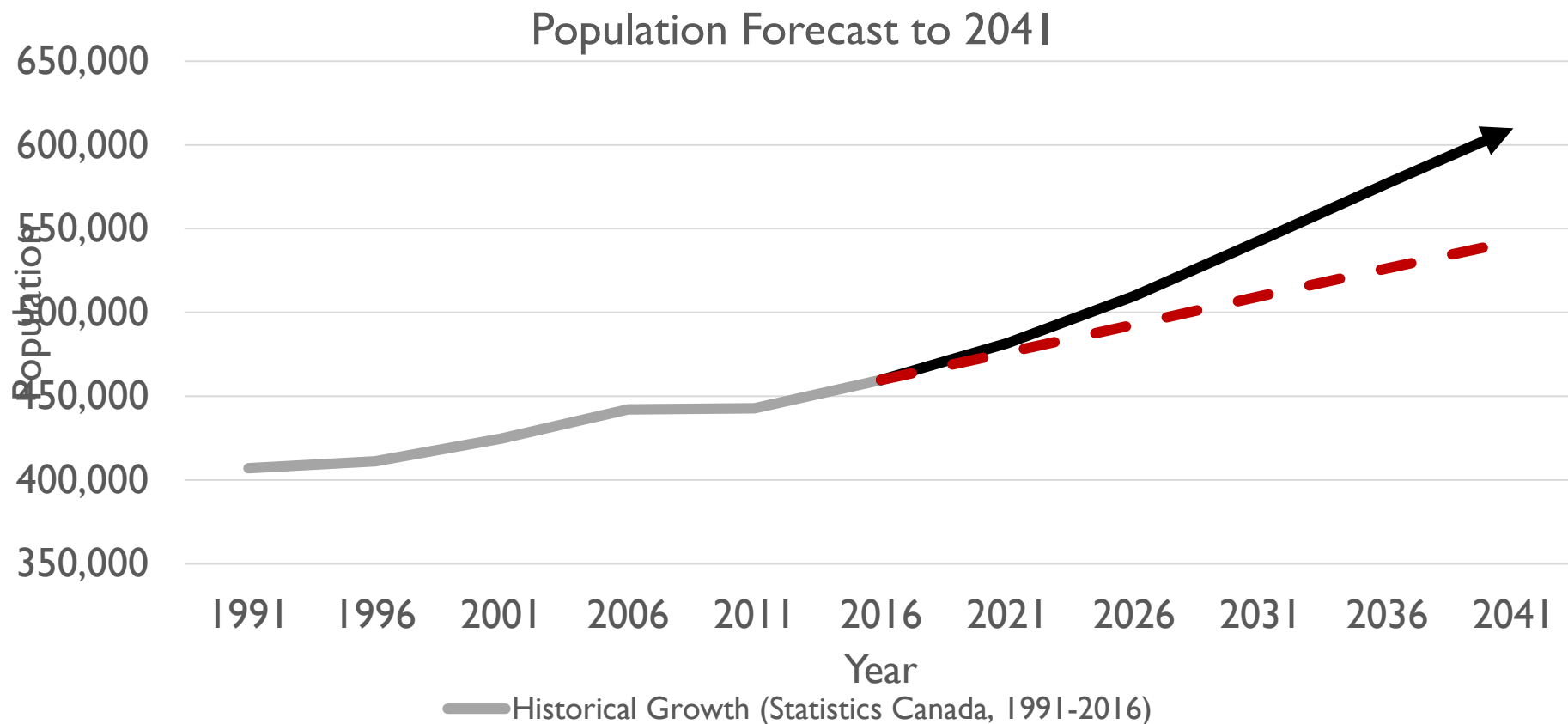


Planning and Development Services

Proactively Positioning Niagara

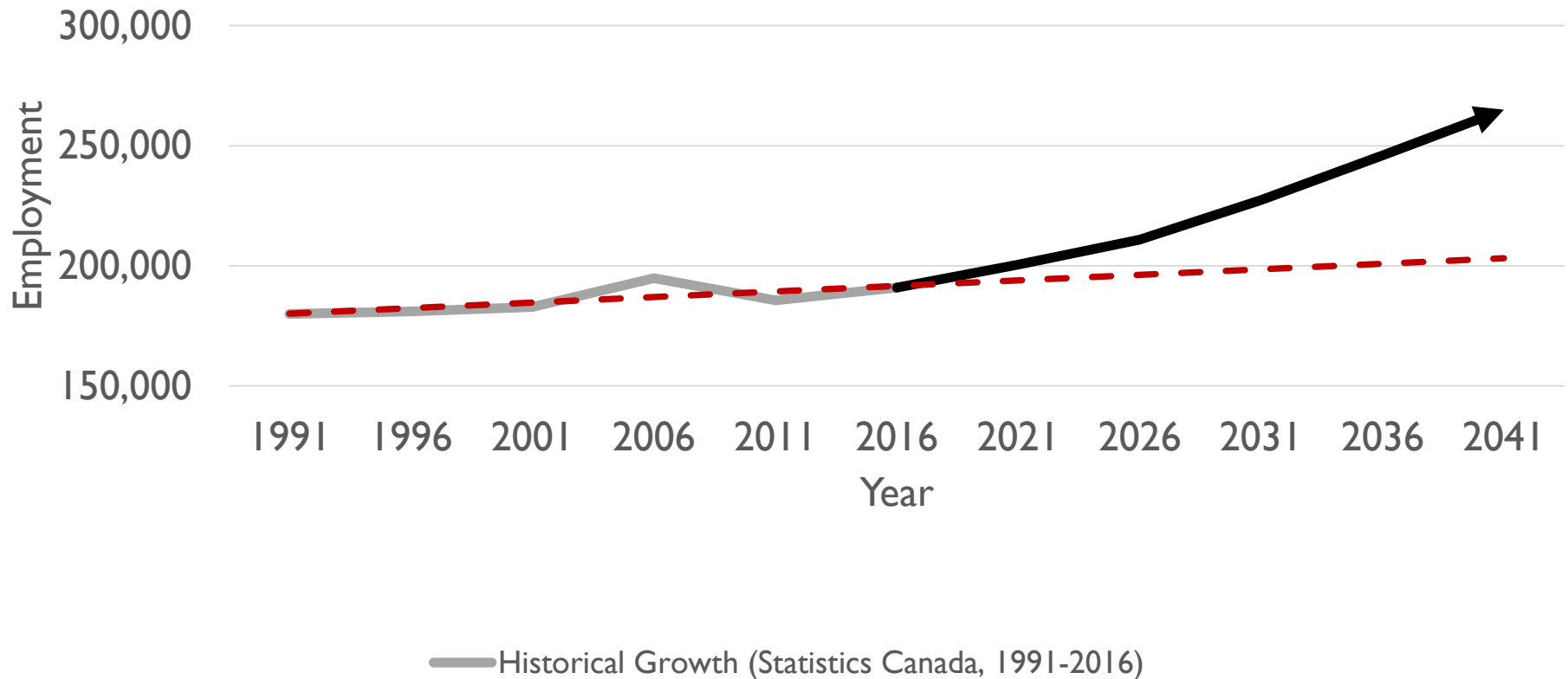
- Global Niagara
- Net new population of 10,000 people
- GO Secondary Plans
- Coordinated Plan Review
- Expedited Development Approval Process

Understanding Niagara's Expected Growth



Understanding Niagara's Expected Growth

Employment Forecast to 2041



Planning and Development Services

Growth Management Projects

- Brock District Plan
- Go Secondary Plans (Grimsby, Lincoln, St. Catharines, Niagara Falls)
- Prudhommes District Plan
- Glendale District Plan

Planning and Development Services

Priorities

- New Regional Official Plan
- Grants/ Incentive Rationalization
- Protecting property from flooding
- Support for Development Approvals
- Support to LAMs
- Implementation of GO Secondary Plans

Planning and Development Services

Priorities

- Glendale District Plan
- South Niagara Falls Development Plan
- On farm diversification/value add - wineries
- Modernize Service Delivery- Development Portal
- Environmental Planning Review

Planning and Development Services

Current Projects

- Regional Headquarters Civic Park - The International Plaza
- Niagara Biennial (Former Niagara Design Excellence Awards)

Planning and Development Services

- Development Planning
- Infrastructure Planning and Development Engineering
- Community and Long Range Planning

Development Planning

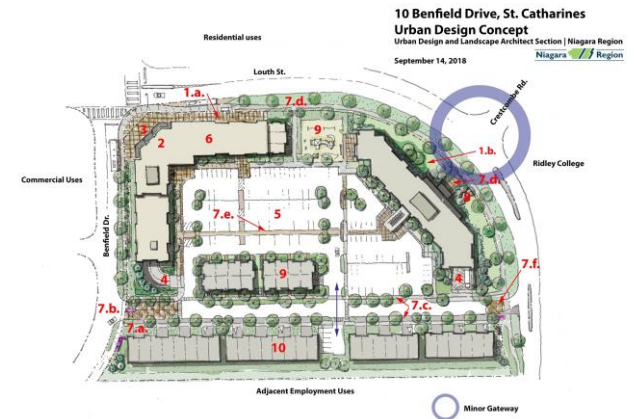
Development Review

- Review development applications (based on Provincial legislation requirements and the existing Memorandum of Understanding)
- Involvement in Pre-Consultation Meetings

Development Planning

Urban Design

- Implementation of the Public Realm Investment Program (PRIP 2016-2019)
- Planning Review
- Review of Environmental Assessment Studies
- Capital Projects
- Urban Design Services Internal
- Urban Design Services External



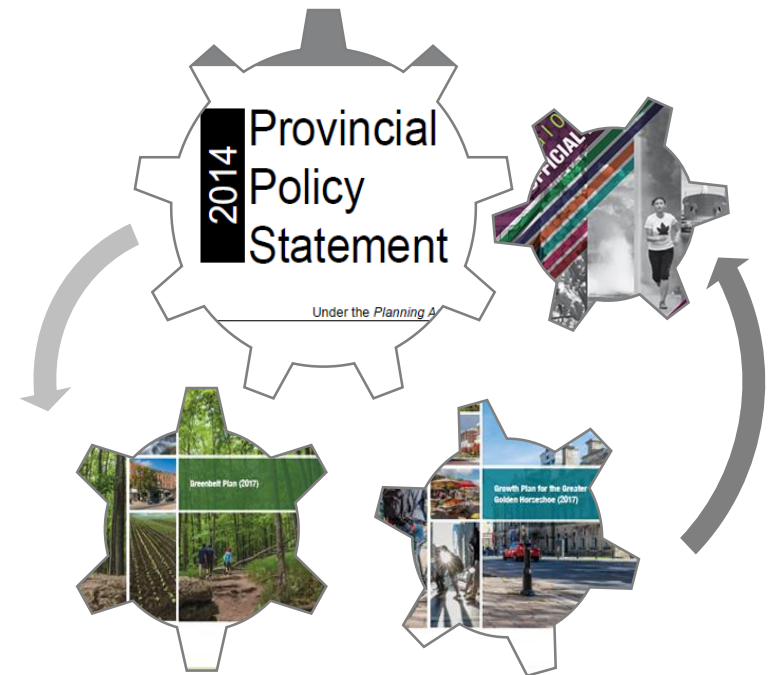
Development Planning

Environmental Planning

Development application and technical clearance reviews

- For conformance with Regional Official Plan and Provincial Policies
- Per the “Protocol for Plan Review and Technical Clearance between the Region and NPCA” (2017)

Environmental Impact Study (EIS) review



Infrastructure Planning and Development Engineering

Providing strategic infrastructure planning and engineering to support growth management, land use planning and development, and private servicing / septic review and approval.

- Water & Wastewater Master Servicing Plan Updates
- Technical engineering review and approvals for Development
- Development Agreements for Infrastructure Improvements
- Alignment of Growth with Infrastructure
- Development Industry Engagement

Infrastructure Planning and Development Engineering

- Stormwater Management Review and Approvals
- Enforcement of Part 8 of the Ontario Building Code (Private Sewage Systems/Septic Systems)
- Planning review, applications and permitting for Private Sewage Systems (approximately 400 applications per year)
- Hydrogeological Study Review (protecting groundwater resources)
- Wet Weather Management Program

Community and Long Range Planning

Regional Official Plan

- Approval to proceed - November 2016
- Completion - December 2021

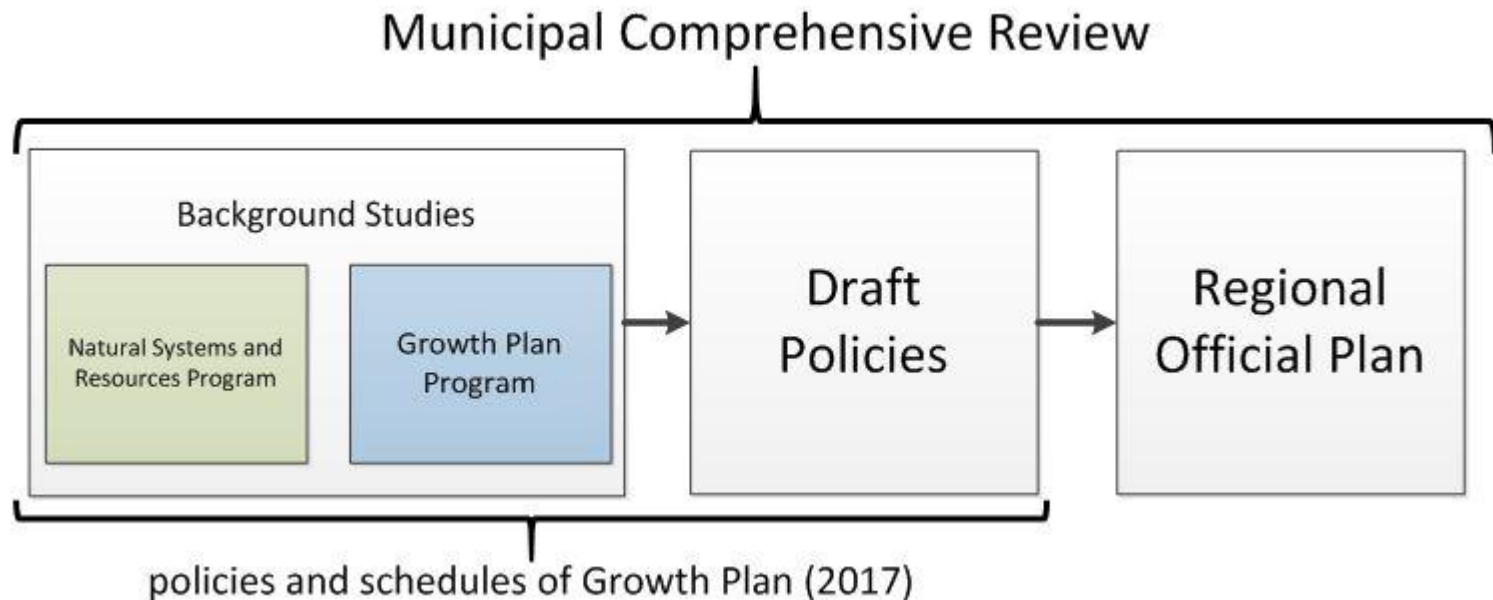
Timeline is influenced by 3 factors:

- Provincial policy and guidance
- Completion of background reports
- Consultation

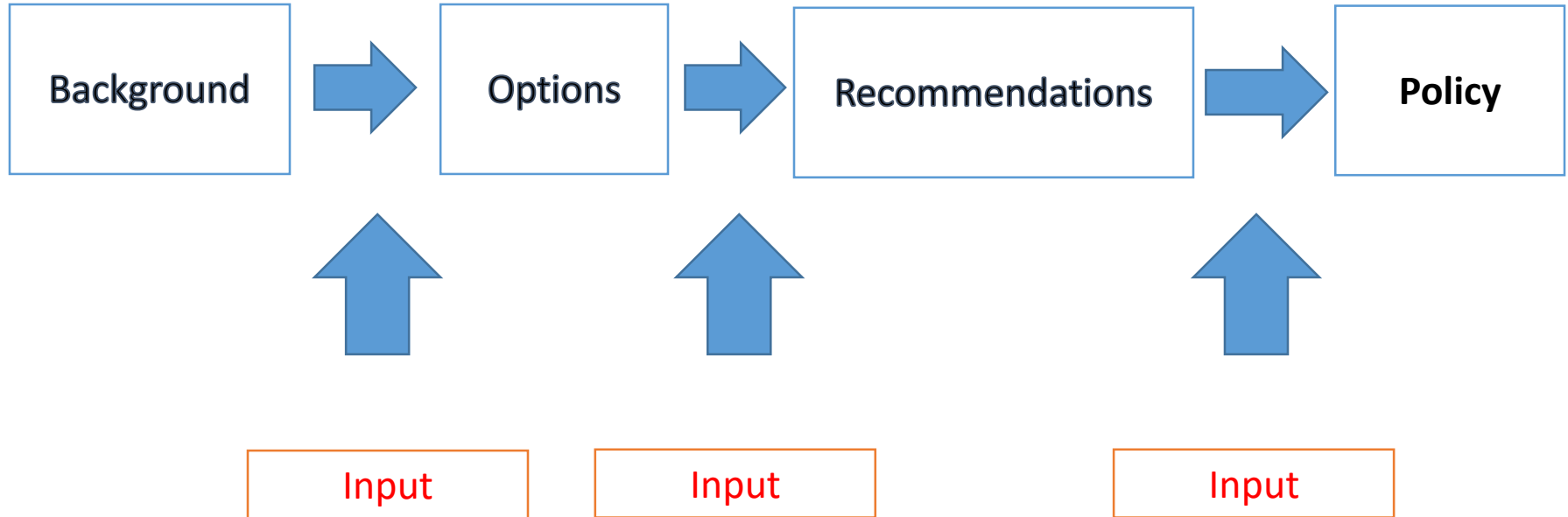
Objectives

- Manage growth
- Concise clear policy direction
- Address provincial requirements, regional mandate and provide guidance to local municipalities

Municipal Comprehensive Review Process



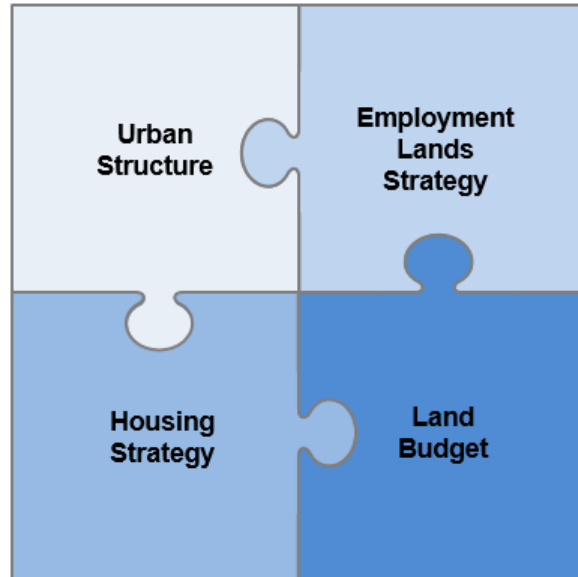
General Background Studies Process (Housing, Rural, Natural Systems Planning)



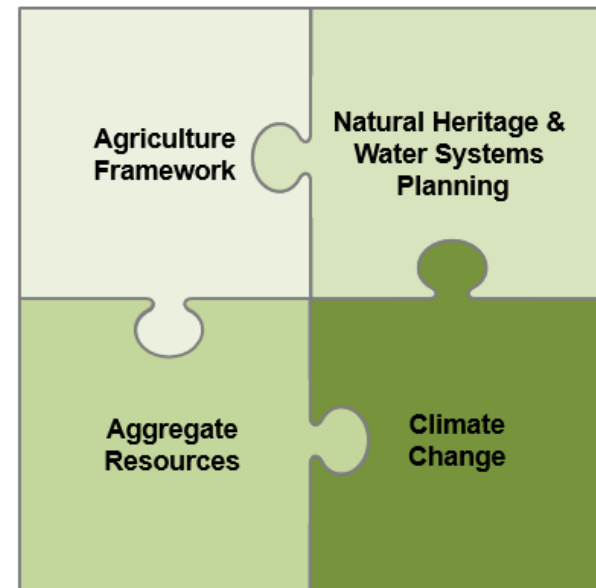
Community and Long Range Planning

Regional Official Plan

Growth Management



Rural and Natural Systems



Land Needs Assessment

- The amount of developable urban land needed for residential and employment purposes to 2041
- Identify any excess lands. (not developable by 2041) Excess lands will need to be designated for development post 2041
- Alternative greenfield density targets to the required 80 people and jobs per hectare can be requested to the Province
- Opportunity to rationalize urban area boundaries and ensure that sufficient lands are in the proper location to accommodate growth.
- Urban area boundary expansions can take place, even if there are excess lands, provided there is a de-designation of lands.



Employment Lands Strategy

- Ensure sufficient and marketable supply for traditional industrial employment
- Identify *Regional Employment Areas* - areas of business and economic activity for long term employment development which are to be protected from conversion
- The Region is currently working with the local municipalities, specifically area planners at this stage.
- This project will be informed by the Region's annual Employment Inventory.



Urban Structure

- The urban structure is a significant component for the Region to achieve an eventual 60% intensification rate under the Growth Plan while protecting established neighbourhoods.
- Identify a hierarchy of settlement areas
- Identify important strategic regional intensification areas to direct growth to areas best served by a combination of transportation/transit, public works and community infrastructure and services
- Assign population and density accordingly



Housing Strategy

- Promote an appropriate range and mix of housing forms
- Promote choice, aging in place opportunities and affordability
- Set affordable ownership and rental housing targets
- Identify tools to support affordable housing
- Align with Housing and Homelessness Action Plan
- Support complete communities



Agriculture Framework

- Recognize agriculture is a primary driver of the regional economy
- Protect the unique land
- Update specific policy, such as agricultural- related and on-farm diversified uses.
- Consider Area Planners concerns regarding:
 - viability of certain agricultural lands
 - refinements to Province's agricultural system mapping
 - how wineries are addressed in NEP and Province's Permitted Uses Guidelines
 - importance of Agricultural Impact Assessment
 - importance of compatibility between the Regional Natural Heritage System and Agricultural System
 - concerns about use of greenhouses for cannabis



Natural Environment & Water Systems Planning

- Will be a significant component of the new ROP to meet Provincial policy direction
- It is recognized that accurate mapping and appropriate methods to interpret and update mapping is critical and is planned to be discussed early.
- Establish criteria and identify features for provincial compliance (ex. woodlands).
- Develop watershed planning policy framework
- Specific topics for consideration – offsetting, shorelines, watercourse mapping
- Education is a priority component of the engagement process



Aggregate Resources

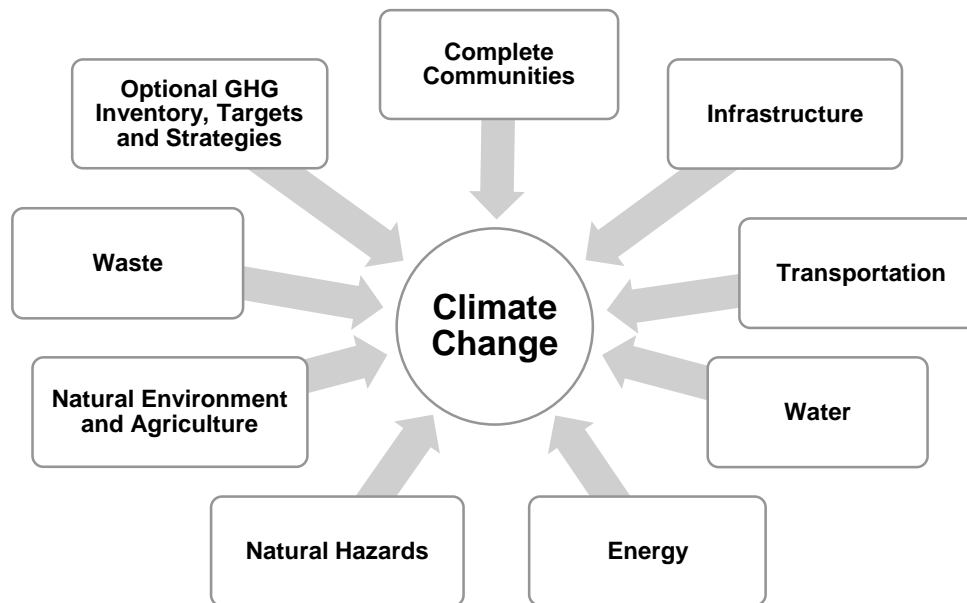
- Aggregate resources are located throughout the region.
- Extraction of the resource is necessary - a need to address land use compatibility
- “State of Aggregates in Niagara Region: Background Report” was brought to Committee and Council in 2016
- A Technical addendum has just been completed to supplement the Background Report as a result of changes to Provincial Plans, *Aggregate Resources Act*, and Bill 139
- Draft policies will be presented to the TAG, planning advisory committee, industry stakeholders, Provincial ministries, and public



Climate Change

Opportunities for climate change adaption and mitigation

A climate change study will assess obligations and options on the region's role relative to GHG targets.



Questions?

Key Contact

Rino Mostacci, RPP

Commissioner of Planning and Development Services

905-980-6000 ext. 3276

rino.mostacci@niagararegion.ca

**THE REGIONAL MUNICIPALITY OF NIAGARA
BUDGET REVIEW COMMITTEE OF THE WHOLE
MINUTES - OPEN SESSION**

**BRCOTW 01-2019
Thursday, January 10, 2019
Council Chamber
Niagara Region Headquarters, Campbell West
1815 Sir Isaac Brock Way, Thorold, ON**

Committee: Bellows, Bradley (Regional Chair), Butters, Bylsma, Campion, Chiocchio, Darte, Disero, Edgar, Fertich, Foster, Gibson, Greenwood, Heit, Huson, Insinna, Ip, Jordan, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugulini, Villella, Whalen (Committee Vice Chair), Witteveen, Zalepa (Committee Chair)

Absent/Regrets: Diodati, Easton, Gale, Junkin

Staff: K. Ahmad, Manager, Urban Design, H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, R. Cheung, Senior Budget Analyst, P. Criscione, Communications Consultant, D. Giles, Director, Community & Long Range Planning, C. Habermehl, Acting Commissioner, Public Works, T. Harrison, Commissioner/Treasurer, Enterprise Resource Management Services, Dr. M. Hirji, Associate Medical Officer of Health, A. Jugley, Commissioner, Community Services, K. Lotimer, Legislative Coordinator, M. Murphy, Associate Director, Budget Planning & Strategy, A.-M. Norio, Regional Clerk, M. Robinson, Director, GO Implementation Project, C. Ryall, Director Transportation Services, R. Tripp, Acting Chief Administrative Officer, J. Tonatello, Director, Water Wastewater Services

1. CALL TO ORDER

Committee Chair Zalepa called the meeting to order at 6:31 p.m.

2. DISCLOSURES OF PECUNIARY INTEREST

There were no disclosures of pecuniary interest.

3. PRESENTATIONS

3.1 2019 Capital Budget

Helen Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, provided information respecting the 2019 Capital Budget.

Topics of the presentation included:

- 2019 Capital Expenditure
- 2019 Financing Strategy
- Multi-year Forecast
- Risks and Opportunities
- Next Steps

4. DELEGATIONS

There were no delegations.

5. ITEMS FOR CONSIDERATION

5.1 CSD 1-2019

2019 Capital Budget

Moved by Councillor Redekop
Seconded by Councillor Steele

That Report CSD 1-2019, dated January 10, 2019, respecting 2019 Capital Budget, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the 2019 Capital Budget for the Niagara Regional Departments and Agencies, Boards and Commissions of \$273,939,966 as per Appendix 1 to Report CSD 1-2019, **BE APPROVED IN PRINCIPLE** pending final by-law approval anticipated to be on February 28, 2019 and subject to approval of the Niagara Regional Transit separate levy being considered with the 2019 operating budget;
2. That financing in the amount of \$248,911,706 gross and \$227,101,255 net **BE INITIATED** upon approval of the 2019 Capital Budget and **BE ALLOCATED** to the projects as summarized in Appendix 2 to Report CSD 1-2019; and
3. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration to coincide with the approval of the operating budget.

Carried

Councillor Information Request(s):

Provide the anticipated amount that the Region will be borrowing over the next two years (2020 and 2021). Councillor Redekop.

Show on the Reserves/Pay as You Go vs Debt Forecast (Slide 14 of the presentation) the data from the previous 4 to 8 years. Councillor Sendzik.

Provide a consolidated debt repayment schedule. Councillor Steele.

6. CONSENT ITEMS FOR INFORMATION

6.1 BRC-C 01-2019

Funding for Barriers

Moved by Councillor Ip

Seconded by Councillor Steele

That Correspondence Item BRC-C 01-2019, being a memorandum from T. Harrison, Commissioner/Treasurer, Enterprise Resource Management Services, respecting Funding for Barriers, **BE RECEIVED** for information.

Carried

7. OTHER BUSINESS

There were no items of other business.

9. CLOSED SESSION

There were no closed session items.

10. BUSINESS ARISING FROM CLOSED SESSION ITEMS

There were no closed session items.

11. NEXT MEETING

The next meeting will be held on Thursday, January 24, 2019 at 6:30 p.m. in the Council Chamber, Regional Headquarters.

12. **ADJOURNMENT**

There being no further business, the meeting adjourned at 8:43 p.m.

Councillor Zalepa
Committee Chair

Kelly Lotimer
Legislative Coordinator

Ann-Marie Norio
Regional Clerk



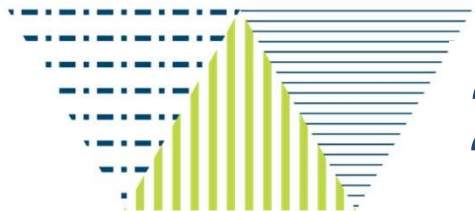
2019

CAPITAL BUDGET

Budget Review Committee of the Whole
January 10, 2019

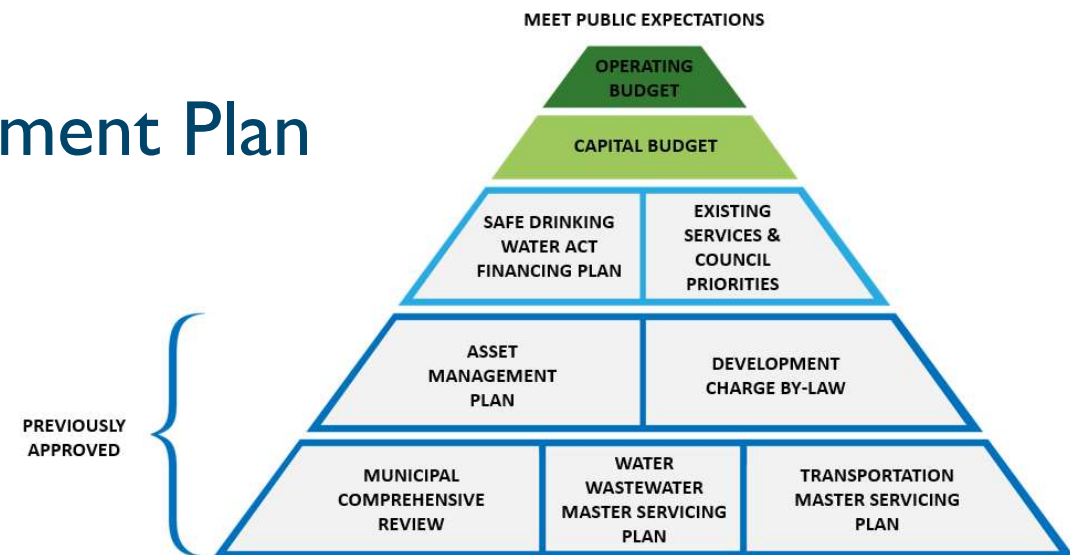
Tonight's Agenda

- 2019 Capital Expenditure
- 2019 Financing Strategy
- Multi-year Forecast
- Risks and Opportunities
- Next Steps



Key Themes

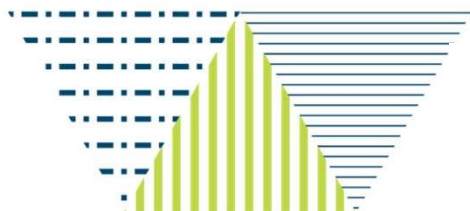
1. Projects continue to support approved corporate strategic initiatives for “How we grow, How we go and How we flow?”
 - DC Study, TMP, W/WWV MSP
2. Highest percentage of growth projects in capital budget to date
 - 20.8% or \$57M
3. Implementation of Asset Management Plan
 - Alignment: 60% - 2019 (49% - 2018)



Optimization Process

- ✓ Departmental Prioritization
 - Prioritized projects based on master plans and asset management plan
- ✓ CLT with Finance support reviewed, reprioritized and considered additional corporate priorities to align with funding available
 - Requires consideration of separate funding strategies for 2019 and forecast (Niagara Regional Transit, Long Term Care Redevelopment, etc.)
- ✓ Capital Workshop provided education and information

- BRC approval required
 - Subject to additional operating budget considerations

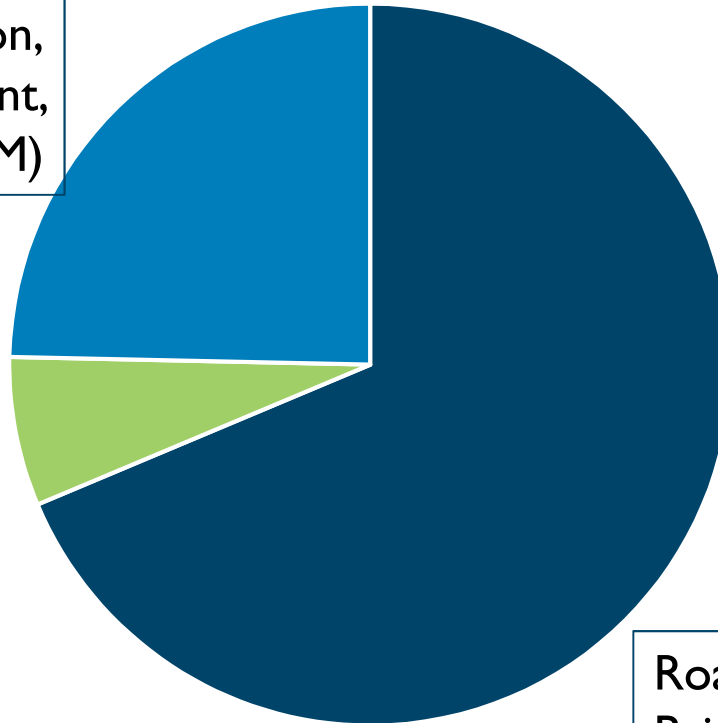


2019 Summary - \$274M Capital Request

\$152M Levy Request

Building expansion,
replacement,
maintenance (\$39M)

Machinery,
equipment
and software
(\$10M)

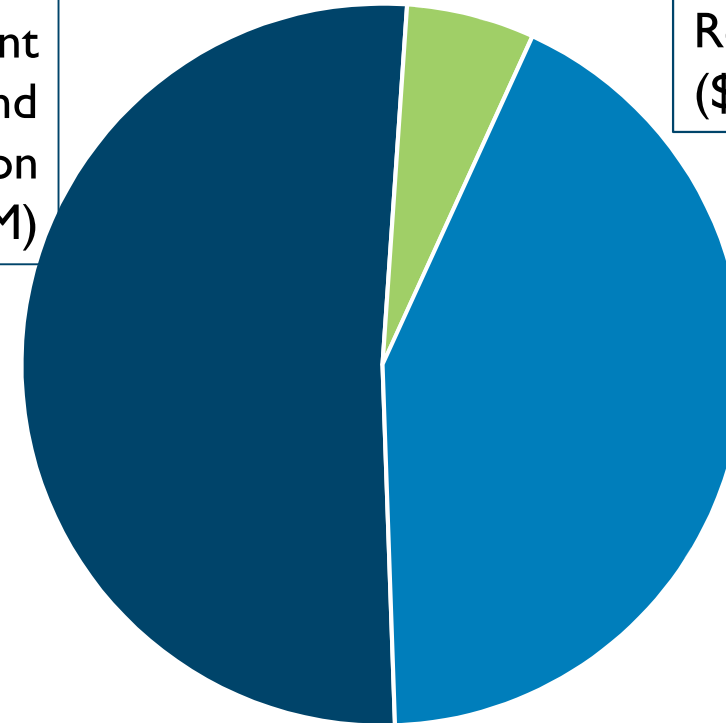


Roads and
Bridges
(\$103M)

\$122M Rate Request

Water
Treatment
and
Distribution
(\$63M)

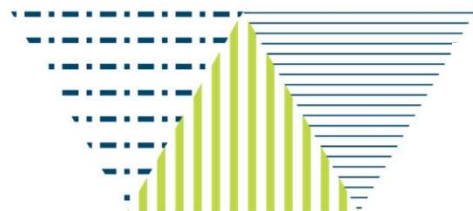
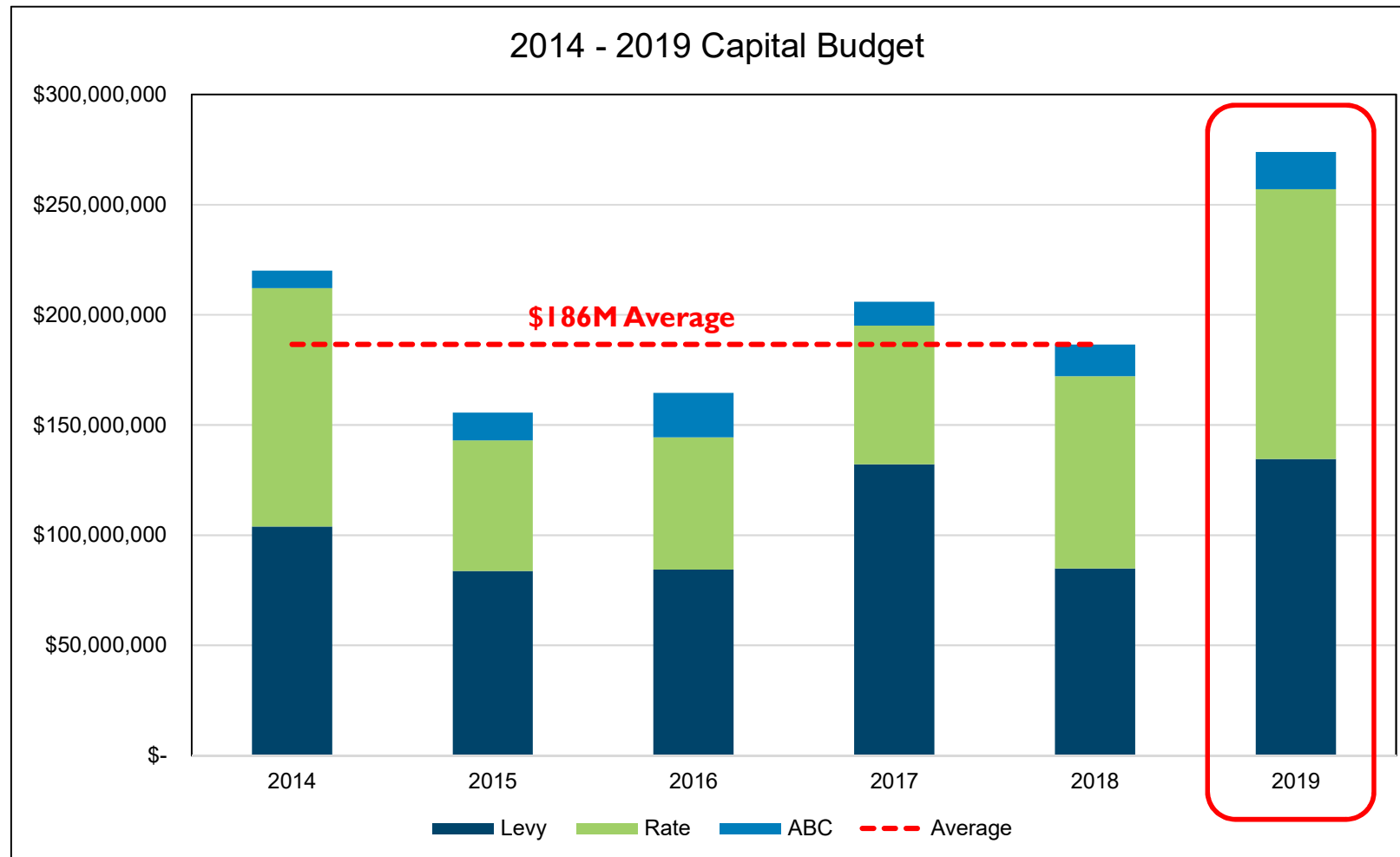
Landfill and
Recycling Facility
(\$7M)



Wastewater
Treatment
and
Collection
(\$52M)



Historical Capital Budgets



2019 CAPITAL BUDGET

Capital Budget Drivers

2018 vs 2019 Investment (millions)

Driver	2018	2019
Sustainability/AMP	92.7	163.8
Growth	27.3	57.0
Strategic Investments	<u>66.4</u>	<u>53.1</u>
Total	\$186.5	\$273.9

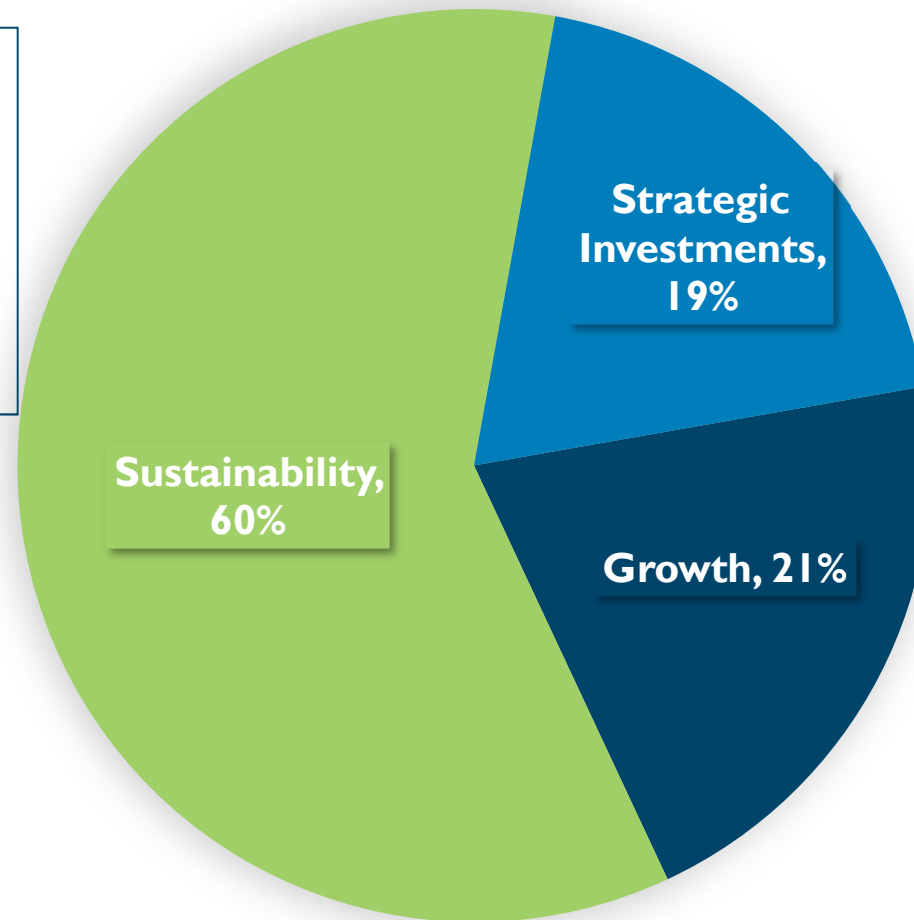


2019 CAPITAL BUDGET

955

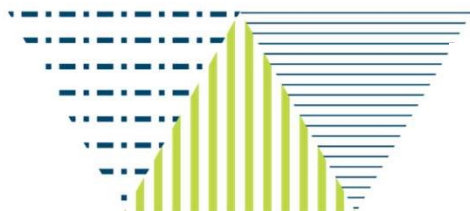
2019 Capital Budget Drivers

Sustainability/ AMP	\$163.8M
*Decew Plant Upgrade	21.1M
* Environmental Centre	21.0M
*Roads Resurfacing	10.0M
*NOTL Lagoon	12.0M



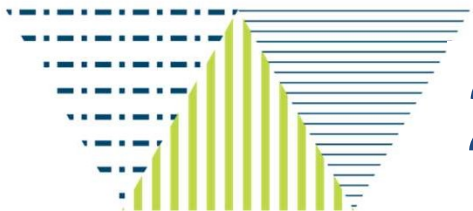
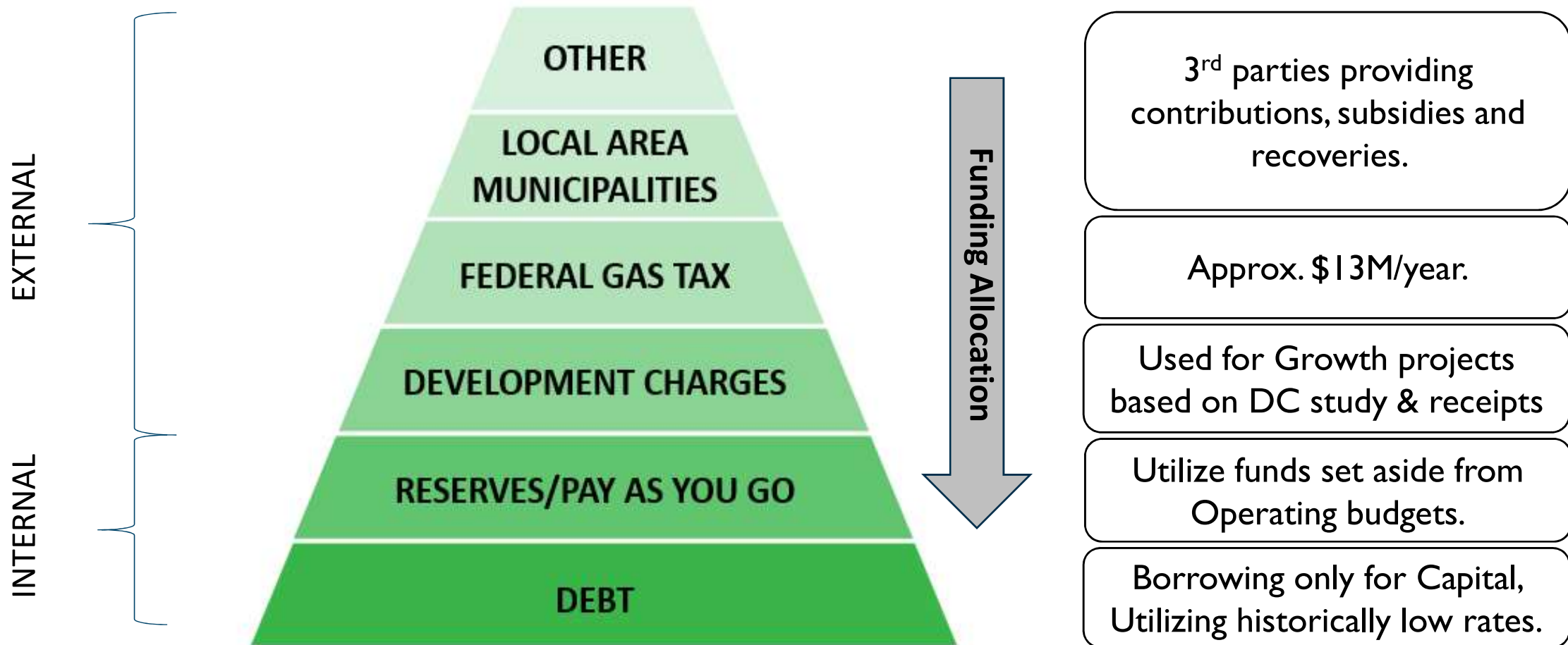
Strategic Investments	\$53.1M
*Niagara Regional Transit	13.9M
*Stevensville Lagoon Upgrade	4.0M
*South Grimsby Rd Phase 2	3.6M
*Niagara Street Transmission	3.5M

Growth	\$57.0M
*Martindale Road QEW	16.1M
*Grimsby System Storage	11.5M
*Casablanca/Livingston QEW	10.0M
*Thorold Stone/Stanley Ave	6.0M



2019 CAPITAL BUDGET

2019 Financing Strategy



2019 Financing Strategy (millions)

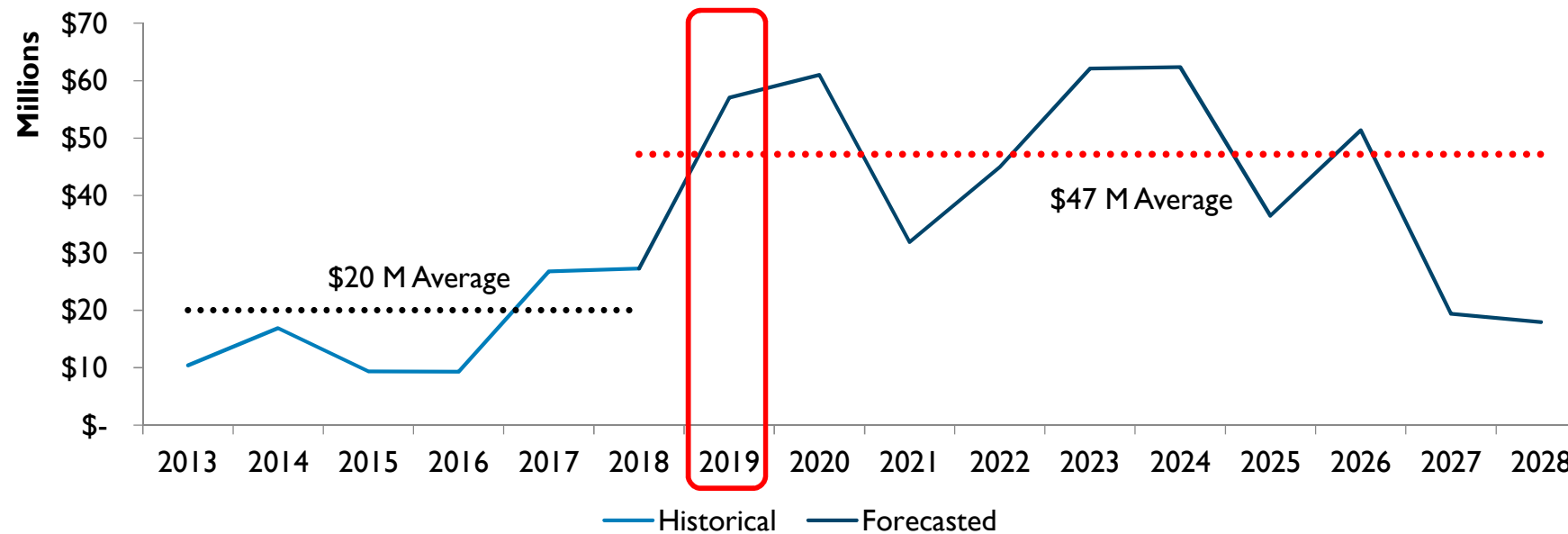
	Levy	Rate	Total
External Funding:			
Other External	\$2.5	\$4.8	\$7.3
Area Municipalities	3.0		3.0
Federal Gas Tax	10.3	3.0	13.3
Development Charges	38.5	18.6	57.1
Internal Regional Funding:			
Reserves	44.6	84.1	128.7
Infrastructure Deficit Reserves	3.7		3.7
Debentures	<u>27.7</u>	<u>33.1</u>	<u>60.8</u>
Total	\$130.42	\$143.52	\$273.94



Investing in Growth

Use of Development Charges

- Doubling investment in growth related projects
- DC supporting \$57M / 20.8% of 2019 capital



Investing Growth

2019 Highest Growth Projects

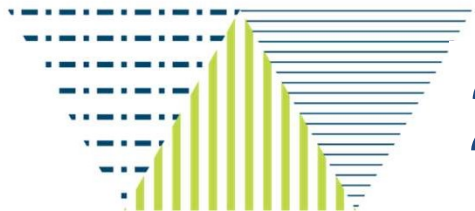
Project	Gross Budget	Population and Job's created	Supports GO
Martindale Road Reconstruction	\$16.1M	4,200	✓
Casablanca Boulevard Widening	\$10.0M	6,620	✓
Grimsby Water Treatment Plant System Storage	\$11.5M	38,400	
Thorold Stone Road Extension	\$6.0M	3,010	✓



Alignment with Asset Management Plan

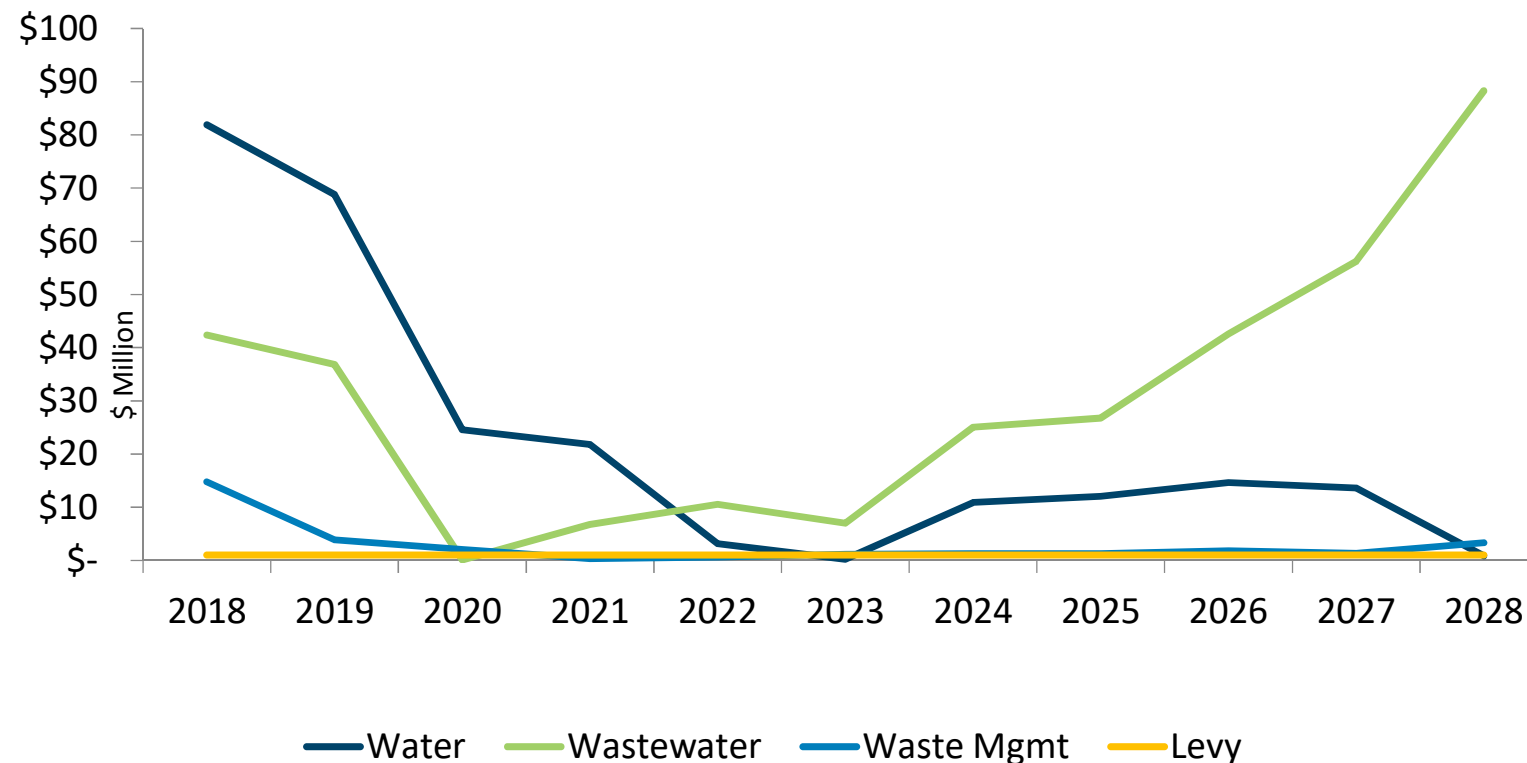
Investment in Sustainability

- 2017 AMP identified a capital back log of \$548M
- 60% of 2019 gross budget aligned to AMP (2018 – 49%)
- \$70M of additional sustainability funding in 2019 starts to reduce backlog
 - However \$77M annual shortfall in Water and Wastewater funding needs to be addressed
 - Strategies will be recommended with Water and Wastewater operating budget



Reserves/Pay As You Go vs Debt

- **Reserves/pay as you go consideration**
Operating budget pays for capital replacement in the year (Capital Levy)
- \$131M utilized for 2019; Forecasted Capital Reserves as follows:



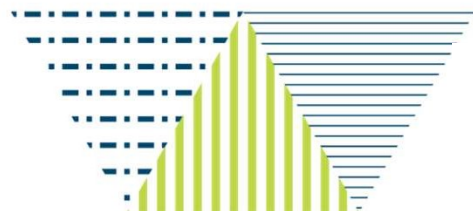
Reserves/Pay As You Go vs Debt

- **Debt consideration**

Operating budget pays for interest and principal payments for the year

\$60.9M Assets	Option 1: Reserve Funded		Option 2: Debt Funded	
	\$ of Budget	% of Budget	\$ of Budget	% of Budget
Tax Levy Budget	\$27.8M	8.0%	\$2.9M	0.84%
Rate Req Budget	<u>\$33.1M</u>	22.7%	<u>\$1.9M</u>	1.31%
Overall impact on Operating	<u>\$60.9 M</u>		<u>\$4.8 M</u>	

\$3.5M accommodated within guidance
\$1.3M for NRT requires special levy



Debt used - \$60.9M



**Water &
Wastewater
Infrastructure**

\$33.1 million



**Niagara
Regional
Housing**

\$10.2 million



**Various Bridge
Reconstruction**

\$5.7 million



**Niagara
Regional
Transit**

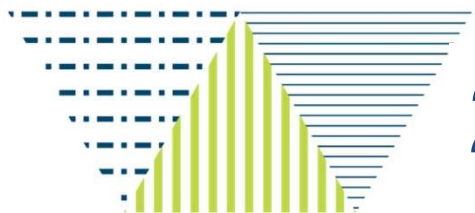
\$11.8 million



2019 CAPITAL BUDGET

Niagara Regional Transit – Separate Levy

- Support regional integration, GO Service & Economic Development
- \$11.5M Total Operating budget to support NRT service enhancements
- Increase of \$7.9M or 2.3% - separate levy for operating and capital costs
 - To be decided with operating budget
- \$3.5M will support \$13.9M of capital assets in 2019
 - \$2.2M reserve transfer for 2019 and \$1.3M to support debt over 10 years



Historical Debt

- 2019 - \$60.8M or 22% of budget
- Prior 5 year average annual debt approved of \$50M or 27% of budget
 - Highest debt approved in 2008 - \$103M or 68% of budget

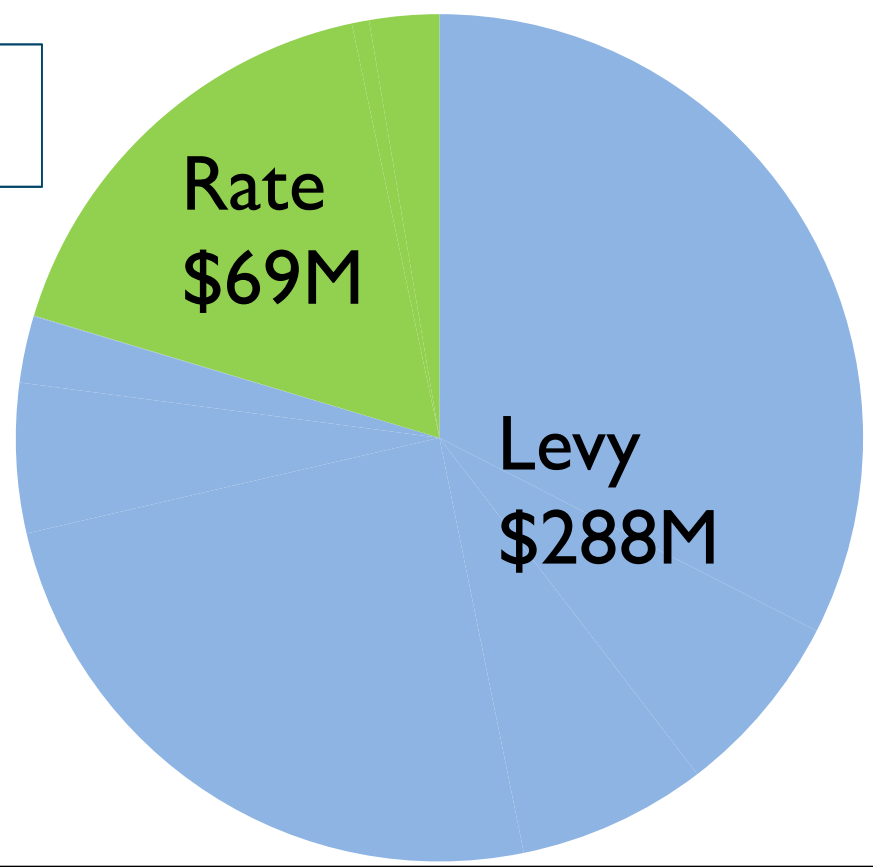
Year	Capital Budget (Millions)	Debt (Millions)	% of Capital Budget
2014	220	50	23%
2015	155	40	26%
2016	164	41	25%
2017	206	66	32%
2018	186	52	28%
	Average	50	27%



Total Regional Debt Outstanding (2018)

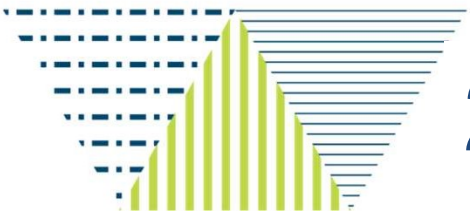
Total is \$357 Million on Assets of \$7.4B

1.5% of \$4.7B in rate assets
financed with debt



11% of \$2.7B in levy assets
financed with debt

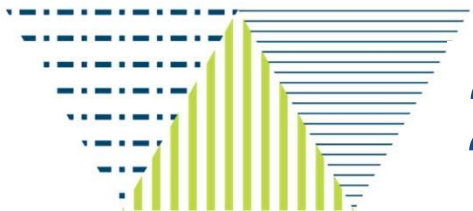
2019 balance is projected to be \$388M



Debt – Municipal Act Opportunity

Annual Repayment Limit

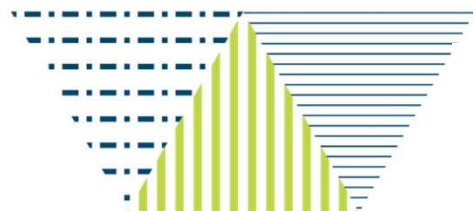
- Province of Ontario established in the Municipal Act an opportunity for municipalities to utilize up to the maximum of 25% of municipal revenue that can be use to pay our debt charges on Capital Assets
 - Debt can not be used to fund operating
 - [Debt vs deficit](#) video
- Niagara Region's ARL for the year ending December 31, 2018 is estimated at **7.5 per cent**



Debt Metrics

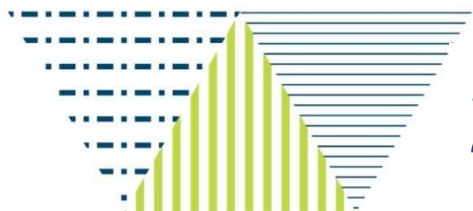
- Better than provincial comparators in 4 of 6 metrics

Metric	Current State	Proposed with 2019 Budget	Average of Comparable Regions per MMAH
Debt as a % of Operating Revenues	37.0%	44.0%	57.0%
Debt to Reserve Ratio	.86	1.01	.85
Debt Outstanding per Capita	\$ 754.95	\$ 887.63	\$ 1,148.51
Debt Outstanding per Household	\$ 1,742.96	\$ 2,049.28	\$ 3,553.93
Issued Debt (LAM incl.) to Operating Revenue (S&P)	81.0%	89.0%	70.5%
Debt Charges to Own Source Revenue (ARL)	8.0%	8.0%	9.3%

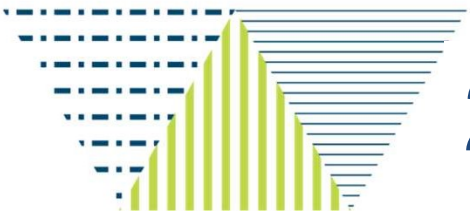
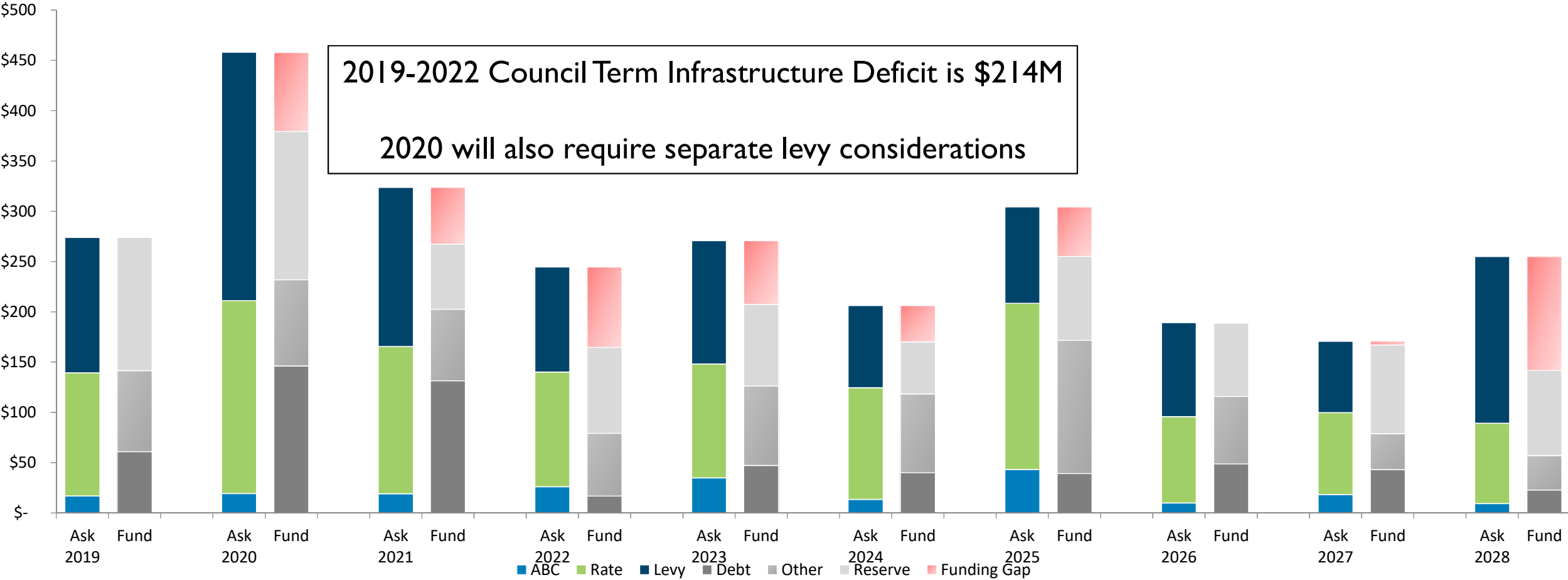


Debt Risk Management Strategy

- Region is enhancing the debt monitoring process because Region issues all debt for Local Area Municipalities as well
- Key features:
 - collaborative process of sharing information between the Region and local area municipalities
 - dashboard which measures various financial indicators, will accompany Debt by-law approvals

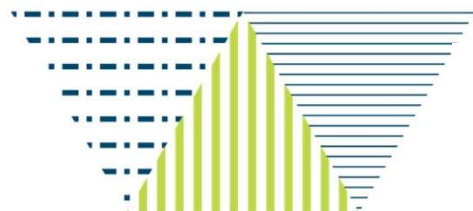


10 Year Capital Forecast



Risks and opportunities

Risks	Opportunities
Increasing debt has operating budget impacts	Debt risk framework will help monitor credit rating
Limited funds available for AMP and Region share of growth projects	More investment in growth using DCs
Project management resources continue to be constrained according to consultant report	Project Management Office to implement best practices
Continued emphasis on completing previously approved projects	Ongoing evaluation of administrative/direct project supports that may require Operating budget resources (sustainability review)
Increased maintenance due to asset failure may be required	Implementation of Asset Management Governance and policies



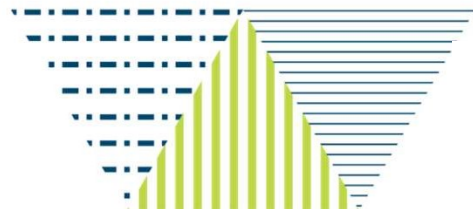
Next Steps

- Approve 2019 Capital Budget in principle as per CSD I-2019
- Capital Budget By-law to be approved concurrent with Operating Budget By-law
 - Await outcome of operating deliberations

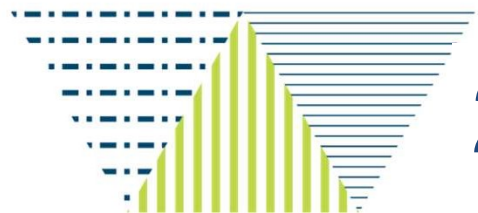


Next Steps

Date	Capital Budget	Operating Budget - Rate	Operating Budget – Levy / ABC
Jan 10th	Budget Review Committee		
Jan 17th		Budget Workshop (day)	
Jan 24th		Budget Review Committee	Budget Workshop (day)
Jan 28th			Budget Workshop (day if required)
Jan 31st			Budget Review Committee ABC Operating Budget
Feb 14th		Special Council Budget By-law approval	Budget Review Committee Levy Operating Budget
Feb 28th			Council Levy & Capital Budget By-law



Questions?



Subject: 2019 Capital Budget

Report to: Budget Review Committee

Report date: Thursday, January 10, 2019

Recommendations

1. That the 2019 Capital Budget for the Niagara Regional Departments and Agencies, Boards and Commissions of \$273,939,966 as per **Appendix 1** to Report CSD 1-2019, **BE APPROVED IN PRINCIPLE** pending final by-law approval anticipated to be on February 28, 2019 and subject to approval of the Niagara Regional Transit separate levy being considered with the 2019 operating budget;
2. That financing in the amount of \$248,911,706 gross and \$227,101,255 net **BE INITIATED** upon approval of the 2019 Capital Budget and **BE ALLOCATED** to the projects as summarized in **Appendix 2** to Report CSD 1-2019; and
3. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration to coincide with the approval of the operating budget.

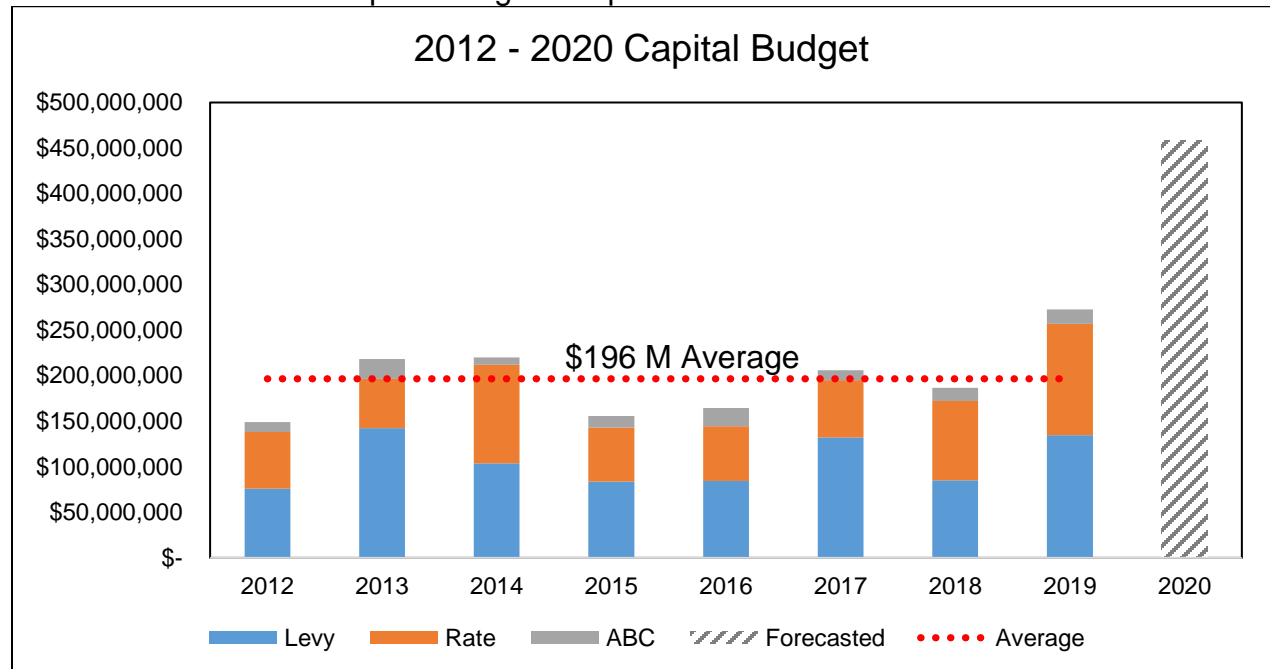
Key Facts

- The 2019 capital budget totals \$273.94 million and includes 168 projects of which 162 with an estimated cost of \$248.91 million are supported by a full capital data sheet and are proposed to be initiated concurrently with the approval of the 2019 Capital Budget (Appendix 2). Six capital projects totalling \$25.03 million will be brought forward for initiation at a later date once further information is available (Appendix 3). Budget detail including data sheets can be accessed through the eScribe meeting site under 2019 Budget Detail.
- The proposed 2019 Capital Budget can not be funded within 2% guidance as a result of significant one-time projects. A separate levy of 2.3% will be requested to support Niagara Regional Transit (NRT) operating and capital costs, of which 0.4% (\$1.388 million) is to support the debt charges for NRT capital.
- In 2020, the Capital Budget will require an additional separate levy to support Long Term Care Redevelopment. The total 2019 Capital Budget and 9-year capital forecast is currently estimated to be \$2.7 billion (Appendix 4).
- Should the operating budget deliberation not approve the amounts in excess of guidance; a deferral or reduction of \$13.9 million or 5.1% of the 2019 gross levy capital program to be within 2% guidance will be required.
- Niagara Regional Housing budget has been approved by the Board. Niagara Regional Police Services Capital Budget is a draft subject to board approval on January 16th.

Financial Considerations

The proposed 2019 Capital Budget of \$273.94 million (\$151.59 million levy capital budget and \$122.35 million rate capital budget) is included in Appendix 1. The 2019 capital budget is the Region's largest request to date.

Chart 1: 2012 – 2020 Capital Budget comparison



The 2019 Capital Budget being presented is fully funded as a result of the following:

- Review of existing projects to either reduce budgets or close projects. These efforts totaled to \$8 million from 35 projects.
- Use of capital reserves, including drawing down the General Capital Levy and Infrastructure Deficit Reserve
- Increase in gross debt charges of no more than 2% per year, in order to balance the impact of debt charges on the operating budget (subject to Council's approval).
- Total consolidated authorized debt (Regional and Local), throughout 2019 and forecast period, to remain below 118% of Niagara Region's operating revenues. If the ratio of issued debt to operating revenue surpasses 120% or total consolidated debt surpasses \$1 billion (determined by Standard and Poor's (S&P)), there is a risk of downgrade in the Region's credit rating.
- The total debt charges, throughout 2019 and forecast period, are projected to remain below 11% of the Niagara Region's own source revenues based on forecasted debt issuances. The maximum ratio of debt charges to own source revenue (annual repayment limit – ARL) set by the Province is 25%.

- Debt financing is applied to projects/assets that have a longer life span (i.e. 30 years). Debt terms do not exceed the expected useful life of the asset.
- Maximizing the usage of the development charges for growth related projects.
- Departmental leadership in collaboration with the Corporate Leadership Team also reviewed the 2019 capital request and prioritized projects based on criteria such as: alignment to AMP, supporting growth, council priorities, project risk, operating benefits and ability to leverage external financing.

The funding sources for the Capital Budget are shown in Table 1.

Table 1: 2019 Capital Funding Sources

	Levy	Rate	Total
Regional Funding:			
Reserves*	\$ 44,627,066	\$84,052,400	\$128,679,466
Infrastructure Deficit Reserves	3,708,000		3,708,000
Debentures	27,774,804	33,110,000	60,884,804
	76,109,870	117,162,400	193,272,270
External Funding:			
Area Municipalities	3,025,000		3,025,000
Federal Gas Tax	10,300,000	3,000,000	13,300,000
Other External	2,511,396	4,800,000	7,311,396
	15,836,396	7,800,000	23,636,396
Development Charges	38,469,200	18,562,100	57,031,300
Total	\$130,415,466	\$143,524,500	\$273,939,966

* The environmental centre expansion project, \$21.17M is a project managed by the Facilities division but funded by the Rate programs

The budget provides for the full cost of the projects however actual cash flows may extend over multiple years. The operating budget impact of the 2019 Capital Budget is provided for at the time the capital budget is approved. This is to ensure that no capital project approved in one year will pre-encumber a future budget year or Council. For projects that include debt as a funding source, it is necessary for the operating budget to support the implied debt charges (interest and principal payments) at the time of capital budget approval. Debt financing is not issued until the project is substantially complete which may create a timing difference and any resulting variance is held in the capital levy reserve. The timing differences present an opportunity to reinvest these capital levy dollars in future infrastructure.

9 Year Forecast Financing Strategy

Key assumptions used in building the 2020-2028 forecast include:

- Interest rates on issued debentures averaged 3.20% for the July 2018 25-year debenture issuance. Interest rate assumptions used in the forecast are based on

the general economic forecast that interest rates will begin to rise from a low of 2.5% for 5-year debt in 2019 to a high of 5.25% for 30-year debt in 2028.

- The 10-year Water and Wastewater financial plan prepared to comply with the Safe Drinking Water Act which requires a combined rate increase of 5.20% per year.
- Significant use of capital reserves as shown in the forecast of capital reserve balances in Appendix 5.

The current 10-year infrastructure deficit is estimated at \$481 million. The forecast does not assume the usage of debt to fund the infrastructure deficit. This amount changes every year due to the timing of projects and new funding assumptions.

Some examples of changes from the prior year forecast are:

- The 10-year Water and Wastewater financial plan will utilize \$112 million of debt to address the Municipal water licensing program
- External grant funding estimated at \$80 million required but unconfirmed for construction of new South Niagara Falls Wastewater Treatment Plant as per Master Plan.
- Forecasted future Long Term Care Campus of \$98 million in 2028

Debt Strategy

Debt is an important capital financing tool to assist in funding capital projects. The projects that are being financed through \$60.9 million in debt are shown in Table 2 and will be leveraging debt for the following reasons:

- Large project costs are spread out over their useful life
- Infrastructure costs will be paid by future beneficiaries of the asset
- Historical budget increases for reserve contributions to sustain existing infrastructure have not been adequate.

Table 2: 2019 Debt-financed Projects

Project	Debt	Funding	Council Priority
Niagara Regional Transit	\$11.9 million	Separate levy	Moving People and Goods
Water and Wastewater Infrastructure	\$33.1 million	Within guidance	Advance Organization Excellence
Niagara Regional Housing	\$10.2 million	Within guidance	Building a Labour-ready forecast
Various Bridge Reconstruction	\$5.7 million	Within guidance	Moving People and Goods
Total	\$60.9 million		

Debt financing of \$60.9 million is proposed to balance the 2019 Capital Budget. The impact of the request will place Niagara below the average of comparable Regions in 4

of the 6 debt metrics identified in Table 3. The information on the Financial Information Return below represents actual debt issued with the exception of the S&P ratio.

Table 3: Debt Metrics

Metric	Current State	Proposed with 2019 Budget	Average of Comparable Regions*
Debt as a % of Operating Revenues	37.0%	44.0%	57.0%
Debt as a % of Reserves & Reserve Funds	86.0%	101.0%	85.0%
Debt per Capita	\$ 754.95	\$ 887.63	\$ 1,148.51
Debt per Household	\$ 1,742.96	\$ 2,049.28	\$ 3,553.93
S&P Ratio of Total Region and lower tier Debt to Operating Revenue**	81.0%	89.0%	70.5%
Annual Repayment Limit (ARL)	8.0%	8.0%	9.3%

Source: Ministry of Municipal Affairs Financial Information Return

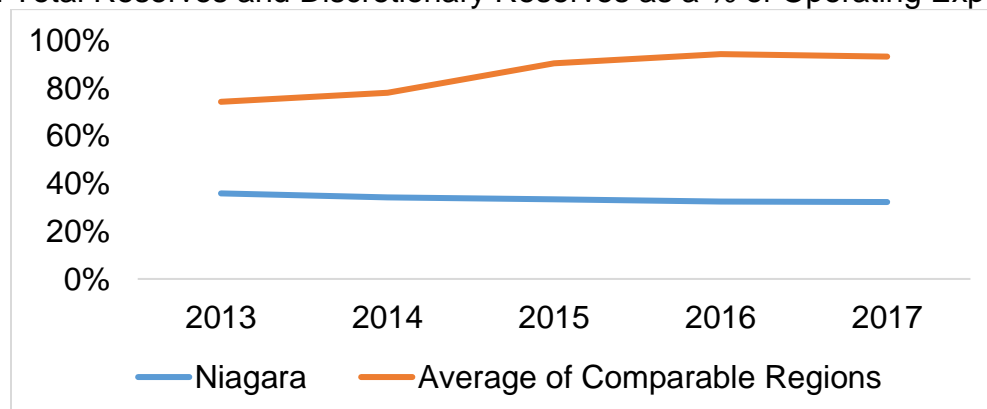
* The comparable regions are Durham, Halton, Peel, York and Waterloo

**Waterloo does not use S&P as their credit agency and thus was not included for this analysis

Reserve Strategy

Each year the Ministry of Municipal Affairs and Housing reviews a number of financial metrics for all municipalities. One of these metrics is “Total Reserves and Discretionary Reserves as a % of Operating Revenues”. Chart 2 demonstrates that Niagara Region’s reserve levels are lower than its provincial comparators. Niagara Region has maintained its reserves at relatively the same levels for the six-year period from 2013 to 2017 therefore the use of debt to finance capital is necessary to support our asset management plan. The forecasted 10-year reserve balance is provided in Appendix 5.

Chart 2: Total Reserves and Discretionary Reserves as a % of Operating Expenses



Source: Ministry of Municipal Affairs Financial Information Return

* The comparable regions are Durham, Halton, Peel, York and Waterloo

1% Infrastructure Deficit Reduction Reserve

As part of the 2017 budget, Council approved the creation of an Infrastructure Deficit Reduction (IDR) reserve through a 1% increase on the levy. The establishment of the IDR reserve was the first step in a long-term capital financing strategy to reduce the infrastructure funding gap. In accordance with the requirements of the Asset Management Plan (AMP) discussed below, the Region is proposing the use of the IDR reserve as a funding source of the 2019 Capital Budget. To support growth in the region, staff recommends using the IDR to fund the Region's share (non-growth related portion) on projects as provided in Appendix 6.

Analysis

The proposed projects in the 2019 Capital Budget are based on information contained in the Asset Management Plan, updated based on current condition assessments, age-based analysis, employee identified concerns, current service standards and the Transportation Master Plan, Water Wastewater Master Servicing Plan, and Municipal Comprehensive Review and staff capacity to complete current and previously approved projects.

Supporting Growth

In the 2019 Capital Budget, \$57 million or 20.9% of the gross request has been identified as growth related eligible to be financed through development charges (DCs) under the current DC background study. The 5-year historical average of DC usage has been approximately \$20 million. The 10-year forecast will be utilizing on average \$47 million. Based on the current projection Wastewater development charge reserves will be fully utilized over the forecast period. This is reflective of the investment in growth. The following projects supporting job creation and attraction of new residents are funded with development charges:

Table 4: Highest Growth projects

Project	Gross Budget	Population Affected and Job's created	Supports GO
Martindale Road Reconstruction*	\$16.1 million	4,200	Yes
Casablanca Boulevard Widening*	\$10.0 million	6,620	Yes
Grimsby Water Treatment Plant System Storage	\$11.5 million	38,400	No
Thorold Stone Road Extension*	\$6.0 million	3,010	Yes

* Source: St. Catharines Secondary Plan, Grimsby Secondary plan and the Niagara Falls Station Area plan

Status of Previously Approved Capital (Work in progress)

Each years' capital budget request is cognizant of the capacity and resources available to manage both the existing capital projects as well as those proposed. Due to the multi-year nature of many capital projects there is always some approved capital budget for future year cash flow of the projects as noted below however the unspent amount is relatively stable reflective of an average three year life cycle for large capital projects from design through to construction completion. The increase in 2018 is related primarily to a number of large water and wastewater projects that were delayed for a number of unforeseen circumstances however significant progress has been made in Q4 of 2018.

- Q3 2018 – 37% budget remaining on \$1,116 million approved budget
- Q3 2017 – 33% budget remaining on \$1,053 million approved budget
- Q3 2016 – 30% budget remaining on \$926 million approved budget

The above prior year budgets would have included budget estimates for the NRPS D1 Facility and Burgoyne Bridge projects. Additional forthcoming requests as described in the following reports have not been included in the proposed 2019 Capital Budget as they are anticipated to be accommodated through the Capital Variance Project:

- CSD 13-2019: Niagara Regional Police Services 1 District Facility requesting \$3,795,841
- PHD 3-2019: Burgoyne Bridge requesting an additional amount to be determined for safety barriers

Staff continue to review existing projects on a quarterly basis for timely closure and/or identification of excess funding. In addition, there has been collaboration with the Project Management office to implement project best practices and techniques across the organizations.

Asset Management Plan

In 2017, the Region completed and Council approved a comprehensive Asset Management Plan. This AMP is a long range planning document that supports the Region's vision and priorities to sustain Niagara's infrastructure.

The detailed information available in this AMP was utilized in the 2019 budget cycle to validate all proposed capital projects identified as the replacement of existing assets, as summarized in Appendix 7. In the current year, 60% (2018 – 49%) of the projects are directly attributable to the AMP.

The AMP identified a \$73 million annual gap between what the Region's 10-year capital budget plan and the required investment to sustain the Region's assets.

The \$73 million annual gap was mainly caused by Water and Wastewater's asset portfolio and will be addressed in the 10-year Water and Wastewater financial plan. In order to alleviate pressures on the rate from the AMP, the plan will spread the backlog of projects over 50 years and propose a funding strategy.

Risks

The risks associated with the proposed capital and financing strategy are:

- Increasing use of debt and reserves will result in an increase in the Region's net-debt position. This may reduce the Region's financial flexibility and could lead to higher borrowing costs.
- Any use of regional sources of funding to growth related projects further erodes the ability to sustain the service level of current infrastructure.
- The Region retained an external project management consultant, which provided a detailed analysis on assessing the ability of current project managers and support resources in select departments. One of the finding was that divisions do not have adequate labour resources to complete open projects. There is an ongoing project with the development of the Project Management Centre of excellence to address this finding.
- The Region continues to increase the alignment of the Capital budget with the asset management plan. If the Region deviates from the asset management plan, this may result in deferred investment, equipment failure, reactive capital spending and higher costs.

Alternatives Reviewed

No alternatives were reviewed.

Relationship to Council Strategic Priorities

The 2019 Capital Budget supports an environment that contributes to economic prosperity. See Appendix 8 for a list of projects aligned to Council's Strategic Priorities summarized as follows.

- 60% - investment in organizational excellence is primarily focused on the sustainment of existing infrastructure and service levels.
- 34% - investment in moving people and goods is focused on the creation of new infrastructure to support growth and provide additional capacity and enhancements to the existing levels of service.
- 5% - investment in building a labour ready workforce and is focused on increasing access to affordable housing which is an important factor in obtaining employment.

Other Pertinent Reports

AC-C 22 – 2018	Regional Debt Risk Management Framework
CSD 21 – 2017	Asset Management Plan
CSD 35 – 2018	2019 Budget Planning
CSD 36 – 2018	PM Resource Assessment Report
CSD 51 – 2018	Asset Management Governance
CSD 63 – 2017	Regional Development Charges and Proposed By-law
PDS 37 – 2016	Niagara 2041 Growth Strategy - Local Municipal Growth Allocations
PW 22 – 2017	2016 Water & Wastewater Master Servicing Plan Update
TSC-C 3 – 2017	Niagara Region Transportation Master Plan

Prepared by:

Helen, Chamberlain
Director
Financial Management and Planning

Recommended by:

Todd Harrison
Commissioner
Enterprise Resource Management
Services

Submitted by:

Ron Tripp, P.Eng
Acting Chief Administrative Officer

This report was prepared by Ricci Cheung, Senior Budget Analyst and reviewed by Margaret Murphy, Associate Director, Budget, Planning and Strategy.

Appendices

Appendix 1	2019 Capital Budget Summary by Department with Funding
Appendix 2	2019 Capital Projects Initiated Concurrent with Budget Approval
Appendix 3	2019 Capital Projects for Future Initiation
Appendix 4	2019 – 2028s Capital Budget and Nine Year Forecast
Appendix 5	Forecasted Capital Reserve Balances
Appendix 6	Projects Allocated 1% Infrastructure Deficit Reduction Funding
Appendix 7	Alignment with the Asset Management Plan
Appendix 8	Alignment with Council Strategic Priorities
Appendix 9	Treasurer's Certificate

MEMORANDUM

BRC-C 01-2019

Subject: Funding for Barriers

Date: January 10, 2019

To: Budget Review Committee of the Whole

From: Todd Harrison, Commissioner/Treasurer, Enterprise Resource Management Services

At the Public Health and Social Services Committee meeting on January 8, 2019, Committee moved

*“ That Regional Council as the Board of Health **APPROVE** a barrier at the location of multiple recent deaths by suicide and **DIRECT** staff to proceed with planning for such a barrier for installation in 2019, reporting back by spring 2019 with a final recommendation, detailed cost estimates, and incorporation in the 2019 Capital budget”.*

Per PHD 03-2019, the estimated cost of erecting barriers at Infrastructure Element StC-1 will be approximately \$4,000,000.

Through the Budget Control By-law, the Capital Variance Levy Project is a potential funding source for the barriers. The Capital Variance Levy project is the accumulation of unused monies originally budgeted to specific capital projects available due to surpluses or changes in scope. In accordance with subsection 6.6 of this By-Law, the Capital Variance Levy project is an alternative means of providing for unforeseen Capital costs.

There is currently \$1,500,000 in the CV project that is uncommitted and would be available to fund the barriers. However a shortfall of \$2,500,000 remains.

To fund the remaining \$2,500,000, reconsideration of the projects in the 2019 Capital budget will be required whereby equivalent dollars of projects funded from Levy will need to be eliminated or deferred.

Staff is proposing the following:

- Project 20000929 - Int Imprv- RR46 Geneva St @ Carlton-SC
 - Gross Request: \$1,000,000
 - Levy Request: \$500,000
 - Rationale: Defer project. Project design for the intersection improvement can utilize the funding from Project 20000906 – Engineering for Future Projects.

- Project 20000927 – Thorold Yard Upgrades
 - Gross Request: \$1,500,000
 - Levy Request: \$960,000
 - Rationale: Defer project. Design for the upgrades for Thorold Yard can utilize funding from 20000915 – Rds Fac Prgm Patrol Yard Imprv.

- Project 20000912 – Rds Rehab – Roads Resurfacing
 - Gross Request: \$10,000,000; defer \$1,156,000
 - Levy Request: \$4,200,000; net reduction \$1,040,000
 - Rationale: Defer some of the roads resurfacing projects for new gross budget of \$8,844,000, net levy of \$3,160,000.

Respectfully submitted and signed by

Todd Harrison, CPA, CMA
Commissioner/Treasurer ERMS

In accordance with the notice requirements of Sections 18.1 (b) and 11.3, respectively, of Niagara Region's Procedural By-law, the Regional Clerk received from Councillor Greenwood a motion to be brought forward for consideration at the January 17, 2019 Council meeting respecting changing the "Moment of Silence" to "Moment of Reflection".

Whereas on May 21, 2015, Regional Council amended Niagara Region Procedural By-law No. 120-2010, as amended, to replace "invocation" with "moment of silence";

Whereas on September 10, 2015, Regional Council referred a motion to replace "moment of silence" with "recitation" to the Procedural By-law Review Committee for consideration;

Whereas the Procedural By-law review was not completed during the last term of Council;

Whereas the reading of a secular statement would be a positive start to Regional Council meetings.

NOW THEREFORE BE IT RESOLVED:

That Section 11.1 (b) of the Procedural By-law (Moment of Silence) **BE REPLACED** with "Moment of Reflection"; and

That a Councillor **BE PROVIDED** a choice of three secular reflections to read at Regional Council meetings during the Moment of Reflection.

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. < >

A BY-LAW TO AMEND BY-LAW 120-2010, THE PROCEDURAL BY-LAW

WHEREAS subsection 238(2) of the *Municipal Act, 2001*, S.O. 2001, Chapter 25, as amended, provides that every municipality shall pass a procedure by-law for governing the calling, place and proceedings of meetings; and

WHEREAS Regional Council deems it advisable to amend Section 6 of By-Law 120-2010, The Procedural By-Law;

THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the section 6 of By-law 120-2010 be repealed and replaced with the following:

6. SPECIAL MEETINGS

- 6.1 Upon notice as set out in Section 6.2, the Chair may, at any time, call a Special Meeting of Council or the Committee of the Whole and upon receipt of a petition of the majority of the Members, the Clerk shall call a Special Meeting of Council or Committee of the Whole for the purpose and at the time and place set out in the petition.

(a) *Every effort should be made to circulate a petition for a call for a special meeting to all members of council.*

- 6.2 The Clerk shall provide all Members with notice of a Special Meeting at least forty-eight (48) hours before the time appointed for such meeting by personal delivery, facsimile, e-mail or other electronic means to the Member's residence or office, or by contacting the Member by telephone.
- 6.3 No business may be transacted at a Special Meeting of Council other than that specified in the notice or agenda.
- 6.4 The lack of receipt of a notice of, or an agenda for, a Special Meeting by any Member shall not affect the validity of the Special Meeting or any action taken thereat.

2. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

James, Regional Chair

Ann-Marie Norio, Regional Clerk

Passed: < > by a vote of 2/3 of the members present

Schedule A

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO APPOINT AN ACTING REGIONAL CHAIR
AND TO REPEAL BY-LAW 28-2015

WHEREAS Section 242 of the *Municipal Act, S.O. 2001*, Chap. 25, authorizes Regional Council by by-law or resolution to appoint a member of Regional Council to act in the place of the Chair, when the Chair is absent or refuses to act or the office is vacant and while so acting, such member has all the powers and duties of the Chair with respect to the role of presiding at meetings; and

WHEREAS Section 23.1 of the *Municipal Act, S.O. 2001*, Chap. 25, confirms the general authority of the Region to delegate administrative powers; and

WHEREAS Regional Council passed By-law By-Law 120-2010, as amended, being A By-Law To Govern The Calling, Place and Proceedings of The Meetings of Council and Its Committees; which provides that Council shall appoint by by-law, and in alphabetical order, each of the members of Council to serve as Acting Chair for designated periods of time, which period shall insofar as is practicable, be of equal duration;

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That Schedule "A" attached hereto establishes the member of Council appointed to act in the place and stead of the Regional Chair and the period for which the member may act.
2. That when the designated member of Council as noted in Schedule "A", is unavailable for the specified period, the next available member of Council, in descending order, may so act.
3. That such Acting Chair may exercise all the rights, powers and authority of the Regional Chair only when the Regional Chair is absent or refuses to act or the office is vacant.
4. That By-law 28-2015 be repealed.
5. That this by-law shall come into force and effect on the day upon which it is passed.

Schedule A

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk

Passed: <date>

Schedule A

The following member of Regional Council is the Acting Regional Chair for the designated period noted:

The month of February, 2019	Councillor Bellows
The month of March, 2019	Councillor Butters
The month of April, 2019	Councillor Bylsma
The month of May, 2019	Councillor Campion
The month of June, 2019	Councillor Chiocchio
The month of July, 2019	Councillor Darte
The month of August, 2019	Councillor Diodati
The month of September, 2019	Councillor Disero
The month of October, 2019	Councillor Easton
The month of November, 2019	Councillor Fertich
The month of December, 2019	Councillor Foster
The month of January, 2020	Councillor Gale
The month of February, 2020	Councillor Gibson
The month of March, 2020	Councillor Greenwood
The month of April, 2020	Councillor Heit
The month of May, 2020	Councillor Huson
The month of June, 2020	Councillor Insinna
The month of July, 2020	Councillor Ip
The month of August, 2020	Councillor Jordan

Schedule A

The month of September, 2020	Councillor Junkin
The month of October, 2020	Councillor Nicholson
The month of November, 2020	Councillor Redekop
The month of December, 2020	Councillor Rigby
The month of January, 2021	Councillor Sendzik
The month of February, 2021	Councillor Steele
The month of March, 2021	Councillor Ugulini
The month of April, 2021	Councillor Villella
The month of May, 2021	Councillor Whalen
The month of June, 2021	Councillor Witteveen
The month of July, 2021	Councillor Zalepa
The month of August, 2021	Councillor Bellows
The month of September, 2021	Councillor Butters
The month of October, 2021	Councillor Bylsma
The month of November, 2021	Councillor Campion
The month of December, 2021	Councillor Chiocchio
The month of January, 2022	Councillor Darte
The month of February, 2022	Councillor Diodati
The month of March, 2022	Councillor Disero
The month of April, 2022	Councillor Easton
The month of May, 2022	Councillor Fertich

Schedule A

The month of June, 2022

Councillor Foster

The month of July, 2022

Councillor Gale

The month of August, 2022

Councillor Gibson

The month of September, 2022

Councillor Greenwood

The month of October, 2022

Councillor Heit

The month of November, 2022

Councillor Huson

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO STOP UP AND CLOSE A PORTION OF
REGIONAL ROAD 27 (WELLANDPORT ROAD)
IN THE TOWNSHIP OF WEST LINCOLN

WHEREAS subsection 34 of the Municipal Act, S.O. 2001, c. 25, states the Regional Council may pass by-laws closing any highway under its jurisdiction;

WHEREAS Regional Council at its meeting of January 17, 2019, by adopting Corporate Services Committee report CSD 4-2019, did resolve to stop up and close a portion of Regional Road 27 (locally known as Wellandport Road), the said lands being described as Part of Lot 29 and Part of Quadrant Street, Registered Plan 4 (TP), Township of West Lincoln, Regional Municipality of Niagara, and being designated as Part 1 on Reference Plan 30R-15311, as the said lands are no longer necessary for highway purposes;

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the parcel of land described as follows:

Part of Lot 29 and Part of Quadrant Street, Registered Plan 4 (TP), Township of West Lincoln, Regional Municipality of Niagara, and being designated as Part 1 on Reference Plan 30R-15311, which forms part of Regional Road 27 (locally known as Wellandport Road)

be and the same is hereby stopped up and closed according to statute.

2. That this by-law shall come into force and effect on the day upon which it is registered in the Land Titles Office for the Land Titles Division of Niagara North No. 30.

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk

Passed: <date>

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. < >

A BY-LAW TO AMEND BY-LAW NO. 02-2016,
BEING A BY-LAW TO DEFINE
THE PROCUREMENT POLICIES AND PROCEDURES
FOR THE REGIONAL MUNICIPALITY OF NIAGARA

WHEREAS Section 270(1)(3) of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, requires a municipality to adopt policies with respect to its purchasing of goods and services;

AND WHEREAS By-law No. 02-2016 was passed by Regional Council on November 12, 2015, being a by-law to define the procurement policies and procedures for The Regional Municipality of Niagara;

AND WHEREAS Regional Council deems it advisable to amend By-law No. 02-2016;

THEREFORE, the Council of The Regional Municipality of Niagara enacts as follows:

1. That Section 1, Purposes, Goals and Objectives, of By-law No. 02-2016 be amended to read as follows:

1. The purposes, goals and objectives of this By-law and of each of the methods of Purchasing authorized herein are:

- (k) to adhere to the code of ethics of the National Institute of Government Purchasing and the ~~Purchasing Management Association~~ **Supply Chain Management Association** of Canada; and

2. That Section 2, Definitions, of By-law No. 02-2016 be amended to read as follows:

2. (a) In this By-law,

~~“Bid Approval Report” means a report or other document, which authorizes the purchase of Goods and/or Services and is executed by the Purchasing Authorities as set out in Schedule “B”;~~

“Bid Document Form” or “BDF” means a form completed by Departments prior to the onset of a formal bid process which assists them in identifying relevant information

such as specifications, provision, plans and supplemental general conditions which are crucial to the Purchase. Procurement utilizes this information as a starting point in the development of the Bid Solicitation and may consult with the project manager to clarify details and provide guidance for the purposing of finalizing the Bid Solicitation;

“Bid Solicitation” means a formal request for Bids including an Informal Quotation, Request for Quotation, Request for Pre-Qualification, Request for Tender, Request for Proposal, ***Negotiated Request for Proposal***, or Request for Expression of Interest;

“Bidding System: means the Niagara Region’s online web-based solution for issuing Bid Solicitations and/or receiving online Bids and posting results of Bid Solicitations;

“CETA” means the Comprehensive Economic and Trade Agreement, (Chapter Nineteen: Government Procurement) effective September 21, 2017 and as may be updated from time to time;

“CFTA” means the Canadian Free Trade Agreement set out for Government Procurement, (Chapter Five) effective July 1, 2017 and as may be updated from time to time;

“Conflict of Interest” means:

a situation or circumstance, real or perceived, which could give a Supplier an unfair advantage during a procurement process or compromise the ability of the Supplier to perform its obligations under its Contract; and/or

a situation where a personal, business or other interest of an elected or appointed official, officer or employee of the Corporation is, or can be reasonably be perceived to be, in conflict with the interests of the Corporation, and includes, but is not limited to:

- (i) the giving or receiving of a direct or indirect personal gain or benefit, or a direct or indirect advantage or privilege, by any person or business that offers Goods and/or Services to the Corporation;

- (ii) a direct or indirect interest in any business that provides Goods and/or Services to the Corporation;
- (iii) a conflict of interest as defined in the *Municipal Conflict of Interest Act*; or
- (iv) a conflict of interest as defined in the Corporation's Code of Ethics/Conflict of Interest Policy ~~#C3.C20~~ **#C-A-007**, as may be amended;

"Council" means The Council of The Regional Municipality of Niagara;

"Department Commissioner" means the Commissioner of the Department making the Purchase- ***and for the purposes of this by-law shall include the Medical Officer of Health or their designate or any successor position thereto;***

"Department Representative" means a position authorized in writing by the CAO or Department Commissioner for the Purchase and Disposal of Goods and/or Services up to the value of their prescribed signing authority ***or their designate*** and which written authorization must be filed with the Director of Procurement and Strategic Acquisitions;

"Negotiated Request for Proposal" or "NRFP" means a ***non-binding flexible format public request for proposal by the Corporation made in accordance with Section 16 of this by-law, seeking proposals to supply Goods and/or Services which may or may not result in an award by the Corporation;***

"Pre and Post Award Bid Dispute" means a ***written objection provided to Procurement and Strategic Acquisitions from a Supplier with respect to a Bid Solicitation giving specific reasons for the objection;***

"Procurement and Strategic Acquisitions" means that part of the Corporate—Services ***Enterprise Resource Management*** Department and any person with the delegated authority under Section 4. (d) of this By-law, responsible for the Purchase and Disposal of all Goods and/or Services for the Corporation and for the administration of this By-law;

“Professional Services” means those services requiring the skills of professionals for a defined service requirement including but not limited to,

- (i) architects, engineers, designers, surveyors, geoscientists, project managers, financial consultants, auditors, accountants, **lawyers**, and medical professionals such as doctors, **and** dentists—~~and lawyers~~;

“Request for Pre-Qualification” or “RFPQ” means a public request by the Corporation ***made in accordance with Section 10 of this by-law*** seeking submissions outlining the experience, financial strength, education, background and significant personnel of potential Suppliers who may, from time to time, qualify to supply Goods and/or Services to the Corporation;

“Special Circumstance” means:

- (iv) an emergency as defined in the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.89, as amended, or any successor legislation thereto;

~~**“Substantive Objection”** means a written objection provided to Procurement and Strategic Acquisitions from a Supplier with respect to a Bid Solicitation giving specific reasons for the objection;~~

3. That Section 4, Responsibilities and Authorities of By-law No. 02-2016 be amended to read as follows:
 4. (a) The Commissioner of Corporate ~~Enterprise~~ **Enterprise Resource Management** Services/Treasurer shall have all the necessary authority to administer this By-law and to carry out his or her duties on behalf of the Corporation.
 - (b) Procurement and Strategic Acquisitions is responsible for and shall have the authority to:
 - (viii) establish, through consultation with the Director of Finance **Financial Management and Planning**, policies and procedures to support the Corporation’s Purchasing Card Policy ~~#C3-P05~~ **#C-F-023**, as may be amended.

- (xi) ensure compliance with this By-law and advise the Commissioner of Corporate **Enterprise Resource Management** Services/Treasurer when there has been non-compliance. The Commissioner of Corporate Services/Treasurer shall take appropriate action to address and correct any non-compliance;
 - (xii) develop co-operative purchasing plans with other units of government or their agencies or public authorities, where deemed beneficial to the Corporation; ~~and~~
 - (xiii) promote the standardization of Goods and/or Services, where such standardization demonstrably supports the purposes, goals and objectives of this By-law; ~~and~~
 - (xiv) **responsible for ensuring that where applicable, all ensuing procurements are compliant with the current and revised values of CETA and CFTA.**
- (c) The Director of Procurement and Strategic Acquisitions, with the written approval of the Commissioner of Corporate **Enterprise Resource Management** Services/Treasurer, may delegate to an employee or employees, all or part of the authority in Subsection 4(b) above, which authority may be limited to a particular type of Goods and/or Services.
4. That Section 5, Requirement for Approved Funds, be amended to read as follows:
5. (b) Where Goods and/or Services are routinely purchased or leased on a multi-year basis, the exercise of authority to award a Contract is subject to the following:
- (ii) The Goods and/or Services will continue to be required in subsequent years and, in the opinion of the Commissioner of Corporate **Enterprise Resource Management** Services/Treasurer, the required funding can reasonably be expected to be made available; and
5. That Section 6, Trade Agreements, be amended to read as follows:
6. (a) Purchasing by the Corporation may be subject to the provisions of trade agreements, **including but not limited to CETA and CFTA.**

6. That Section 7, Advertising of Bid Solicitations, be **replaced** to read as follows:
7. (a) Purchases covered under the monetary thresholds of CFTA shall, at a minimum, be advertised on the Bidding System for a minimum of ten (10) calendar days preceding the stated closing date.
- (b) Purchases covered under CETA shall be advertised on the Bidding System for a minimum of twenty-five (25) calendar days preceding the closing date. This requirement may be reduced by Procurement to ten (10) calendar days provided that:
- i. a RFPQ has been previously issued for the Purchase;
or
- ii. a notice of planned procurement has been posted for the Purchase using the Bidding System at least forty (40) calendar days (and not more than twelve (12) months) in advance of the Bid posting.
- (c) The Corporation shall advertise Bids on any designated electronic Canada-wide single point of access as directed by the Government of Canada
- (d) Any person involved in Purchases may advertise Purchases for lesser amounts and/or on alternative platforms in addition to those prescribed in this section if he or she determines that it is in the Corporation's best interest to do so.
7. That Section 9, Method of Purchasing, be amended to read as follows:
9. (b) All Methods of Purchasing, except for the exemptions in Schedule "A" and Low Value Purchases **as described in Section 12**, shall be conducted through or reviewed by Procurement and Strategic Acquisitions.
8. That Section 10, Request for Prequalification, be amended to read as follows:
10. (f) All RFPQs shall be conducted in accordance with submission instructions in the Bid Solicitation and **advertised in accordance with** Section 7 of this By-law.

9. That Section 12, Low Value Purchases (up to \$10,000 excluding taxes), be amended to read as follows:
12. Department Representatives are authorized to procure Goods and/or Services up to a total value of \$10,000, excluding taxes. Only purchases that can be demonstrated to have been made at Fair Market Value shall be made. Department Representatives may procure Goods and/or Services through the following means:
- (a) Purchasing Card used in strict accordance with the *Purchasing Card Policy* as determined by the Commissioner of ~~Corporate~~ **Enterprise Resource Management** Services/Treasurer.
 - (c) in limited situations direct invoice from the Supplier approved ~~and signed by the Department Representative or Designate~~ with authority to approved the **Purchase**.
10. That Section 14, Request for Quotation (purchases greater than \$25,000 and not exceeding \$100,000 excluding taxes), be amended to read as follows:
14. (b) The Department Commissioner or Department Representative shall provide to Procurement and Strategic Acquisitions **a Bid Document Form which includes** the relevant information such as specifications, provisions, plans and supplemental general conditions for the purchase.
- (g) ~~Where an award is recommended, the Bid Approval Report will be prepared in accordance to Section 23.~~ **The Bid results will be reported in accordance with Section 23.**
11. That Section 15, Request for Tender (purchases greater than \$100,000 excluding taxes), be amended to read as follows:
15. (b) The Department Commissioner or Department Representative shall provide to Procurement and Strategic Acquisitions **a Bid Document Form which includes** the relevant information such as specifications, provisions, plans and supplemental general conditions for the Purchase.
- (d) All RFTs shall be advertised in accordance with Section 7; ~~except where a list of pre-qualified Suppliers has been compiled in accordance with Section 10.~~
- (f) ~~The Bid Approval Report shall be prepared in accordance with Section 23.~~ **The Bid results will be reported in accordance**

with Section 23.

(h) The Corporation shall publish an Award notice using the Bidding System.

12. That Section 16, Request for Proposal (purchases greater than \$10,000 excluding taxes), be amended to read as follows:

16. (a) A Request for Proposal **or Negotiated Request for Proposal** shall be issued through Procurement and Strategic Acquisitions where the Method of Purchasing meets one or more of the following criteria:
- (b) The Department Commissioner or Department Representative shall provide to Procurement and Strategic Acquisitions **a Bid Document Form which includes** the relevant information such as specifications, provisions, plans and supplemental general conditions for the Purchase.
- (c) A Request for Proposal **or Negotiated Request for Proposal** may be reviewed by Regional Council before it is issued where, at the discretion of the CAO and/or the Department Commissioner, the Goods and/or Services to be acquired meet one or more of the following criteria:
- (d) Procurement and Strategic Acquisitions shall conduct the Bid Solicitation **in accordance with Section 21.**
- (e) RFPs **or NRFPs** shall require Suppliers to submit a Bid in accordance with the instructions contained within the Bid Solicitation.
- (f) All RFPs **and NRFPs** will be evaluated based on the evaluation criteria outlined in the Bid Solicitation by an evaluation team which shall comprise of at least one Department Representatives and one representative from Procurement and Strategic Acquisitions **whose role shall be limited to overseeing the evaluation process.**
- ~~(g) RFPs shall be conducted by Procurement and Strategic Acquisitions in accordance with Section 21.~~
- ~~(h)~~ **(g) All RFPs and NRFPs** shall be advertised in accordance with Section 7, ~~except where a list of pre-qualified Suppliers has been compiled in accordance with Section 10.~~

- ~~(i)~~ **(h)** ~~The Bid Approval Report shall be prepared in accordance with Section 23.~~ ***The Bid results will be reported in accordance with Section 23.***
 - ~~(j)~~ **(i)** All Purchases shall be authorized in accordance with the Purchasing Authorities set out in Schedule “B” and all Contracts shall be signed in accordance with the Document Execution Authorities set out in Schedule “B”.
 - (j)** ***The Corporation shall publish an Award notice using the Bidding System.***
- 13. That Section 17, Special Circumstance Purchases, be amended to read as follows:
 - 17. (b) When a Special Circumstance occurs where compliance with subsection 5(a) of this By-law is not reasonably achievable prior to the acquisition of required Goods or Services, a Contract may notwithstanding subsection 5(a), be awarded , provided that:
 - (i) The Commissioner of ~~Corporate~~ ***Enterprise Resource Management*** Services/Treasurer, in addition to all other required Document Execution Authorities otherwise required by this By-law, has consented to the Award;
 - (ii) The Commissioner of ~~Corporate~~ ***Enterprise Resource Management*** Services/Treasurer, as soon as possible in the circumstances proceeds with identifying and approving or seeking approval of the funds required to pay for the ***Purchase required to respond to the*** Special Circumstance.
- 14. That Section 18, Single Source Purchases, be amended to read as follows:
 - 18. (a) Bid Solicitations are not required for Single Source Purchases, provided that any of the following conditions apply:
 - (iii) there is an absence of competition for technical reasons and the Goods and/or Services can only be supplied by a particular Supplier ~~a Sole Source is being recommended;~~

- (b) The Bid Approval Report ***Bid results*** shall be prepared ***will be reported*** in accordance with Section 23.
 - (c) All Purchases shall be authorized in accordance with the Purchasing Authorities set out in Schedule "B" and all Contracts shall be signed in accordance with the Document Execution Authorities set out in Schedule "B".
 - (d) ***Where required by CFTA legislation, the Corporation shall publish Single Source Awards on the Bidding System.***
- 15. That Section 19, Negotiations, be amended to read as follows:
 - 19. (b) The Bid Approval Report ***Bid results*** shall be prepared ***will be reported*** in accordance with Section 23.
- 16. That Section 20, Roster for Professional or Specialized Services, be amended to read follows:
 - 20. (b) The Department Representative shall provide to Procurement and Strategic Acquisitions ***a Bid Document Form which includes*** the relevant information regarding the Professional Services or Specialized Services and required expertise.
 - (d) ***All RFPQs and RFEOLs shall be advertised in accordance with Section 7.***
 - (e) An evaluation team consisting of members of the requesting Department and Procurement and Strategic Acquisitions shall analyze and evaluate the responses received using the criteria outlined in the RFPQ or RFEOL to select a number of qualified Suppliers of Professional or Specialized Services which shall be placed on a roster.
 - (f) On subsequent projects, Suppliers of Professional or Specialized Services may be selected from the roster to submit detailed proposals in response to a Bid Solicitation, in accordance with Sections 12 through 16 of this By-law. The requesting Department shall invite Suppliers on the roster to provide Services, using best efforts to equally distribute opportunities amongst the Suppliers on the roster.
 - (g) Alternatively, a Supplier may be selected from the roster to submit a Bid for Professional or Specialized Services in accordance with Section 18 or 19 of this By-law.

(h) Rosters shall be updated at least once every two (2) years.

17. That Section 21, Formal Bid Process, be amended to read as follows:

21. (a) All Bids (with the exception of ~~submissions in response to Requests for Pre-Qualification and~~ Informal Quotations) shall be received by ~~the Regional Clerk~~ or Procurement and Strategic Acquisitions, in accordance with the instructions in the Bid Solicitation, and opened in public at the time and place stated in the Bid Solicitation.

~~(d)~~ (c) When only one (1) Bid is received, only the Supplier's name shall be read aloud. The Bid amount shall not be read aloud.

18. That Section 22, Co-Operative Purchasing, be amended to read as follows:

22. The Commissioner of Corporate **Enterprise Resource Management** Services/Treasurer may enter into arrangements with any government body, ministry, agency, board, corporation or authority on a co-operative or joint basis for Purchases of Goods and/or Services where there are economic advantages in so doing and, where a co-operative or joint basis Purchase occurs, such Purchases are deemed to comply with this By-law. Co-operative purchasing for reporting purposes shall be considered a Request for Proposal or a Request for Tender based on the process undertaken by the originating agency for Purchasing Authorities.

19. That Section 23, Reporting Procedures, be **replaced** to read as follows:

23. (a) Awards in excess of \$25,000 which are issued in accordance with Sections 14, 15, 16 and 20 of this By-law shall be reported to the public by Procurement and Strategic Acquisitions using the Bidding System.

(b) The Director of Procurement and Strategic Acquisitions shall collect data and report to Council on Government Procurement and the Secretariat statistics as required for Purchases that are subject to the thresholds of CFTA and CETA.

20. That Section 30, Dispute Resolution, be **replaced** to read as follows:

- (a) The Corporation encourages competitive bidding and an open, accountable and transparent process for the Purchase of Goods and/or Services.
- (b) To maintain the integrity of the Bid Solicitation process, Suppliers who believe they have been treated unfairly in a Bid Solicitation process shall submit either;
- (c) A Pre-award bid dispute in writing to the Director, Procurement & Strategic Acquisitions, as soon as possible from the time when the basis for the dispute became known to them, and in cases where a bidder or proponent has been declared non-compliant, no later than five (5) business days after the receipt of such notification.

The Director, Procurement & Strategic Acquisitions may delay an award, or any interim stage of a procurement, pending the acknowledgement and resolution of any pre-award dispute.

The Director, Procurement & Strategic Acquisitions, in consultation with the Director, Legal and Court Services where appropriate, shall conduct a review of the pre-award dispute and determine whether:

- i. To dismiss the pre-award dispute;
- ii. To accept the pre-award dispute and take the appropriate remedial action, including, but not limited to, reinstating the bidder or proponent into the competition or cancelling the call; or
- iii. To have the award made by Regional Council if it is believed that there is a material risk in proceeding with the award.

The bidder will receive a response within ten (10) business days unless a report to Council is required in which case the Bidder will receive a response in thirty (30) business days

The Director, Procurement & Strategic Acquisitions may adopt and publish such further procedures as are necessary to ensure a timely review and resolution of pre-award bid disputes.

- (d) A Post-award bid dispute to an award decision in writing to the Director, Procurement and Strategic Acquisitions no later than ten (10) business days after the date of the award notification, or where a debriefing has been requested, no later than five (5) business days after such debriefing is received. (And the bidder will be entitled to a debriefing within sixty (60) calendar days of award) Any dispute that is not timely received within these timeframes or not received in

writing will not receive further consideration. The Director, Procurement and Strategic Acquisitions would review and respond to the dispute, within ten (10) business days of receipt.

Any written dispute with a procurement value over \$100,000 that cannot be resolved by the Director, Procurement and Strategic Acquisitions through consultations with the bidder, shall be referred by the Director, Procurement and Strategic Acquisitions to the Commissioner, Enterprise Resource Management Services (ERMS)/Treasurer or their designate(s) for an impartial review, based on the following information:

A Post-Award Bid Dispute would require that the bidder must set out specific detail to the Commissioner, Enterprise Resource Management Services (ERMS)/Treasurer, including;

- i. A specific description of each act or omission alleged to have materially breached the procurement process;
- ii. A specific identification of the provision in the solicitation or procurement procedure that is alleged to have been breached;
- iii. A precise statement of the relevant facts;
- iv. An identification of the issues to be resolved;
- v. The bidder's arguments, including any relevant supporting documentation; and
- vi. The bidder's requested remedial action.

The Commissioner, Enterprise Resource Management Services (ERMS)/Treasurer or designate(s), in consultation with the Director, Legal and Court Services, may set up an independent review team to review the dispute and determine whether to;

- i. To dismiss the dispute; or
- ii. To accept the dispute and direct the Director, Procurement & Strategic Acquisitions to take appropriate remedial action, including, but not limited to, rescinding the award and any executed contract, and canceling the procurement. This may also require a report to Council on how best to resolve the dispute depending on the material risk of the situation

The bidder will receive a response within ten (10) business days unless a report to Council is required in which case the Bidder will receive a response in thirty (30) business days

The Commissioner, Enterprise Resource Management Services (ERMS)/Treasurer may adopt and publish such further procedures

as are necessary to ensure an independent and timely review and resolution of post award bid disputes.

21. That Section 31, Lobbying Restrictions, be amended to read as follows:

31. (a) ~~Lobbying restrictions shall apply to~~ Suppliers, their staff members, or anyone involved in preparing a Bid, shall not engage in any form of political or other Lobbying whatsoever or seek to influence the outcome of the Bid Solicitation process or subsequent Award. This restriction extends to all of the Corporation's staff and anyone involved in preparing a Bid Solicitation or participating in a Bid evaluation process, and members of Council.
- (d) Elected officials shall refer any inquiries about a Bid Solicitation process to the Commissioner of ~~Corporate~~ **Enterprise Resource Management** Services/Treasurer.

22. That Section 33, Surplus Assets, be amended to read as follows:

33. (f) The respective ~~Department~~ **capital reserve** shall be credited with the net proceeds, if any, from the Disposal of its Surplus Assets unless otherwise agreed.
- (i) On termination of their relationship with Niagara Region, any outgoing employee or regional councillor can request the opportunity to Purchase the business laptop computer provided to them. Such Purchases must be approved by the Commissioner of ~~Corporate~~ **Enterprise Resource Management** Services/Treasurer or designate on condition that the computer be at least three years old and the purchaser must pay equal or greater than the market value as determined by the average sale price of similar computers sold over the prior six months through the public auction process or other measure acceptable to the Commissioner of ~~Corporate~~ **Enterprise Resource Management** Services/Treasurer.

23. That Section 34, Compliance, be amended to read as follows:

34. (e) Non-compliant Purchases or obligations entered into for a Good or Service can be completed by the Corporation if deemed appropriate to avoid legal jeopardy and/or undue disruption to program delivery. The Director of Procurement and Strategic Acquisition ~~Acquisitions~~ and the Commissioner of ~~Corporate~~ **Enterprise Resource**

Management Services/Treasurer are required to approve all non-compliant exceptions and upon such approval being provided, shall be deemed for the purposes of subsection 34(e) to be in compliance with this By-law.

24. That Section 38, Conflict of Interest, be amended to read as follows:

38. (d) All elected officials, officers or employees of the Corporation shall declare any Conflicts of Interest to the Commissioner of Corporate **Enterprise Resource Management** Services/Treasurer and shall have no involvement in a Bid Solicitation process where a real or perceived Conflict of Interest has been found or deemed to exist, including, but not limited to:

25. That Section 40, By-law Review, be amended to read as follows:

40. The Commissioner of Corporate **Enterprise Resource Management** Services/Treasurer shall review the effectiveness of this By-law at least every five (5) years and report to Council as necessary.

26. That Section 41, Repeal, be amended to read as follows:

41. (a) That By-law No. 02-2016 of The Regional Municipality of Niagara shall be amended effective on the date of this By-law comes into force.

(b) That, notwithstanding Subsection 41(a), By-law No. 02-2016, as amended, of The Regional Municipality of Niagara shall continue to apply to all Bid Solicitations commenced before its repeal.

(This space is intentionally left blank.)

27. That Schedule “B”, Purchasing and Execution Authority, be amended to read as follows:

Method Of Purchasing	Dollar Value	Purchasing Authority*	Document Execution Authority	Payment Release Authority
Request for Tender	> \$100,000 to \$250,000	Department Director	Department Commissioner	Department Manager
	> \$250,000 to \$1 million	Department Commissioner	Department Commissioner and Commissioner of Corporate Services Enterprise Resource Management Services (ERMS) /Treasurer	Department Manager
	> \$1 million to \$5 million	Department Commissioner, and the Commissioner of Corporate Services ERMS/Treasurer and the CAO	CAO	Department Director
	> \$5 million	Council	Regional Clerk and Regional Chair	Department Commissioner

Method Of Purchasing	Dollar Value	Purchasing Authority*	Document Execution Authority	Payment Release Authority
Request for Proposal	> \$10,000 to \$25,000	Department Manager	Department Director	Department Manager
	> \$25,000 to \$100,000	Department Director Department Manager	Department Commissioner	Department Manager
	> \$100,000 to \$250,000	Department Director	Department Commissioner	Department Manager
	> \$250,000 to \$1 million	Department Commissioner	Department Commissioner and Commissioner of Corporate Services ERMS /Treasurer	Department Manager
	> \$1 million to \$5 million	Department Commissioner and Commissioner of Corporate Services ERMS /Treasurer and the CAO	CAO	Department Director
	> \$5 million	Council	Regional Clerk and Regional Chair	Department Commissioner

(This space is intentionally left blank.)

Method Of Purchasing	Dollar Value	Purchasing Authority*	Document Execution Authority	Payment Release Authority
Special Circumstance, Single Source and Negotiation	> \$10,000 to \$25,000	Department Director	Department Director	Department Manager
	> \$25,000 to \$100,000	Department Director and the Manager of Procurement and Department Commissioner	Department Commissioner	Department Manager
	> \$100,000 to \$250,000	Department Director and the Manager of Procurement and Department Commissioner	Department Commissioner and Commissioner of Corporate Services ERMS /Treasurer	Department Manager
	>\$250,000 to \$1,000,000	Department Commissioner and the Director of Procurement and Strategic Acquisitions and Commissioner of Corporate Services ERMS /Treasurer	Department Commissioner and CAO	Department Director
	>\$1,000,000	Council	Regional Clerk and Regional Chair	Department Commissioner

28. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk

Passed:

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. 2019-07

A BY-LAW TO AMEND BY-LAW 112-2013 BEING A BY-LAW TO PROTECT CHILDREN AND VULNERABLE PERSONS FROM EXPOSURE TO OUTDOOR SECOND-HAND SMOKE

WHEREAS subsection 115(1) of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended (hereinafter the “Act”) provides that a municipality may prohibit or regulate the smoking of tobacco or cannabis in public places;

WHEREAS subsection 11(2) of the Act provides The Regional Municipality of Niagara (hereinafter, “Niagara Region”) broad authority to govern the health, safety and well-being of persons;

WHEREAS the *Smoke-Free Ontario Act, 2017*, S.O. 2017, c. 26 (hereinafter the “*Smoke-Free Ontario Act*”) as amended prohibits smoking tobacco or cannabis, and vaping (the use of electronic cigarettes), but Regional By-Law No. 112-2013 only prohibits smoking tobacco;

WHEREAS pursuant to subsection 115(10) of the Act if there is a conflict between a by-law passed by a municipality and the provisions of any other statute or regulation of Ontario, the provision that is most restrictive of smoking of tobacco or cannabis prevails;

WHEREAS it has been determined that smoking, second-hand tobacco and cannabis smoke and vaping are health hazards and a discomfort for individuals residing in or visiting Niagara Region;

WHEREAS smoke-free policy interventions are effective mechanisms to reduce exposure to tobacco smoke, prevent initiation of smoking, encourage cessation of smoking, support recent quitters, and contribute to the denormalization of smoking;

WHEREAS Niagara Region therefore wishes to prohibit tobacco and cannabis smoking and vaping (use of electronic cigarettes) in outdoor public places for the health of the public generally, and particularly for the benefit of young persons, and to improve the environmental and social conditions in public places; and,

WHEREAS Section 115(5) of the said Act provides that a by-law passed under subsection 115(1) shall not come into force unless,

- (a) a majority of all votes on the Council of the upper-tier municipality are cast in its favour;

- (b) a majority of the Councils of all the lower-tier municipalities forming part of the upper-tier municipality for municipal purposes have passed resolutions giving their consent to the by-law; and
- (c) the total number of electors in the lower-tier municipalities that have passed resolutions under clause (b) form a majority of all the electors in the upper-tier municipality.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the following definitions are added to subsection 1(1) of By-law 112-2013 in alphabetical order within the context of all definitions currently contained in said by-law:
 - “cannabis” has the same meaning as in subsection 1 (1) of the Smoke-Free Ontario Act, 2017”
 - “electronic cigarette” has the same meaning as in subsection 1 (1) of the Smoke-Free Ontario Act, 2017”
 - “use” with respect to electronic cigarettes includes any of the following:
 - (a) Inhaling vapour from an electronic cigarette;
 - (b) Exhaling vapour from an electronic cigarette;
 - (c) Hold an activated electronic cigarette;
 - “vape” means to use an electronic cigarette;
2. The definition of “smoke or smoking” contained in subsection 1(1) of By-law 112-2013 shall have the words “or cannabis” added following the word “tobacco” and prior to the word “or”.
3. Section 2(1) of By-law 112-2013 shall be amended by adding after the word “tobacco” and prior to the word “upon” the following words:
 - “or cannabis or vape”
4. The invalidity or unenforceability of a provision of this by-law or part of a provision of this by-law shall not negate the effectiveness or validity of the remaining provisions or parts thereof of this by-law.
5. This by-law shall come into force on the date specified by the Regional Clerk as the date when the following have been achieved:

- a) A majority of the Councils of all of the lower-tier municipalities forming part of The Regional Municipality of Niagara have passed resolutions giving consent to this by-law: and
 - b) The total number of electors in the lower-tier municipalities that have passed resolutions under clause (a) above form a majority of all the electors in The Regional Municipality of Niagara.
6. The amendments to By-law 112-2013 effected by sections one to three of this by-law shall cease to be effective one year from the date this by-law comes into force pursuant to section 5 thereof provided:
- a. On and after the date upon which sections one to three of this by-law cease to be effective, the provisions of By-law 112-2013 excepting the specific amendments described by this by-law shall remain in force as if this By-law had not been enacted;
 - b. And section 6 of this by-law shall not invalidate any proceedings regarding contraventions of section 2(1) of By-law 112-2013, as amended by this by-law, occurring during the period when the amendments remained in effect notwithstanding that the prosecution and conviction may occur after the date upon which sections one to three of this by-law cease to be effective .
7. That this by-law was passed by the Council for Niagara Region as of the 17th day of January 2019.

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk

Passed: <date>

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO AUTHORIZE LONG-TERM FINANCING
(1-30 YEARS) IN THE AMOUNT OF \$2,640,000;
NIAGARA REGION CAPITAL PROJECTS

WHEREAS Section 408, *Municipal Act, 2001*, S.O. 2001, c.25. as amended, authorizes Regional Council to approve long term borrowing by the issue of debentures on the credit of the Regional Corporation, and

WHEREAS funding has been approved for capital projects included in the 2011 Capital Budget that was adopted by the Council of the Regional Municipality of Niagara on March 3, 2011, as shown on the Treasurer's Report attached to this by-law (Appendix I).

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That long-term financing (1-30 Years) in the amount of \$2,640,000 be approved for the projects as shown on the Treasurer's Report attached to this by-law (Appendix I);
2. That the Treasurer be authorized to execute the Treasurer's Report attached to this By-law as Appendix I; and
3. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk

Passed: <>

Appendix I – Treasurer's Report:

TREASURER'S REPORT			
<u>PROJECT IDENTIFICATION AND FINANCING INFORMATION</u>			
Project ID	Description	Long-term Financing	Term (min-max)
J_1ZGD1111	Public Health Facilities	\$ 2,640,000	1 - 30
	TOTAL	\$ 2,640,000	
<p align="center"><u>TREASURER'S VERIFICATION REPORT</u> (REQUIRED ONLY ON PROJECTS INVOLVING DEBENTURE FINANCING) This confirms that I have checked the "Debt Repayment Limit" for Regional Niagara and passage of the by-law to approve these projects will not cause the Region to exceed its limit.</p>			
<p>DATE _____</p> <p>SIGNATURE _____</p>			

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO.

A BY-LAW TO AUTHORIZE A 2019 INTERIM AND WASTE
MANAGEMENT SPECIAL UPPER-TIER LEVY FOR THE
REGIONAL MUNICIPALITY OF NIAGARA

WHEREAS subsection 316 (1) and (2) of the *Municipal Act* S.O., 2001, Chapter 25, as amended, authorizes the Council of an upper-tier municipality to requisition an amount not exceeding 50% of the prior year's levy from each lower-tier municipality prior to Niagara Regional Council's adoption of its final levy for the year; and,

WHEREAS in order for the Niagara Region to continue providing services and pay the related costs, it is necessary to request, as an interim measure, a levy from the Area Municipalities to bridge the period until the tax rate by-law is approved.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That an interim levy in the amount of \$173,374,138 which represents 50% of the Niagara Region's 2018 levy, be requested from the Area Municipalities, pending Niagara Regional Council's approval of its final levy for the year 2018.
2. That an interim requisition in the amount of \$17,301,170 which represents 50% of the Region's special upper-tier levy for 2018 Waste Management purposes, be requested from the Area Municipalities.
3. That the respective Area Municipalities be required to remit the interim levy in two equal installments on the dates, and in the amounts, as outlined in Schedule A attached hereto (from Report CSD 6-2019).
4. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

Jim Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk

Passed:

Schedule A

General Levy			
Municipality	March 13, 2019	May 15, 2019	Total Interim Levy
Fort Erie	5,481,277	5,481,277	10,962,554
Grimsby	6,273,994	6,273,994	12,547,988
Lincoln	5,043,903	5,043,903	10,087,806
Niagara Falls	18,214,623	18,214,623	36,429,245
Niagara-on-the-Lake	7,365,417	7,365,417	14,730,834
Pelham	3,603,433	3,603,433	7,206,867
Port Colborne	2,878,164	2,878,164	5,756,327
St. Catharines	23,371,245	23,371,245	46,742,490
Thorold	3,390,085	3,390,085	6,780,169
Wainfleet	1,300,920	1,300,920	2,601,841
Welland	7,128,946	7,128,946	14,257,891
West Lincoln	2,635,064	2,635,064	5,270,128
Total	86,687,069	86,687,069	173,374,138

Waste Management Special Levy			
Municipality	March 13, 2019	May 15, 2019	Total Interim Levy
Fort Erie	656,840	656,840	1,313,680
Grimsby	452,694	452,694	905,387
Lincoln	393,664	393,664	787,327
Niagara Falls	1,686,399	1,686,399	3,372,797
Niagara-on-the-Lake	369,902	369,902	739,804
Pelham	292,632	292,632	585,264
Port Colborne	437,090	437,090	874,180
St. Catharines	2,678,457	2,678,457	5,356,915
Thorold	357,948	357,948	715,897
Wainfleet	135,227	135,227	270,453
Welland	974,580	974,580	1,949,161
West Lincoln	215,154	215,154	430,307
Total	8,650,585	8,650,585	17,301,170

Total General & Waste Management Interim Levy			
Municipality	March 13, 2019	May 15, 2019	Total Interim Levy
Fort Erie	6,138,117	6,138,117	12,276,234
Grimsby	6,726,687	6,726,687	13,453,375
Lincoln	5,437,567	5,437,567	10,875,133
Niagara Falls	19,901,021	19,901,021	39,802,042
Niagara-on-the-Lake	7,735,319	7,735,319	15,470,638
Pelham	3,896,065	3,896,065	7,792,131
Port Colborne	3,315,254	3,315,254	6,630,507
St. Catharines	26,049,702	26,049,702	52,099,404
Thorold	3,748,033	3,748,033	7,496,066
Wainfleet	1,436,147	1,436,147	2,872,294
Welland	8,103,526	8,103,526	16,207,052
West Lincoln	2,850,218	2,850,218	5,700,435
Total	95,337,654	95,337,654	190,675,308

Note: Differences may exist due to rounding

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO ADOPT, RATIFY AND CONFIRM THE ACTIONS OF
REGIONAL COUNCIL AT ITS MEETING
HELD JANUARY 17, 2019

WHEREAS subsection 5 (3) of the Municipal Act, S.O. 2001, Ch. 25, as amended, provides that, except if otherwise authorized, the powers of Regional Council shall be exercised by by-law; and,

WHEREAS it is deemed desirable and expedient that the actions of Regional Council as herein set forth be adopted, ratified and confirmed by by-law.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows:

1. That the actions of the Regional Council at its meeting held January 17, 2019, including all resolutions or motions approved, are hereby adopted, ratified and confirmed as if they were expressly embodied in this by-law.
2. That the above-mentioned actions shall not include:
 - a) Any actions required by law to be taken by resolution; or
 - b) Any actions for which prior Ontario Municipal Board approval is required, until such approval is obtained.
3. That the Chair and proper officials of The Regional Municipality of Niagara are hereby authorized and directed to do all things necessary to give effect to the above-mentioned actions and to obtain approvals where required.
4. That unless otherwise provided, the Chair and Clerk are hereby authorized and directed to execute and the Clerk to affix the seal of The Regional Municipality of Niagara to all documents necessary to give effect to the above-mentioned actions.
5. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

James Bradley, Regional Chair

Ann-Marie Norio, Regional Clerk

Passed: <date>