



## THE REGIONAL MUNICIPALITY OF NIAGARA COUNCIL ORDER OF BUSINESS

CL 8-2021

Thursday, April 22, 2021

6:30 p.m.

Meeting will be held by electronic participation only

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

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

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

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1. CALL TO ORDER

2. ADOPTION OF AGENDA

2.1. Addition of Items

2.2. Changes in Order of Items

3. DISCLOSURES OF PECUNIARY INTEREST

4. PRESENTATIONS

5. CHAIR'S REPORTS, ANNOUNCEMENTS, REMARKS

6. DELEGATIONS

6.1. Managing the Licensed Child Care System During the COVID-19  
Pandemic (Minute Item 6, Minutes PHSSC 4-2021(Agenda Item 9.3))

6.1.1. *Grace Eldajani, Vice Chair, Women in Niagara Council (WIN)*  
The delegation submission is attached to this agenda item as  
CL-C 26-2021.

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6.2. Support Local Journalism and News Media (Agenda Item 11.1)

- 6.2.1. Danielle Romanuk, Some Assembly Required News Media 10 - 11  
The delegation submission is attached to this agenda item as CL-C 29-2021.

*This delegation request was received after the deadline. The request must be considered by Council.*

7. ADOPTION OF MINUTES

- 7.1. Council Minutes CL 5-2021 12 - 29  
Thursday, March 25, 2021
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8. CORRESPONDENCE

- 8.1. Receive and/or Refer
- 8.2. For Consideration
- 8.2.1. CSD 17-2021 33 - 176  
2020 Year-End Results and Transfer Report
- This item was deferred to this meeting at the Regional Council meeting held on March 25, 2021.*

9. COMMITTEE REPORTS - OPEN SESSION

- 9.1. Chief Administrative Officer Recruitment Committee Witteveen 177 - 220  
Minutes CAORC 4-2021, Tuesday, April 6, 2021
- 9.2. Public Works Committee Rigby 221 - 295  
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- 9.3. Public Health and Social Services Committee Greenwood 296 - 433  
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- 9.4. Corporate Services Committee Foster 434 - 640  
Minutes CSC 4-2021, Wednesday, April 14, 2021
- 9.5. Planning and Economic Development Committee Huson 641 - 790  
Minutes PEDC 4-2021, Wednesday, April 14, 2021



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

- 10.1. CAO 5-2021 791 - 794  
Regional Nomination to the Federation of Canadian Municipalities

**11. MOTIONS**

- 11.1. Support Local Journalism and News Media 795 - 796  
In accordance with the notice and submission deadline requirements of Sections 18.1(b) and 11.3, respectively, of Niagara Region's Procedural By-law, the Regional Clerk received from Regional Chair Bradley a motion to be brought forward for consideration at the March 25, 2021 Council meeting respecting Support Local Journalism and News Media.  
*This item was deferred to this meeting at the Regional Council meeting held on March 25, 2021.*
- 11.2. 16 Days of Activism Against Gender-Based Violence  
Councillor Huson has advised the Clerk's Office that she will bring this motion forward for consideration at a future meeting of Council.
- 11.3. Broken or Damaged Recycling Bin Funding Foster 797  
Reconsideration  
In accordance with the notice and submission deadline requirements of Sections 18.1(a) and 11.3, respectively, of Niagara Region's Procedural By-law, the Regional Clerk received from Councillor Foster a motion to be brought forward for consideration at the April 22, 2021 Council meeting respecting Broken or Damaged Recycling Bin Funding Reconsideration.
- 11.4. Enhance and Support Niagara Region's Public Facing Redekop 798 - 799  
Communications  
In accordance with the notice and submission deadline requirements of Sections 18.1(b) and 11.3, respectively, of Niagara Region's Procedural By-law, the Regional Clerk received from Councillor Redekop a motion to be brought forward for consideration at the April 22, 2021 Council meeting respecting Enhance and Support Niagara Region's Public Facing Communications.

**12. NOTICES OF MOTION**

**13. OTHER BUSINESS**

## 14. CLOSED SESSION

### 14.1. Council Minutes - Closed Session

- 14.1.1. Closed Session Minutes CL 5-2021, Thursday, March 25, 2021 (Regular Meeting)
- 14.1.2. Closed Session Minutes CL 5-2021, Wednesday, March 31, 2021 (Special Meeting)

### 14.2. Committee Reports - Closed Session

- 14.2.1. Chief Administrative Officer Recruitment Committee - Closed Session  
Tuesday, April 6, 2021
- 14.2.2. Public Works Committee - Closed Session  
Closed Session Minutes PWC 4-2021, Tuesday, April 13, 2021
- 14.2.3. Corporate Services Committee - Closed Session  
Closed Session Minutes CSC 4-2021, Wednesday, April 14, 2021

### 14.3. Confidential Items Submitted Directly to Council

- 14.3.1. *Confidential CL-C 27-2021*  
A Matter of Litigation or Potential Litigation and Advice Subject to Solicitor-Client Privilege and a Matter Concerning the Position to be Applied to certain Negotiations to be Carried on by the Municipality, under s.239(2)(e),(f) and (k) of the Municipal Act, 2001 - Confidential Report PW 19-2021 - Material Recycling Facility Opportunity Review, Niagara Recycling Operations Agreement and Cellmark Claim
- 14.3.2. *Confidential Notice of Motion from Councillor Huson*  
A Matter concerning Personal Matters about an Identifiable Individual under s. 239(2) of the Municipal Act, 2001- Confidential Motion respecting Acting Chief Administrative Officer Compensation Review  
  
*In order for Council to consider the above motion at this meeting, an affirmative vote of two-thirds of the Members present will be required.*

## 15. BUSINESS ARISING FROM CLOSED SESSION

## 16. BY-LAWS

- |       |   |           |
|-------|---|-----------|
| 16.1. | <u>Bill 2021-23</u><br>A by-law to accept, assume and dedicate part of lot 201, CP Plan 4, in the Town of Grimsby as part of Regional Road No. 81 (Main Street East).             | 800 - 801 |
| 16.2. | <u>Bill 2021-24</u><br>A by-law to accept, assume and dedicate part of Lot 5, Con 4 in the City of Port Colborne as part of Regional Road No. 98 (Wilhelm Road).                  | 802 - 803 |
| 16.3. | <u>Bill 2021-25</u><br>A by-law to set tax ratios and tax rate reductions for prescribed property subclasses for Regional purposes and area Municipal purposes for the year 2021. | 804 - 805 |
| 16.4. | <u>Bill 2021-26</u><br>A by-law to set and levy the rate of taxation for Regional general and special purposes for the year 2021.   | 806 - 816 |
| 16.5. | <u>Bill 2021-27</u><br>A by-law to authorize a tile drainage loan for the Town of Lincoln.  | 817 - 818 |
| 16.6. | <u>Bill 2021-28</u><br>A by-law to adopt, ratify and confirm the actions of Regional Council at its meeting held on April 22, 2021.   | 819       |

## 17. ADJOURNMENT

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

**From:** [PF-Mailbox-01](#)  
**To:** [Norio, Ann-Marie](#); [Trennum, Matthew](#)  
**Subject:** FW: Online Form - Request to Speak at a Standing Committee  
**Date:** Thursday, April 15, 2021 9:59:00 PM

**From:** Niagara Region Website  
**Sent:** Thursday, 15 April 2021 21:58:32 (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

Grace Eldajani

Address

[REDACTED]

City

Beamsville

Postal

L0R 1B4

Phone

[REDACTED]

Email

[REDACTED]

Organization

Women in Niagara Council (WIN)

standing committee

Regional Council

Presentation Topic

## Advocacy and Support of Childcare policy

Presentation includes slides

No

Previously presented topic

No

### Presentation Details

Childcare is an important social and economic issue in Niagara and for WIN Councils advocacy. WIN supports reports from the OCC that a comprehensive childcare policy needs to be in place to assist in the She-recovery for women in Niagara as a result of the ongoing pandemic. WIN would speak in support of the reports, committee direction and the regions efforts to support childcare policy.

Video Consent

Yes



## Presentation Points – Grace Eldajani – Vice Chair

### Women in Niagara Council

Thank you for allowing me to be part of the conversation this evening about this very important advocacy initiative for WIN.

WIN wants to ensure that Regional Council knows how critical child care is - not just as a social service - but as an economic imperative and for the future health and prosperity of our communities. This has been a week filled with important conversations pertaining to childcare and we want to continue the momentum.

Synopsis of asks for Council which will be spoken to in further detail (3 key areas)

1. To work with the province through the negotiating phase to focus on funded child care model.
2. Continue to work with post secondary schools to provide programming to build the labour force of qualified Early Childhood educators.
3. To ensure that licenced and registered child care providers are paid at a minimum a living wage

**From:** [PF-Mailbox-01](#)  
**To:** [Norio, Ann-Marie](#); [Trennum, Matthew](#)  
**Subject:** FW: Online Form - Request to Speak at a Standing Committee  
**Date:** Thursday, April 22, 2021 8:21:21 AM

**From:** Niagara Region Website  
**Sent:** Thursday, 22 April 2021 08:21:15 (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

Danielle Romanuk

Address

[REDACTED]

City

St Catharines

Postal

[REDACTED]

Phone

[REDACTED]

Email

[REDACTED]

Organization

Some Assembly Required News Media

standing committee

Regional Council

Presentation Topic

## Response to Motion 11.1, Support Local Journalism & News Media

Presentation includes slides

No

Previously presented topic

No

Presentation Details

As a local, independent journalist, I will be presenting a response to Chair Bradley's motion.

Video Consent

Yes





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

**CL 5-2021**

**Thursday, March 25, 2021**

**Council Chamber/Video Conference**

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

Council Members Present in the Council Chamber: Bradley (Regional Chair), Foster

Council Members Present via Video Conference: Bellows, Butters, Bylsma, Campion, Chiocchio, Darté, Diodati, Disero, Easton, Edgar, Fertich, Gale, Gibson, Greenwood, Heit, Huson, Insinna, Ip, Jordan, Junkin, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugulini, Villella, Whalen, Witteveen, Zalepa

Staff Present in the Council Chamber: M. Lewis, Client & Support Advisor, F. Meffe, Director, Human Resources, A.-M. Norio, Regional Clerk, R. Tripp, Acting Chief Administrative Officer

Staff Present via Video Conference: E. Acs, Manager, Community Planning, D. Barnhart, Executive Officer to the Regional Chair, R. Ferron, Deputy Chief/Associate Director, Emergency Medical Services, D. Gibbs, Director, Legal & Court Services, D. Giles, Acting Commissioner, Planning & Development Services, T. Harrison, Commissioner/Treasurer, Corporate Services, Dr. M. M. Hirji, Acting Medical Officer of Health, A. Jugley, Commissioner, Community Services, M. Mako, Manager, Integrated Mobile Unit, B. Menage, Director, Procurement & Strategic Acquisitions, G. Spezza, Director, Economic Development, M. Trennum, Deputy Regional Clerk, D. Woiceshyn, Chief Executive Officer, Niagara Regional Housing, B. Zvaniga, Interim Commissioner, Public Works

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**1. CALL TO ORDER**

Regional Chair Bradley called the meeting to order at 6:31 p.m.

**2. ADOPTION OF AGENDA**

**2.1 Addition of Items**

Moved by Councillor Steele  
Seconded by Councillor Zalepa

That Kai Wiens **BE PERMITTED** to appear before Council as a delegate respecting Referred Niagara River Ramsar Designation Endorsement Motion for Consideration; and

That Sandor Ligetfalvy **BE PERMITTED** to appear before Council as a delegate respecting the motion regarding Support Local Journalism and News Media.

**Carried**

**2.2 Changes in Order of Items**

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

Moved by Councillor Bellows  
Seconded by Councillor Gibson

That Council Agenda CL 5-2021, **BE ADOPTED**, as amended.

**Carried**

**3. DISCLOSURES OF PECUNIARY INTEREST**

Councillor Dart declared a direct pecuniary interest with respect to the portion of the Planning and Economic Development Committee Minutes PEDC 3-2021 (Agenda Item 9.4) concerning the delegations noted in Agenda Items 5.1.4, 5.1.5 and 5.1.6 regarding Report PDS 10-2021 Local Official Plan Amendment No. 26 - Employment and Institutional Related Policy Amendments – City of St. Catharines, as he is the owner of properties in the west end of St. Catharines.

See Minute Item 9.2.

#### **4. PRESENTATIONS**

##### **4.1 Niagara Parks Initiatives**

Sandie Bellows, Niagara Parks Commission Chair, and David Adames, Chief Executive Officer, Niagara Parks Commission, provided information respecting Niagara Parks Update. Topics of the presentation included:

- Operations and Funding
- Niagara Parks: Stewards of the Niagara River Corridor
- Retail Operations
- Organizational Economic Impact
- Impacts of COVID-19
- Strategic Plan Themes
- Environmental Stewardship
- Community Programming
- Key Initiatives
- Niagara Parks Power Station

#### **5. CHAIR'S REPORTS, ANNOUNCEMENTS, REMARKS**

The Regional Chair provided an update respecting activities within the Region and the efforts of Niagara Region with respect to the COVID-19 pandemic.

#### **6. DELEGATIONS**

##### **6.1 Referred Niagara River Ramsar Designation Endorsement Motion for Consideration (Minute Item 6.3, Minutes PEDC 3-2021 (Agenda Item 9.4))**

- 6.1.1 Liette Vasseur, Professor, Department of Biological Sciences  
Environmental Sustainability Research Centre President, Canadian  
Commission for UNESCO

Liette Vasseur, Professor, Department of Biological Sciences,  
Environmental Sustainability Research Centre President, Canadian  
Commission for UNESCO, appeared before Council to provide  
information respecting Sustainable Development through  
designations and UNESCO. She spoke in support of the  
endorsement of a Ramsar designation for the Niagara River.

- 6.1.2 Kai Wiens, Resident, Town of Niagara-on-the-Lake

Kai Wiens, resident, Town of Niagara-on-the-Lake, expressed his  
concerns with the nomination of the Niagara River as a Ramsar  
Site, and its potential impact on irrigation for local farms. He spoke  
in opposition of the endorsement of a Ramsar designation for the  
Niagara River.

6.2 Update on Niagara Region's Face Covering By-law (CAO 3-2021, Agenda Item 10.1)

6.2.1 Angela Braun, Resident, City of Thorold

Angela Braun, resident, City of Thorold, appeared before Council in opposition to Niagara Region's Face Covering By-law and requested that Council send a letter to the Province of Ontario requesting an end to the Provincial Orders which require face coverings in public spaces.

6.2.2 Jolanta Pawlak, Resident, City of St. Catharines

Jolanta Pawlak, resident, City of St. Catharines, appeared before Council to share her personal experiences with wearing a face covering and to express her concern with the regulations respecting mandatory face coverings.

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

6.3 Support Local Journalism and News Media (Agenda Item 11.2)

6.3.1 Sandor Ligetfalvy, Resident, City of Niagara Falls

Sandor Ligetfalvy, resident, City of Niagara Falls, spoke in opposition to the motion respecting Support for Local Journalism and News Media.

At this point in the meeting, Chair Bradley assumed the Chair.

7. **ADOPTION OF MINUTES**

Minutes CL 3-2021, Thursday, February 25, 2021 (Special Meeting)

Minutes CL 4-2021, Thursday, February 25, 2021 (Regular Meeting)

Moved by Councillor Whalen

Seconded by Councillor Chiocchio

That Minutes CL 3-2021 being the Open and Closed Session minutes of the Special Regional Council meeting and Minutes CL 4-2021 being the Open and Closed Session minutes of the Regular Regional Council meeting held on Thursday, February 25, 2021, **BE ADOPTED.**

**Carried**

**8. CORRESPONDENCE**

**8.1 Receive and/or Refer**

Moved by Councillor Huson  
Seconded by Councillor Diodati

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

CL-C 15-2021 respecting Ramsar Designation for the Canadian Portion of the Niagara River, **BE RECEIVED**;

CL-C 16-2021 respecting Next Generation (NG911) Dispatch Consolidation Update, **BE RECEIVED**;

CL-C 18-2021 respecting Police Services Board By-law - Update to Niagara Regional Police Service Schedule of Fees and Charges, **BE RECEIVED**;

CL-C 23-2021 respecting Ramsar Designation for the Niagara River Corridor, **BE RECEIVED**.

**Carried**

**8.2 For Consideration**

**8.2.1 PHD 4-2021**

Increasing Capacity to Provide Mobile Integrated Health Services Using External Funding

Moved by Councillor Sendzik  
Seconded by Councillor Fertich

That Report PHD 4-2021, dated March 25, 2021, respecting Increasing Capacity to Provide Mobile Integrated Health Services Using External Funding, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **APPROVE** entering into a funding arrangement with the Ministry of Long-Term Care (MOLTC) for the expansion of Mobile Integrated Health with the implementation of the Community Paramedicine for Long Term Care (CP LTC) program;
2. That Regional Council **APPROVE** a gross budget adjustment to the 2021 Emergency Medical Services Operating Budget in the amount of \$1,738,275 to be funded in full by MOLTC funding; and

3. That Regional Council **DIRECT** staff to continue to advocate for additional funding to support the expansion of Mobile Integrated Health in Niagara.

**Carried**

8.2.2 CL-C 22-2021

Niagara Regional Housing Alternative Service Delivery Implementation (Report NRH 5-2021)

Moved by Councillor Sendzik  
Seconded by Councillor Witteveen

That Correspondence Item CL-C 22-2021, being a memorandum from A.-M. Norio, Regional Clerk, dated March 25, 2021, respecting Niagara Regional Housing Alternative Service Delivery Implementation (Report NRH 5-2021), **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That an adjustment to the previously adopted 2021 Regional Municipality of Niagara (Niagara Region) and Niagara Regional Housing (NRH) operating budgets in the amount of \$21,380,195 gross and \$13,422,715 net as outlined in Appendix 1 of Report NRH 5-2021 **BE APPROVED** to allocate budgeted expenditures and revenues associated with service delivery of social housing from NRH to Niagara Regional Community Services in alignment with the approved full integration model;
2. That the allocation of assets and liabilities between Niagara Region and NRH with final balances determined as of May 30, 2021 in alignment with the fully integrated model, as outlined in Appendix 2 of Report NRH 5-2021, **BE APPROVED**; and
3. That the Niagara Regional Housing Reserve **BE MAINTAINED** for its current purpose of funding social housing program initiatives post alternative service delivery transition.

**Carried**

**9. COMMITTEE REPORTS - OPEN SESSION**

**9.1 Public Works Committee**

Minutes PWC 3-2021, Tuesday, March 9, 2021

Moved by Councillor Rigby

Seconded by Councillor Fertich

That Minutes PWC 3-2021 being the Open Session minutes of the Public Works Committee meeting held on Tuesday, March 9, 2021, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

**Carried**

**9.2 Public Health and Social Services Committee**

Minutes PHSSC 3-2021, Tuesday, March 9, 2021

Moved by Councillor Chiocchio

Seconded by Councillor Greenwood

That Minutes PHSSC 3-2021 being the Open Session minutes of the Public Health & Social Services Committee meeting held on Tuesday, March 16, 2021, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

Councillor Heit declared an indirect pecuniary interest with respect to Report COM 2-2021 (Minute Item 6), concerning Evaluation of 2018 Niagara Prosperity Initiative Projects as his wife works for a local charitable organization.

Moved by Councillor Sendzik

Seconded by Councillor Diodati

That the Regional Chair **ADVOCATE** to the Province to have those working in schools be made an immediate priority for vaccination.

Councillor Redekop declared an indirect pecuniary interest with respect to the motion concerning vaccinations for those working in schools as his daughters are teachers.

Councillor Butters declared an indirect pecuniary interest with respect to the motion concerning vaccinations for those working in schools as her daughter is a teacher.

Councillor Whalen declared an indirect pecuniary interest with respect to the motion concerning vaccinations for those working in schools as his daughter is a teacher.

Councillor Heit declared an indirect pecuniary interest with respect to the motion concerning vaccinations for those working in schools as his daughter is a teacher.

Councillor Villella declared an indirect pecuniary interest with respect to the motion concerning vaccinations for those working in schools as her sister is a teacher.

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

**Carried**

The Regional Chair called the vote on the motion, as follows:

That Minutes PHSSC 3-2021 being the Open Session minutes of the Public Health and Social Services Committee meeting held on Tuesday, March 9, 2021, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

**Carried**

Moved by Councillor Huson  
Seconded by Councillor Diodati

That Regional Council **EXTEND** this meeting's curfew to 11:00 p.m.

**Carried**

### 9.3 Corporate Services Committee

Minutes CSC 3-2021, Wednesday, March 10, 2021

Moved by Councillor Foster  
Seconded by Councillor Whalen

That Minutes CSC 3-2021 being the Open Session minutes of the Corporate Services Committee meeting held on Wednesday, March 10, 2021, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

#### 9.3.1 Minute Item 5.1 respecting 2020 Year-End Results and Transfer Report

The motion contained in Minute Item 5.1 was considered separately as follows:

That Report CSD 17-2021, dated March 10, 2021, respecting 2020 Year-End Results and Transfer Report, **BE RECEIVED** and the following recommendations **BE APPROVED**:



1. That the unaudited summarized financial results of the Niagara Region as detailed in Appendix 1 of Report CSD 17-2021, **BE RECEIVED**;
2. That the 2020 year-end operating surplus for levy-supported programs including agencies, boards and commissions of \$37,306 thousand **BE TRANSFERRED** as follows:
  - \$69 thousand **BE TRANSFERRED** from the Accumulated Sick Leave Reserve as per Niagara Regional Police Service (NRPS) recommendation to their Board in Appendix 8 of Report CSD 17-2021;
  - \$2 thousand **BE TRANSFERRED** from the Ontario Police Video Training Alliance (OPTVA) Reserve as per Niagara Regional Police Service (NRPS) recommendation to their Board in Appendix 8 of Report CSD 17-2021;
  - \$6,600 thousand **BE TRANSFERRED** to the Hospital Contribution Reserve (to be formally established in Report CSD 19-2021) to fund the committed contribution to the new West Lincoln Hospital;
  - \$230 thousand related to the Niagara Foreign Trade Zone (NFTZ) and Foreign Direct Investment activities **BE TRANSFERRED** to the Taxpayer Relief Reserve to fund the 2021 NFTZ and investment attraction activities in collaboration with Team Niagara;
  - \$30,547 thousand **BE TRANSFERRED** to the Taxpayer Relief Reserve;
3. That the 2020 year-end operating surplus for rate-supported programs of \$4,222 thousand **BE TRANSFERRED** to reserves as follows:
  - \$1,493 thousand **BE TRANSFERRED** to the Waste Management Stabilization Reserve;
  - \$1,863 thousand **BE TRANSFERRED** to the Wastewater Stabilization Reserve;
  - \$500 thousand **BE TRANSFERRED** to the Water Capital Reserve;
  - \$366 thousand **BE TRANSFERRED** to the Water Stabilization Reserve;

4. That encumbrances of \$16,275 thousand (Appendix 2 of Report CSD 17-2021) **BE RECEIVED** for information and that the deferral of these expenditures be included in the 2021 operating budget; and
5. That the transfers of \$10,394 thousand from the capital variance projects to Capital Reserves **BE RECEIVED** for information.

Moved by Councillor Redekop  
Seconded by Councillor Disero

That Report CSD 17-2021, respecting 2020 Year-End Results and Transfer Report, **BE DEFERRED** to the Regional Council meeting being held on April 22, 2021.

**Carried**

9.3.2 Balance of the Recommendations from Corporate Services Committee

The Regional Chair called the vote on the balance of the recommendations from the Corporate Services Committee and declared it,

**Carried**

9.4 Planning and Economic Development Committee

Minutes PEDC 3-2021, Wednesday, March 10, 2021

Moved by Councillor Huson  
Seconded by Councillor Witteveen

That Minutes PEDC 3-2021 being the Open Session minutes of the Planning and Economic Development Committee meeting held on Wednesday, March 10, 2021, **BE RECEIVED** and the recommendations contained therein **BE APPROVED**.

9.4.1 Minute Item 6.3 respecting Referred Niagara River Ramsar Designation Endorsement Motion for Consideration

The motion contained in Minute Item 6.3 was considered separately as follows:

That Correspondence Item PDS-C 23-2021, being a memorandum from A.-M. Norio, Regional Clerk, dated March 10, 2021, respecting Referred Niagara River Ramsar Designation Endorsement Motion for Consideration, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Regional Municipality of Niagara **ENDORSE** the nomination of the Niagara River as a Wetland of International Importance (Ramsar Site).

Moved by Councillor Disero  
Seconded by Councillor Darte

That the motion **BE AMENDED** to add the following clause:

***That Regional Council RECOGNIZES and SUPPORTS the continuation of drawing and drainage of water by the farming community for irrigation and agricultural purposes from the Niagara River.***

Moved by Councillor Steele  
Seconded by Councillor Diodati

That the rules of procedure **BE SUSPENDED** to permit Council to extend this meeting's curfew until 12:00 a.m.

Two-thirds majority having been achieved, the Regional Chair declared the vote,

**Carried**

The following friendly ***amendment*** to the amendment was accepted by the Regional Chair, and the mover and seconder of the motion:

That Regional Council **RECOGNIZES** and **SUPPORTS** the continuation of ***legal*** drawing and drainage of water by the farming community for irrigation and agricultural purposes from the Niagara River.

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

**Carried**

Moved by Councillor Diodati  
Seconded by Councillor Rigby

That the motion **BE AMENDED** to add the following clause:

***That there be NO regional financial commitments or staff time attributed to Ramsar.***

**Carried**

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

That Correspondence Item PDS-C 23-2021, being a memorandum from A.-M. Norio, Regional Clerk, dated March 10, 2021, respecting Referred Niagara River Ramsar Designation Endorsement Motion for Consideration, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Regional Municipality of Niagara **ENDORSE** the nomination of the Niagara River as a Wetland of International Importance (Ramsar Site)
2. That Regional Council **RECOGNIZES** and **SUPPORTS** the continuation of legal drawing and drainage of water by the farming community for irrigation and agricultural purposes from the Niagara River;
3. That there be **NO** regional financial commitments or staff time attributed to Ramsar.

**Carried**

**Councillor Information Request(s):**

Provide information respecting water drainage from farmland into the Niagara River. Councillor Insinna

9.4.2 Balance of the recommendations from Planning and Economic Development Committee

The Regional Chair called the vote on the balance of the recommendations from the Planning and Economic Development Committee and declared it,

**Carried**

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

**10.1 CAO 3-2021**

Update on Niagara Region's Face Covering By-law

Moved by Councillor Diodati

Seconded by Councillor Easton

That Memorandum CAO 3-2021, being a memorandum from R. Tripp, Acting Chief Administrative Officer, dated March 25, 2021, respecting Update on Niagara Region Face Covering By-law, **BE RECEIVED** for information.

Moved by Councillor Sendzik

Seconded by Councillor Redekop

That the motion **BE AMENDED** to add the following clause:

***That the Face Covering By-law BE EXTENDED until June 2021.***

The following friendly **amendment** to the amendment was accepted by the Regional Chair, and the mover and seconder of the motion:

That the Face Covering By-law **BE EXTENDED** until ~~June 2021~~ ***such time as the Province ends the masking requirements.***

The Regional Chair called the vote on the amendment, as amended, as follows:

***That the Face Covering By-law BE EXTENDED until such time as the Province ends the masking requirements.***

Recorded Vote:

Yes (24): Butters, Campion, Chiocchio, Darte, Diodati, Disero, Easton, Edgar, Fertich, Foster, Gale, Greenwood, Heit, Huson, Insinna, Jordan, Junkin, Nicholson, Redekop, Sendzik, Steele, Whalen, Witteveen, Zalepa.

No (4): Bylsma, Gibson, Rigby, Villella.

**Carried**

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

That Memorandum CAO 3-2021, being a memorandum from R. Tripp, Acting Chief Administrative Officer, dated March 25, 2021, respecting Update on Niagara Region Face Covering By-law, **BE RECEIVED** for information; and

That the Face Covering By-law **BE EXTENDED** until such time as the Province ends the masking requirements.

**Carried**

## **11. MOTIONS**

### **11.1 Request for Revisions to the Municipal Act, 2001 to Address Serious Misconduct by Municipal Councillors**

Moved by Councillor Butters  
Seconded by Councillor Huson

WHEREAS the City of Ottawa Integrity Commissioner found that a Member of Ottawa City Council engaged in “incomprehensible incidents of harassment” involving job candidates and staff;

WHEREAS the *Municipal Act, 2001*, does not provide a mechanism to have a Councillor vacated from their seat despite any acts of serious misconduct;

WHEREAS the City of Ottawa has sent correspondence to the Minister of Municipal Affairs and Housing requesting revisions to the *Municipal Act, 2001*, to address such acts of serious misconduct; and

WHEREAS the Women's Advisory Committee is supportive of requesting revisions to the *Municipal Act, 2001*, to address these matters.

NOW THEREFORE BE IT RESOLVED:

1. That the Regional Chair **BE DIRECTED** to send a letter to the Minister of Municipal Affairs and Housing requesting revisions be made to the *Municipal Act, 2001*, that would provide for the vacating of the seat of a member of council who has been found on clear and convincing evidence to have committed serious misconduct.

Moved by Councillor Diodati  
Seconded by Councillor Greenwood

That the rules of procedure **BE SUSPENDED** to permit Council to extend this meeting's curfew until 12:30 a.m.

Recorded Vote:

Yes (20): Butters, Darte, Diodati, Disero, Easton, Edgar, Foster, Greenwood, Heit, Huson, Insinna, Jordan, Junkin, Nicholson, Redekop, Rigby, Sendzik, Steele, Villella, Whalen.

No (7): Bylsma, Campion, Chiocchio, Gale, Gibson, Witteveen, Zalepa.

Two-thirds majority having been achieved, the Regional Chair declared the vote,

**Carried**

Moved by Councillor Easton  
Seconded by Councillor Gibson

That the motion respecting Request for Revisions to the Municipal Act, 2001 to Address Serious Misconduct my Municipal Councillors **BE REFERRED** to the Corporate Services Committee being held April 14, 2021.

**Carried**

#### **Councillor Information Request(s):**

Consider inviting the Integrity Commissioner to attend the meeting at which the motion which will be discussed. Councillor Easton.

#### 11.2 Support Local Journalism and News Media

Moved by Councillor Foster  
Seconded by Councillor Witteveen

That the motion respecting Support Local Journalism and News Media **BE DEFERRED** to the Regional Council meeting being held on April 22, 2021.

**Carried**

### **12. NOTICES OF MOTION**

Councillor Huson advised that she would be bringing forward a motion to the next Council meeting respecting 16 days of activism against gender-based violence.

Councillor Foster advised that he would be bringing forward a motion to the next Council meeting respecting reconsideration of the Waste Management Budget.

### 13. **OTHER BUSINESS**

Members made various announcements related to activities and events within the Region and area municipalities.

#### 13.1 **License Towing Charges**

Councillor Redekop enquired about an increase in towing charges for licensed tow trucks. Todd Harrison, Treasurer/Commissioner, Corporate Services, advised that a revised by-law to license, regulate and govern vehicles for hire will be brought to the Corporate Services Committee meeting being held on June 16, 2021, and that an increase in towing charges will be included.

### 14. **CLOSED SESSION**

Moved by Councillor Edgar  
Seconded by Councillor Huson

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

A Matter respecting Personal Matters about an Identifiable Individual under s. 239(2) of the Municipal Act, 2001 - Acting Chief Administrative Officer 2020 Performance Appraisal

**Carried**

Council resolved into closed session at 11:58 p.m.

### 15. **BUSINESS ARISING FROM CLOSED SESSION**

During closed session, Council suspended the rules of procedure to extend this meeting's curfew until all items of business were completed.

Council reconvened in open session at 12:54 a.m. with the following individuals in attendance:

Council Members Present in the Council Chamber: Bradley (Regional Chair), Foster

Council Members Present via Video Conference: Butters, Bylsma, Campion, Chiocchio, Darte, Diodati, Disero, Easton, Edgar, Fertich, Gale, Gibson, Greenwood, Heit, Huson, Insinna, Ip, Jordan, Junkin, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugulini, Villella, Whalen, Witteveen, Zalepa

Absent/Regrets: Bellows, Fertich, Ip, Ugulini



Staff Present in the Council Chamber: M. Lewis, Client & Support Advisor, F. Meffe, Director, Human Resources, A.-M. Norio, Regional Clerk

Staff Present via Video Conference: D. Gibbs, Director, Legal & Court Services

15.1 Confidential CL-C 17-2021

A Matter concerning Personal Matters about identifiable individuals under s. 239(2) of the *Municipal Act, 2001* – Meetings with Whistleblowers

Moved by Councillor Heit  
Seconded by Councillor Diodati

That Confidential Memorandum CL-C 17-2021, being a memorandum from F. Meffe, Director, Human Resources, dated March 25, 2021, respecting A Matter concerning Personal Matters about identifiable individuals under s. 239(2) of the *Municipal Act, 2001* – Meetings with Whistleblowers, **BE RECEIVED.**

**Carried**

15.2 Confidential CAO 4-2021

A Matter respecting Personal Matters about an Identifiable Individual under s. 239(2) of the *Municipal Act, 2001* - Acting Chief Administrative Officer 2020 Performance Appraisal

Moved by Councillor Heit  
Seconded by Councillor Diodati

That Confidential CAO 4-2021, being a memorandum from R. Tripp, Acting Chief Administrative Officer, dated March 25, 2021, respecting A Matter respecting Personal Matters about an Identifiable Individual under s. 239(2) of the *Municipal Act, 2001* - Acting Chief Administrative Officer 2020 Performance Appraisal, **BE RECEIVED.**

**Carried**

**16. BY-LAWS**

Moved by Councillor Campion  
Seconded by Councillor Whalen

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

Bill 2021-17

A by-law to provide for the adoption of Amendment 17 to the Official Plan for the Niagara Glendale District Plan.

Bill 2021-18

A by-law to accept, assume and dedicate blocks 67 and 68, Plan 59M-483, in the Town of Fort Erie as part of Regional Road No. 25 (Netherby Road).

Bill 2021-19

A by-law to adopt, ratify and confirm the actions of Regional Council at its meeting held on March 25 and March 26, 2021.

Bill 2021-20

A by-law to amend By-law 2020-46 being a By-law to require mandatory face coverings in enclosed public places during the COVID-19 pandemic.

**Carried**

**17. ADJOURNMENT**

There being no further business, the meeting adjourned at 12:56 a.m.

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Jim Bradley  
Regional Chair

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Matthew Trennum  
Deputy Regional Clerk

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Ann-Marie Norio  
Regional Clerk

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

**CL 6-2021**

**Wednesday, March 31, 2021**

**Council Chamber / Video Conference**

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

Council Members Present in the Council Chamber: Bradley (Regional Chair), Insinna

Council Members Present via Video Conference: Bellows, Butters, Bylsma, Campion, Chiocchio, Darté, Diodati, Disero, Easton, Edgar, Fertich, Foster, Gibson, Greenwood, Heit, Huson, Jordan, Junkin, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugolini, Whalen, Witteveen, Zalepa

Absent/Regrets: Gale, Ip, Villella

Staff Present in the Council Chamber: S. Guglielmi, Technology Support Analyst, F. Meffe, Director, Human Resources, A.-M. Norio, Regional Clerk

Staff Present via Video Conference: D. Gibbs, Director, Legal & Court Services

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**1. CALL TO ORDER**

Regional Chair Bradley called the meeting to order at 6:31 p.m.

**2. ADOPTION OF AGENDA**

Moved by Councillor Steele  
Seconded by Councillor Ugolini

That Council Agenda CL 6-2021, **BE ADOPTED.**

**Carried**

**3. DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

**4. CLOSED SESSION**

Moved by Councillor Greenwood  
Seconded by Councillor Gibson

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

A Matter respecting Personal Matters about an Identifiable Individual under s. 239(2) of the Municipal Act, 2001 - Acting Chief Administrative Officer Compensation Review.

**Carried**

Council resolved into closed session at 6:35 p.m.

**5. BUSINESS ARISING FROM CLOSED SESSION**

Council reconvened in open session at 8:02 p.m. with the following individuals in attendance:

Council Members Present in the Council Chamber: Bradley (Regional Chair), Insinna

Council Members Present via Video Conference: Bellows, Butters, Bylsma, Campion, Chiocchio, Dart, Diodati, Disero, Easton, Edgar, Fertich, Foster, Gibson, Greenwood, Heit, Huson, Jordan, Junkin, Nicholson, Redekop, Rigby, Sendzik, Steele, Ugolini, Whalen, Witteveen, Zalepa

Absent/Regrets: Gale, Ip, Villella

Staff Present in the Council Chamber: S. Guglielmi, Technology Support Analyst, F. Meffe, Director, Human Resources, A.-M. Norio, Regional Clerk

Staff Present via Video Conference: D. Gibbs, Director, Legal & Court Services

5.1 Confidential CHR 1-2021

A Matter concerning Personal Matters about an Identifiable Individual under s. 239(2) of the Municipal Act, 2001- Acting Chief Administrative Officer Compensation Review

Moved by Councillor Witteveen  
Seconded by Councillor Insinna

That Confidential CHR 1-2021, being a memorandum from J. Bradley, Regional Chair, dated March 30, 2021, respecting A Matter concerning Personal Matters about an Identifiable Individual under s. 239(2) of the Municipal Act, 2001- Acting Chief Administrative Officer Compensation Review, **BE RECEIVED** for information.

**Carried**

6. BY-LAWS

6.1 Bill 2021-21

Moved by Councillor Edgar  
Seconded by Councillor Fertich

That Bill 2021-21 being a by-law to adopt, ratify and confirm the actions of Regional Council at its special meeting held on March 31, 2021, **BE NOW READ** and **DO PASS**.

**Carried**

7. ADJOURNMENT

There being no further business, the meeting adjourned at 8:06 p.m.

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Jim Bradley  
Regional Chair

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Ann-Marie Norio  
Regional Clerk

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**Subject:** 2020 Year-End Results and Transfer Report

**Report to:** Corporate Services Committee

**Report date:** Wednesday, March 10, 2021

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## Recommendations

1. That the unaudited summarized financial results of the Niagara Region as detailed in Appendix 1, **BE RECEIVED**;
2. That the 2020 year-end operating surplus for levy-supported programs including agencies, boards and commissions of \$37,306 thousand **BE TRANSFERRED** as follows:
  - \$69 thousand **BE TRANSFERRED** from the Accumulated Sick Leave Reserve as per NRPS recommendation to their Board in Appendix 8
  - \$2 thousand **BE TRANSFERRED** from the Ontario Police Video Training Alliance (OPTVA) Reserve as per NRPS recommendation to their Board in Appendix 8
  - \$6,600 thousand **BE TRANSFERRED** to the Hospital Contribution Reserve (to be formally established in CSD 19-2021) to fund the committed contribution to the new West Lincoln Hospital.
  - \$230 thousand related to the Niagara Foreign Trade Zone (NFTZ) and Foreign Direct Investment activities **BE TRANSFERRED** to the Taxpayer Relief Reserve to fund the 2021 NFTZ and investment attraction activities in collaboration with Team Niagara.
  - \$30,547 thousand **BE TRANSFERRED** to the Taxpayer Relief Reserve;
3. That the 2020 year-end operating surplus for rate-supported programs of \$4,222 thousand **BE TRANSFERRED** to reserves as follows:
  - \$1,493 thousand **BE TRANSFERRED** to the Waste Management Stabilization Reserve
  - \$1,863 thousand **BE TRANSFERRED** to the Wastewater Stabilization Reserve
  - \$500 thousand **BE TRANSFERRED** to the Water Capital Reserve
  - \$366 thousand **BE TRANSFERRED** to the Water Stabilization Reserve
4. That encumbrances of \$16,275 thousand (Appendix 2) **BE RECEIVED** for information and that the deferral of these expenditures be included in the 2021 operating budget; and
5. That the transfers of \$10,394 thousand from the capital variance projects to Capital Reserves **BE RECEIVED** for information.

## Key Facts

- The unaudited results of Niagara's 2020 budget are a surplus of \$37,306 thousand in the levy-supported programs and a surplus of \$4,222 thousand in the rate-supported programs. These results include the Region's \$49 million in COVID-19 gross costs and additional COVID-19 funding of \$47.9 million (general Municipal Safe Restart funding of \$18.9 million and \$28.9 million in program-specific funding). As this funding was unknown until late in the year after the Region employed extensive mitigation, including the redeployment of staff resources and the re-prioritization of planned work at the start of the pandemic, it contributed largely to the year-end surplus. The COVID-19 funding is recommended in this report to be set aside in reserve to support COVID-19 costs as reported in the 2021 budget and 2022 forecast and as reflected in Table 2 of this report.

*Table 1: Consolidated Surplus/Deficit Summary (in thousands)*

	2020 Surplus/(Deficit) after indirect allocations	2020 Surplus/(Deficit) Percentage of Budgeted Gross Expenditures	2019 Surplus/(Deficit) Percentage of Budgeted Gross Expenditures
Regional Depts. & General Government	\$37,410	6.72%	0.16%
Court Services	(\$391)	(4.81%)	7.24%
NRH	\$655	0.99%	2.03%
NRPS	(\$368)	(0.20%)	0.44%
NPCA	\$0	0.0%	0.13%
<b>Total Levy-Supported Surplus</b>	<b>\$37,306</b>	<b>4.52%</b>	<b>0.44%</b>
Water	\$866	1.86%	(1.13%)
Wastewater	\$1,863	2.16%	(1.46%)
Waste Management	\$1,493	2.68%	(2.13%)
<b>Total Rate-Supported Surplus</b>	<b>\$4,222</b>	<b>2.24%</b>	<b>(1.58%)</b>

- The overall variances as a percentage of gross budgeted expenditure are higher than in the prior year as a result of funding announcements that came late in the year. A 5-year summary of the surplus/deficit can be found in Appendix 3.
- The recommendations included in this report have been guided by the Operating Surplus/Deficit Policy approved by Council in July 2018, which states that "year-

end surpluses will be allocated to those areas that have been identified as underfunded per the Reserve and Reserve Fund Policy and/or one-time funding needs as recommended by Council,” with funds allocated to stabilization reserves, capital reserves and to support key initiatives.

- In alignment with the corporate strategies and the Operating Surplus/Deficit Policy, NRH made the recommendation to their Board to return the surplus to the Region to be addressed in this report. The NRPS deficit is being addressed with overall corporate surplus. See Appendix 8 and 9 for full the ABC reports.
- Funding of \$16,275 thousand has been set aside in the encumbrance reserve as of December 31, 2020. \$12,333 thousand (75.8%) of the total encumbrance amount is related to various incentive and grant programs such as the Combined Sewer Overflow (CSO) Program, Smarter Niagara Incentive Program (SNIP), Public Realm Investment Program (PRIP), Gateway Tax Increment Grant (TIG) and the Waterfront Investment Program (WIP). For the amounts encumbered, a spending obligation (in the form of a purchase order, contract or other legally binding commitment) has been made against the 2020 operating budget; however, the product or service has not been received in the year. The budgeted funds will be transferred back to the 2021 operating budget when the product or service is received and the related budgeted expense will be grossed up for the year.
- In accordance with the Budget Control By-Law, capital variance projects (CVP) are allocated surplus from capital projects and used for funding capital project deficits in the year. The CVP are maintained at a target balance of \$1 million at the beginning of each year, per the Capital Asset Management Policy. Balances greater than \$1 million are transferred to capital reserves at year-end. Transfers to the General Capital Levy of \$5,601 thousand, Wastewater capital of \$3,664 thousand, Water capital of \$347 thousand and Waste Management Capital of \$782 thousand were completed at year-end. The 2021 capital budget utilizes \$7 million of this funding.

## **Financial Considerations**

The recommendations in this report will fully allocate the 2020 year-end operating surplus to reserves. Full explanations for the surpluses and deficits can be found in Appendix 4 and are summarized on the Consolidated Year-End Funding Surplus/ (Deficit) Review in Appendix 1.



## Analysis

Full analysis and explanation of the rate and levy-supported programs can be found in the Annual Financial Update in Appendix 4 and on the Region's website. The report is Accessibility for Ontarians with Disabilities Act compliant. Hard copies of the report can be made available upon request.

### [December 2020 Financial Update](#)

<https://www.niagararegion.ca/business/finance/quarterly-reports/default.aspx>

### Reserve Impacts Based on Report Recommendations

The Niagara Region's Operating Surplus/Deficit Policy outlines how annual operating surpluses or deficits are addressed at year-end, giving consideration to affordability, sustainability and Niagara Region's credit rating. This Policy applies to all departments, agencies, boards and commissions consolidated within the Niagara Region.

The Policy states that year-end surpluses will be allocated to those areas that have been identified as underfunded per the Reserve and Reserve Funds Policy and/or one-time funding needs as recommended by Council. The Policy states that for corporate stabilization reserves, the minimum balance target is 10% to 15% of Operating Expenses.

The recommended allocations for the year-end surpluses include the following:

- \$6,600 thousand to a new Hospital Contribution Reserve (to be formally established by Council through future report CSD 19-2021). This contribution, in conjunction with the annual contribution of \$1.5 million established in the 2021 budget, will allow the Region to save the required \$12,600 thousand towards the funding commitment for the West Lincoln Hospital by 2024;
- \$230 thousand resulting from the return of surplus grant funding related to the Niagara Foreign Trade Zone (NFTZ) and Foreign Direct Investment activities to be used to fund the 2021 NFTZ and investment attraction activities in collaboration with Team Niagara through the Taxpayer Relief Reserve. The NFTZ established itself as a resource to exporters in Niagara and marketed the designation as a competitive advantage for Niagara in attracting investment. With this foundational work in place, it is planned that the operations of the NFTZ be brought back into the Region's Economic Development

department so that there could be closer alignment with investment attraction activities;

- \$71 thousand from Niagara Regional Police reserves, including the Police Accumulated Sick Leave Reserve (\$69 thousand) and the Ontario Police Video Training Alliance (OPTVA) Reserve (\$2 thousand), per the recommendations of the Niagara Police Service Board to fund related operational deficits during the year;
- The balance of the levy surplus of \$30,547 to the Taxpayer Relief Reserve, with the intention of using these funds to support COVID-19 related pressures as approved in future operating budgets, including funding of the pandemic division within Public Health for 2021 and 2022;
- \$500 thousand to the Water Capital Reserve to help fund capital infrastructure work, given that the Water Stabilization Reserve is within the funding targets; and
- The balance of the rate surpluses to the respective stabilization reserves, including \$366 to the Water Stabilization Reserve, \$1,863 to the Wastewater Stabilization Reserve and \$1,493 to the Waste Management Stabilization Reserve.

The chart below shows a summary of the stabilization reserve balances after the transfers recommended in this report and uses of the reserve included in the multi-year budget requirements for the COVID-19 related costs as presented in the 2021 Budget and 2022 forecast.

*Table 2: 2020 to 2023 Stabilization Reserve Projection (in thousands)*

Reserve Description	Actual Reserve Balance at December 31, 2020	Forecasted Reserve Balance at December 31, 2021	Forecasted Reserve Balance at December 31, 2022	Forecasted Reserve Balance at December 31, 2023
<b>Stabilization Reserves</b>				
Taxpayer Relief	\$53,509	\$27,718	\$20,117	\$20,962
Water Stabilization	\$3,431	\$3,438	\$3,445	\$3,452
Wastewater Stabilization	\$3,254	\$3,271	\$3,288	\$3,305
Waste Management Stabilization	\$6,365	\$2,942	\$2,064	\$2,688
Police Contingency	\$704	\$954	\$954	\$954
Police Services Board Contingency	\$242	\$242	\$242	\$242

The following shows the forecasted balance of the stabilization reserves at December 31, 2023 after the recommended transfers included in this report relative to the minimum target balances as outline in the Reserve and Reserve Funds Policy.

*Table 3: Stabilization Reserve Targets (in thousands)*

Reserve Description	Reserve Balance After Transfers at December 31, 2023	Target Balance	Target Balance
		Low (10%)	High (15%)
Taxpayer Relief	\$20,962	\$57,263	\$85,895
Water Stabilization	\$3,452	\$2,387	\$3,581
Wastewater Stabilization	\$3,305	\$6,476	\$9,715
Waste Management Stabilization	\$2,688	\$5,296	\$7,944
Police Contingency	\$954	Determined by NRPS	Determined by NRPS
Policy Services Board Contingency	\$242	Determined by NRPS	Determined by NRPS

Based on the table above, the following stabilization reserves are underfunded, as they are not meeting the minimum target balance thresholds established:

- Taxpayer Relief
- Wastewater Stabilization
- Waste Management Stabilization

Reserve balances below the minimum target may impact the ability to manage future operational risks.

#### Unspent 2020 Budgeted Reserve Transfers

Budgeted reserve transfers that are unspent during the year are returned to their originating reserves in accordance with the Reserve and Reserve Fund Policy. In 2020, the following funds were returned to reserves:

- Unused drainage assessment funding by local area municipalities of \$9 thousand
- Unused active transportation/bike lane funding by local area municipalities of \$23 thousand
- Unused funds for Niagara Falls and St. Catharines GO Stations not fully operational of \$719 thousand
- Unused funds for ICOPS division reorganization of \$29 thousand
- Unused Waste Management service level campaign funding of \$64 thousand
- Unused funds for sick leave payouts of \$51 thousand
- Unused funding for Human Resources Information Systems project of \$830 thousand

- Unused funding for Community Benefit Charge Study of \$150 thousand
- Unused funding for Niagara Airports of \$144 thousand
- Unused funding for the 50<sup>th</sup> anniversary of the Niagara Region of \$39 thousand

### Encumbrances

Encumbrance accounting is a mechanism to facilitate the accounting of goods and services where an obligation to purchase has occurred in the year but the goods or services have not been received by year-end. An obligation to purchase can be in the form of a purchase order, contract or other legally binding commitments. Funds are requested to be set aside in the encumbrance reserve for use in the following year.

Incorporated in the year-end operating funding surpluses are encumbrances totalling \$16,275 thousand (see Appendix 2). As part of the year-end reporting process, the Financial Management and Planning division has reviewed each encumbrance request with the originating department. The encumbrances identified will be transferred to the encumbrance reserve at December 31, 2020 and transferred back to the respective departments in 2021. Encumbrance balances that have been carried forward from a year prior to 2020 have also been identified in Appendix 2.

The majority of the encumbrance requests in 2020 relate to various incentive and grant programs, which are in partnership with the local area municipalities (LAMs) and can span multiple years.

### Capital Variance Project Transfer to Capital Reserve

Throughout the year, project variances are transferred to or from the Capital Variance Project (CVP) to be used in-year in accordance with the Budget Control By-Law.

During 2020, a total of 92 projects were closed (compared to 117 projects in 2019). As a result of the project closures and budget reductions, a total of \$16,095 thousand and \$15,727 thousand were returned to the CVP in 2020 and 2019 respectively.

At the end of the year, the balance of the CVPs are reviewed and the amount in excess of \$1 million is transferred to the appropriate capital reserve (see *Capital Variance Project Summary* in Appendix 4 for more detail).

The following is a summary of the amounts transferred to the respective capital reserve from each CVP and the balances remaining in the CVP as of December 31, 2020.

*Table 4: 2020 Capital Variance Project Transfers to Reserve (in thousands)*

CVP Description	CVP Balance Before Transfer to Reserve	Transfer to Reserve	CVP Balance After Transfer to Reserve
Levy Programs	\$6,601	\$5,601*	\$1,000
Waste Management	\$1,782	\$782	\$1,000
Wastewater	\$4,664	\$3,000**	\$1,000
Water	\$1,347	\$347	\$1,000
<b>Total</b>	<b>\$14,394</b>	<b>\$10,394</b>	<b>\$4,000</b>

\* \$4,000 of the amount transferred to reserve has been committed to the approved 2021 capital budget

\*\* \$3,000 of the amount transferred to reserve has been committed to the approved 2021 capital budget

#### COVID-19 Financial Impacts Summary

Staff tracked costs directly related to the emergency throughout the year which have been incorporated in the comprehensive financial results above. Total gross COVID cost related to the emergency is \$49 million, with a net COVID cost of \$1.1 million after applying confirmed program-specific and Municipal Safe Re-start funding to support the COVID-19 emergency and be utilized as per each funding agreement.

The table below also includes strategic and other mitigations (offset by additional non-COVID pressures) that the Region was able to put in place to help manage the cost of the emergency, resulting in the total net surplus of \$41.5 million.

*Table 5: 2020 COVID-19 Financial Impacts*

(in thousands)	Levy	Water/ Wastewater	Waste Management	Total
<b>Total COVID Gross Cost</b>	<b>\$ 47,421</b>	<b>\$ 1,117</b>	<b>\$ 448</b>	<b>\$ 48,987</b>
Less: Confirmed Funding Matched to Expenses	(47,911)	-	-	(47,911)
<b>Net COVID Cost to Region</b>	<b>(490)</b>	<b>1,117</b>	<b>448</b>	<b>1,076</b>
Less: Strategic and Other Mitigations	(16,261)	(3,671)	(1,892)	(21,824)
Less: Redeployed resources	(20,555)	(175)	(49)	(20,780)
<b>Net Budget Surplus</b>	<b>\$ (37,306)</b>	<b>\$ (2,729)</b>	<b>\$ (1,493)</b>	<b>\$ (41,528)</b>

Further detail on the corporate assumptions and cost categories can be found in Appendix 5, a more detailed breakdown by operating department in Appendix 6 and a summary of the confirmed funding announcements in Appendix 7.

## **Alternatives Reviewed**

Council may direct staff to consider alternative options for the consolidated net surplus position of \$41,528 thousand however this is not recommended as the report recommendations have been made in accordance with policies and 2021 and 2022 budget commitments.

## **Relationship to Council Strategic Priorities**

Providing formal financial reporting to Council and the public supports the Council Strategic Priority of Sustainable and Engaging Government.

Supporting the COVID-19 emergency response directly supports Council's strategic priority of a Healthy and Vibrant Community.

## **Other Pertinent Reports**

- CSD 30-2020 COVID-19 Preliminary Overview of Financial Impacts (April 23, 2020)
- CSD 31-2020 Concessions to Local Area Municipalities regarding Taxes and Water Wastewater Billings (April 23, 2020)
- CSD 34-2020 COVID Cash Flow Update (May 21, 2020)
- CSD 35-2020 COVID-19 Financial Impact Update (May 21, 2020)
- CSD 39-2020 COVID Cash Flow Update (June 25, 2020)
- CSD 40-2020 COVID-19 Financial Impact Update (June 25, 2020)
- CSD 46-2020 COVID Cash Flow Update (July 23, 2020)
- CSD 47-2020 COVID-19 Financial Impact Update (July 23, 2020)
- CSD 50-2020 COVID Cash Flow Update (August 13, 2020)
- CSD 51-2020 COVID-19 Financial Impact Update (August 13, 2020)
- CSD 56-2020 Q2 2020 Financial Update (CSC September 9, 2020)
- CSD 57-2020 COVID-19 Cash Flow Update (September 17, 2020)
- CSD 63-2020 COVID-19 Cash Flow Update (October 22, 2020)
- CSD 69-2020 COVID-19 Financial Impact Update (October 22, 2020)
- CSD 76-2020 Q3 2020 Financial Update (CSC December 9, 2020)

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**Prepared by:**

Melanie Steele, MBA, CPA, CA  
Associate Director, Reporting & Analysis  
Corporate Services

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**Recommended by:**

Todd Harrison, CPA, CMA  
Commissioner/Treasurer  
Corporate Services

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with the Corporate Leadership Team and consolidated ABCs and reviewed by Helen Chamberlain, Director, Financial Management & Planning/Deputy Treasurer.*

**Appendices**

Appendix 1	Consolidated Year-End Funding Surplus/(Deficit)
Appendix 2	Detailed Summary of Encumbrances by Department
Appendix 3	5 Year Funding Surplus/(Deficit) Analysis
Appendix 4	Q4 2020 Financial Update
Appendix 5	COVID-19 2020 Financial Impact Summary
Appendix 6	COVID-19 Financial Impact by Department
Appendix 7	Confirmed COVID-19 Funding Announcements
Appendix 8	NRPS Financial Variance Overview for the Year Ending December 31, 2020
Appendix 9	NRH 2020 Year-End transfer Report (NRH 3-2021)

**Appendix 1 - Consolidated Year-End Funding Surplus/(Deficit) (in thousands)**

	Year-End Operating Surplus/(Deficit) Before Transfers	Year-End Operating Surplus Transferred Back to Reserve(*)	Encumbrance(**)	Year End Operating Surplus/(Deficit)
<b>LEVY-SUPPORTED DEPARTMENTS</b>				
<b>Regional Departments</b>				
Corporate Administration	\$3,215	-\$920	-\$309	\$1,986
Corporate Services	\$989	-\$898	-\$125	-\$34
Community Services	\$6,760	\$0	-\$55	\$6,705
Public Works - Transportation	\$11,230	-\$176	-\$938	\$10,116
Governance	\$22	\$0	\$0	\$22
Planning & Development	\$1,227	\$0	-\$607	\$620
Public Health	-\$377	\$0	\$0	-\$377
<b>Subtotal - Regional Departments</b>	<b>\$23,066</b>	<b>-\$1,994</b>	<b>-\$2,034</b>	<b>\$19,038</b>
<b>General Government</b>	<b>\$23,741</b>	<b>\$0</b>	<b>-\$5,369</b>	<b>\$18,372</b>
<b>Regional Departments and General Government</b>	<b>\$46,807</b>	<b>-\$1,994</b>	<b>-\$7,403</b>	<b>\$37,410</b>
<b>Agencies, Boards and Commissions</b>				
Court Services	-\$391	\$0	\$0	-\$391
Niagara Regional Housing	\$1,804	\$0	-\$1,149	\$655
Niagara Regional Police	-\$368	\$0	\$0	-\$368
Niagara Peninsula Conservation Authority	\$0	\$0	\$0	\$0
<b>Subtotal - Agencies, Boards and Commissions</b>	<b>\$1,045</b>	<b>\$0</b>	<b>-\$1,149</b>	<b>-\$104</b>
<b>Total Levy-Supported Departments</b>	<b>\$47,852</b>	<b>-\$1,994</b>	<b>-\$8,552</b>	<b>\$37,306</b>
<b>RATE-SUPPORTED DEPARTMENTS</b>				
Water	\$963	\$0	-\$97	\$866
Wastewater	\$8,783	\$0	-\$6,920	\$1,863
Waste Management	\$2,263	-\$64	-\$706	\$1,493
<b>Total Rate-Supported Departments</b>	<b>\$12,009</b>	<b>-\$64</b>	<b>-\$7,723</b>	<b>\$4,222</b>

(\*) Unspent budgeted reserve transfers are returned to their originating reserves in accordance with the Reserve and Reserve Funds Policy

(\*\*) Encumbrances are transferred to 2021 operating budgets in accordance with the Budget Control By-Law



**Appendix 2 - Encumbrance Report (in thousands)**

CSD 17-2021  
March 10, 2021  
Appendix 2

Description	Amount	
<b>General Government</b>		
<b>Public Realm Investment Program</b>		
East Fonthill Seating RR20 & Rice Road*	\$12	
RR18 (Ontario St.), RR81 (King St.)*	11	
Civic Square Revitalization*	30	
RR20 (Lundy's Lane Gateway Lighting and Bus Shelters)*	100	
RR54 Pelham Port Robinson Rice Rd Parkette*	30	
RR27 Welland Parkette Hellems/East Main St*	20	
Downtown Beamsville Beautification Projects	31	
Jordan Hollow Cultural Park	83	
Greening Projects on Martindale and Lakeshore Road Gateway	35	
Yukon House - Canada Summer Games	10	
Pelham Arches Lighting and Streetscape	10	
Trees and Transit Shelters on Rice Road	30	
Oakes Park - Canada Summer Games Plaza	25	\$427
<b>Gateway - Tax Increment Grant</b>		
287 Silverthorne/Buchner*		2,805
<b>Waterfront Improvement Program</b>		
Millennium Recreation Trail*	400	
Town of Lincoln Museum and Cultural Centre*	250	650
<b>Smarter Niagara Incentive Program</b>		
Building and Facade Improvement Grant/Loan Program	273	
CIP/MasterPlans/Official Plans Grant Program	400	
ESA Phase II (Risk Assessment Plan)	51	
Heritage Restoration and Improvement Grant	63	
Public Realm Grant Program	130	
Residential Grant/Loan Program	570	1,487
<b>Total Encumbrances for General Government</b>		<b>\$5,369</b>
<b>Corporate Administration</b>		
Economic Development - Study and Lead Generation*		114
Community Safety & Well-Being Plan		142
Recruitment for the Commissioner of Planning and Development		53
<b>Total Encumbrance for Corporate Administration</b>		<b>\$309</b>
<b>Corporate Services</b>		
Business Licensing*		100
Development Charge Background Study		25
<b>Total Encumbrance for Corporate Services</b>		<b>\$125</b>
<b>Community Services</b>		
Gateway Residential Community Support*		55
<b>Total Encumbrance for Community Services</b>		<b>\$55</b>
<b>Planning &amp; Development</b>		
Niagara Official Plan*		417
Municipal Comprehensive Review*		61
Environmental Planning Review*		53
Stormwater Management Guidelines*		76

**Appendix 2 - Encumbrance Report (in thousands)**

<b>Description</b>	<b>Amount</b>
<b>Total Encumbrance for Planning and Development</b>	<b>\$607</b>
<b>Niagara Regional Housing</b>	
Integrated Housing Solution Software*	31
K3D Thermostat Technology*	317
Consolidated Housing Master Plan	211
Housing Provider Capital Repairs Program	128
Capital Loan & Grant Program - Grant Portion	462
<b>Total Encumbrance for Niagara Regional Housing</b>	<b>\$1,149</b>
<b>Public Works - Transportation</b>	
Emerald Ash Bore	52
Complete Streets Design Manual*	389
Bicycle Facilities Grant	50
Transportation Pavement Management Study	61
Structural Asset Management Cost Forecast for Bridge & Culvert Structures	46
Cityworks Software Upgrade Consulting Services	142
Catch Basin Cleaning	96
Niagara Airports Master Planning	102
<b>Total Encumbrance for Public Works - Transportation</b>	<b>\$938</b>
<b>Public Works - Waste Management</b>	
Fairness Advisor for MRF Opportunity Review*	20
MRF Opportunity Review*	286
Long-Term Waste Management Strategic Plan*	400
<b>Total Encumbrance for Public Works - Waste Management</b>	<b>\$706</b>
<b>Public Works - Water/Wastewater**</b>	
Master Service Plans	590
Billing Meter Audit	104
Unused Combined Sewer Overflow Funding - 2015 Program (at 75%)*	435
Unused Combined Sewer Overflow Funding - 2016 Program (at 75%)*	1,214
Unused Combined Sewer Overflow Funding - 2017 Program (at 75%)*	412
Unused Combined Sewer Overflow Funding - 2018 Program (at 50%)*	1,189
Unused Combined Sewer Overflow Funding - 2019 Program (at 50%)*	1,714
Unused Combined Sewer Overflow Funding - 2020 Program (at 50%)*	1,359
<b>Total Encumbrance for Public Works - Water/Wastewater</b>	<b>\$7,017</b>
<b>TOTAL 2020 ENCUMBRANCE</b>	<b>\$16,275</b>

\* Encumbrance balance carried over in part or fully from 2019

\*\* The Public Works - Water/Wastewater 2020 Encumbrance includes \$11,272 (\$6,323 funded from reserves as summarized above, \$4,949 funded from development charges) related to the Combined Sewer Overflow (CSO) program. Managing this program through the operating budget rather than capital budget began in 2015. \$827 (\$819 funded from reserves, \$8 funded from development charges) remains in capital projects related to the CSO program from 2008 through 2014.

**Appendix 3 - 5-Year Consolidated Year-End Funding Surplus/(Deficit) (in thousands)**

Year-End Operating Surplus/(Deficit)					
LEVY SUPPORTED DEPARTMENTS	2020	2019	2018	2017	2016
<b>Regional Departments</b>					
Corporate Administration	\$1,986	\$976	\$357	\$365	\$127
Corporate Services	-\$34	\$243	\$264	-\$128	\$0
Community Services	\$6,705	\$1,413	\$1,742	\$3,700	-\$951
Economic Development	\$0	\$0	\$0	\$226	\$216
Public Works - Transportation	\$10,116	\$5,395	\$975	\$1,913	\$2,332
Governance	\$22	\$222	\$413	\$120	-\$190
Planning & Development	\$620	\$244	\$558	\$518	-\$66
Public Health	-\$377	-\$2,243	-\$186	\$1,825	\$345
<b>Subtotal - Regional Departments</b>	<b>\$19,038</b>	<b>\$6,250</b>	<b>\$4,123</b>	<b>\$8,539</b>	<b>\$1,813</b>
<b>General Government</b>	<b>\$18,372</b>	<b>-\$5,373</b>	<b>-\$5,850</b>	<b>-\$6,113</b>	<b>\$192</b>
<b>Regional Departments and General Government</b>	<b>\$37,410</b>	<b>\$878</b>	<b>-\$1,727</b>	<b>\$2,426</b>	<b>\$2,005</b>
<b>Agencies, Boards and Commissions</b>					
Court Services	-\$391	\$444	\$396	-\$344	-\$249
Niagara Regional Housing	\$655	\$1,327	\$2,635	\$1,908	\$624
Niagara Regional Police	-\$368	\$798	\$528	-\$7,641	-\$2,781
Niagara Peninsula Conservation Authority	\$0	\$6	-\$4	-\$3	\$0
<b>Subtotal - Agencies, Boards and Commissions</b>	<b>-\$104</b>	<b>\$2,575</b>	<b>\$3,555</b>	<b>-\$6,080</b>	<b>-\$2,406</b>
<b>Total Levy Supported Departments</b>	<b>\$37,306</b>	<b>\$3,453</b>	<b>\$1,828</b>	<b>-\$3,654</b>	<b>-\$401</b>
<b>RATE SUPPORTED DEPARTMENTS</b>					
Water	\$866	-\$507	\$2,449	\$1,432	\$1,361
Wastewater	\$1,863	-\$1,177	-\$370	-\$1,343	\$588
Waste Management	\$1,493	-\$1,156	\$1,551	\$5,682	\$4,337
<b>Total Rate Supported Departments</b>	<b>\$4,222</b>	<b>-\$2,840</b>	<b>\$3,630</b>	<b>\$5,771</b>	<b>\$6,286</b>

*Includes unspent budgeted reserve transfers returned to their originating reserves in accordance with the Reserve and Reserve Funds Policy and year-end encumbrances.*

NIAGARA REGION

2020

Q4 FINANCIAL UPDATE  
DECEMBER

# Q4 Financial Update – December 2020

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# Introduction

On behalf of Niagara Region, we are pleased to provide you with the 2020 Q4 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 32 elected representatives from 12 area municipalities and the Regional Chair. The current Regional Council was elected in November 2018 and the 32 members will serve a four year term to November 14, 2022.

At December 31, 2020 Niagara Region has a surplus of \$37,306 thousand related to the levy programs, a \$2,729 thousand surplus related to Water and Wastewater programs, and a \$1,493 thousand surplus related to the Waste Management Program.

The Niagara Region has responded to the COVID-19 pandemic by strategically redeploying staff resources to areas impacted significantly by COVID-19, as well as re-prioritizing planned work. A recovery plan has been put in place and continues to be refined and actioned to guide the Niagara Region through the COVID-19 pandemic.

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](http://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

*The following is an unaudited report which has been prepared and reviewed by the Financial Management & Planning team in Corporate Services.*

CONSOLIDATED OPERATING FUNDING SURPLUS/(DEFICIT) REVIEW

LEVY

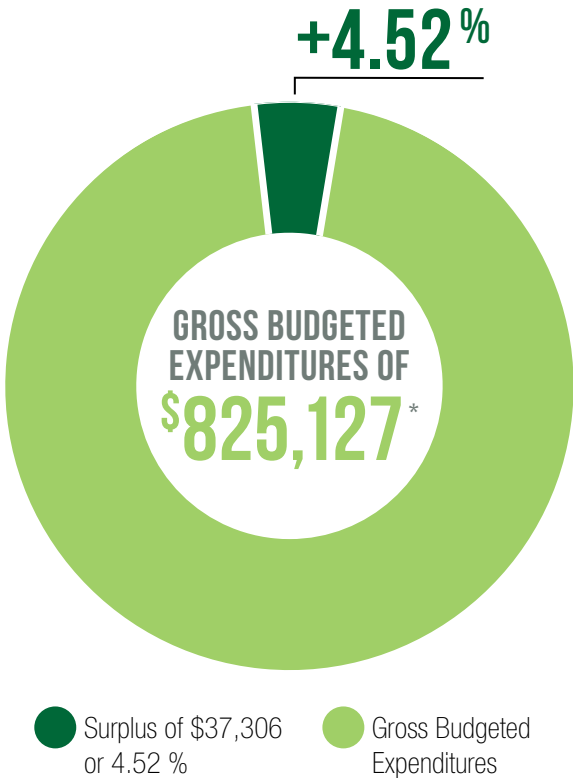
(In thousands of dollars)

Niagara Region's levy programs excluding agencies, boards and commissions have an operating surplus of \$37,410, which is largely driven by additional Provincial funding of \$47,911 following extensive mitigation efforts to manage the increased costs related to required investments in Community Services and Public Health to support the COVID-19 emergency, including the redeployment of staff resources and re-prioritizing planned work. These mitigation efforts were put in place for the continuation of essential services prior to announcements of additional funding to address these increased costs. In addition, the recovery process has been slower than anticipated, resulting in further work delays and corresponding cost deferrals. The Region will continue to monitor the emergency and make changes to service delivery to meet the needs of Niagara residents.

Niagara Region's agencies, boards and commissions have a net deficit of \$104, which is driven primarily from lost revenue in Niagara Regional Police Service from reduced OLG payments through the City of Niagara Falls due to the closure of Casino operations and in Courts Services from lost revenues for fines collected. These unfavourable variances are offset by savings in labour-related costs due to the COVID-19 pandemic and the 2020 Niagara Region Police Association wage settlement.

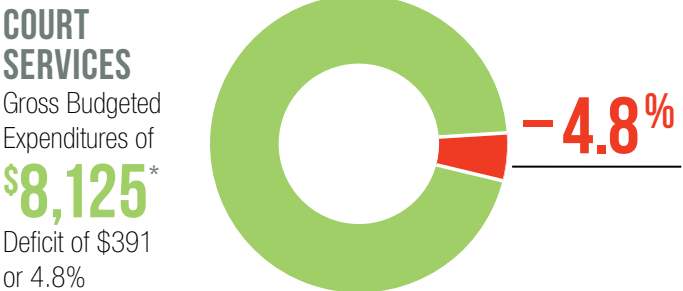
The Niagara Regional Housing Board has recommended that their surplus be allocated to the Taxpayer Relief Reserve in accordance with the Operating Surplus/Deficit Policy C-F-022. Deficits in Niagara Regional Police Service and Court Services would be offset by overall levy surpluses before transferring the remaining levy surplus to the Hospital Contribution and Taxpayer Relief reserves. These recommendations are included in Corporate Services Committee 17-2021, with the intent of using these funds to support COVID-19 related pressures as approved in future operating budgets.

LEVY DEPARTMENT AND PROGRAMS  
(Including Agencies, boards and commissions)

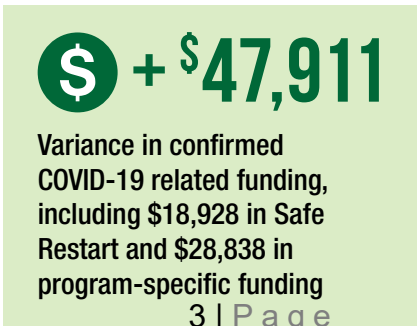
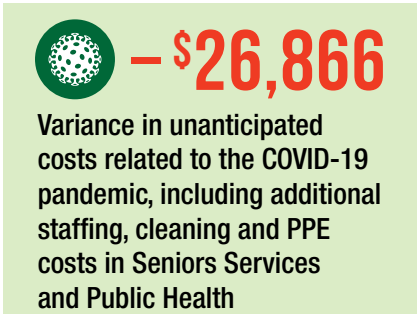


\*Includes transfer, intercompany charges and indirect allocations

FINANCIAL RESULTS OF AGENCIES, BOARDS AND COMMISSIONS



FINANCIAL STATEMENT HIGHLIGHTS



CONSOLIDATED OPERATING FUNDING SURPLUS/(DEFICIT) REVIEW

# WATER & WASTEWATER

(In thousands of dollars)

Water and Wastewater Services has a net operating surplus of \$2,729 at year-end, which consists of a surplus of \$1,863 surplus in the Wastewater division and \$866 in the Water division.

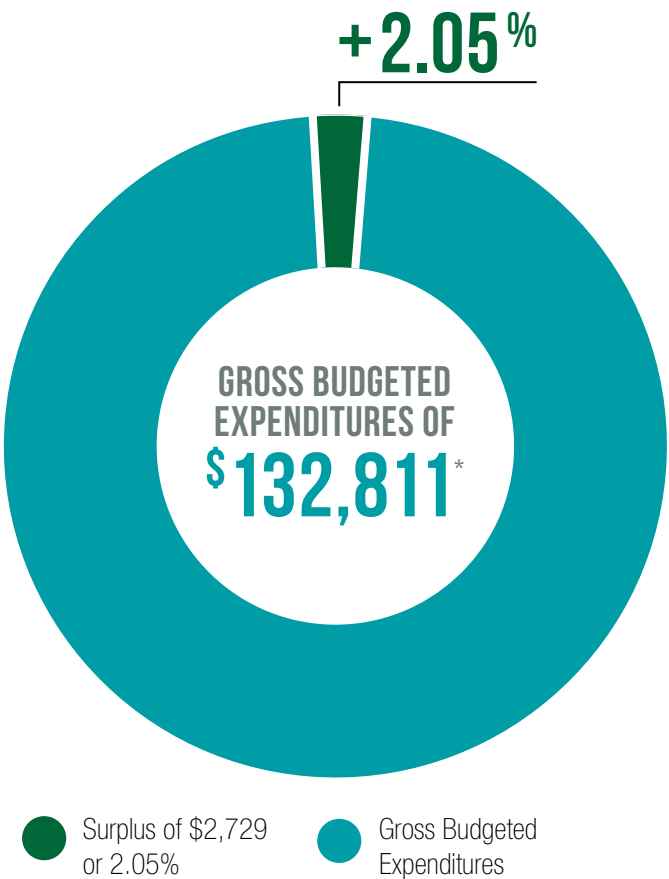
The surplus is primarily attributable to favourable variances of \$2,127 for preventative maintenance and repair work, \$666 resulting from staffing vacancies, \$1,068 in allocation of business support costs, and net utility savings of \$538. These favourable variances are offset by unfavourable variance in water sales of \$1,020 due to decreased water usage as a result of the COVID-19 pandemic combined with a wet spring, and unfavourable variances of \$137 and \$435 due to increased pricing in sludge management and chemical costs, respectively.

It is recommended that the year-end surplus of \$1,863 in the Wastewater division be transferred to the Wastewater Stabilization reserve. For the surplus of \$866 in the Water division, it is recommended that \$500 be transferred to the Water Capital reserve and the remaining \$366 be transferred to the Water Stabilization reserve.

After the recommended year-end transfer of the surplus in the Wastewater division, the Wastewater Stabilization Reserve will be at a balance of \$3,254, which is below the minimum stabilization target for the reserve. The funding targets of 10% to 15% of annual budgeted expenditures (excluding reserve transfers and debt allocations) are \$6,476 to \$9,715. Given that the Wastewater Stabilization reserve is below the minimum funding target, this may impact Niagara Region's ability to manage future operational costs.


As a result of the year-end transfer of the surplus within the Water division, the Water Stabilization Reserve will be at a balance of \$3,431, which is within the funding targets for the stabilization reserve. The funding targets of 10% to 15% of annual budgeted operating expenditures are \$2,387 to \$3,581.

WATER & WASTEWATER OPERATING SURPLUS




\* Includes transfer, intercompany charges and indirect allocations

FINANCIAL STATEMENT HIGHLIGHTS



**+ \$2,127**

**Variance in preventative maintenance and repair work due to delays driven by the COVID-19 pandemic**



**-\$1,020**

**Variance in water sales due to reduced water usage during the pandemic**



CONSOLIDATED OPERATING FUNDING SURPLUS/(DEFICIT) REVIEW

# WASTE MANAGEMENT

(In thousands of dollars)

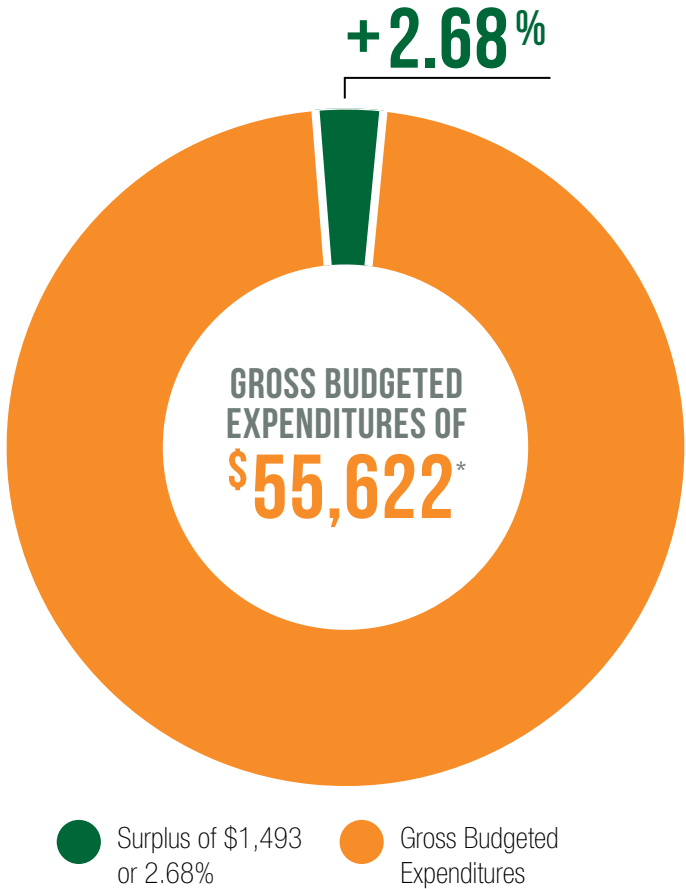
Waste Management Services has an operating surplus of \$1,493 at year-end.

The surplus is primarily a result of favourable variances of \$647 from collection contract adjustments, \$526 from lower than anticipated landfill operation and monitoring costs, \$321 in labour-related cost savings attributable to the COVID-19 pandemic, \$257 from savings in administrative costs such as training and development, as well as promotion and education in addition to smaller favourable variances in other operational accounts. These favourable variances are offset by unfavourable variances of \$159 from overall lower than anticipated net market revenues from the sale of recyclable commodities, \$562 in reduced tipping fee revenue due to service changes as a result of the COVID-19 pandemic, and increased organic processing costs of \$430 due to increased volumes.

It is recommended that at year-end the operating surplus of \$1,493 in Waste Management be transferred to the Waste Management Stabilization Reserve.


As a result of the year-end transfer, the Waste Management Stabilization Reserve will be at a balance of \$6,365 at the end of the year, which is within the funding targets for the Reserve. The funding targets of 10% to 15% of annual budgeted operating expenditures (excluding reserve transfers and debt allocations) are \$5,296 to \$7,944. However, the Reserve balance will fall below the minimum funding targets with the transfer of funds of \$3,572 in 2021 to mitigate increased collection contract and COVID-related costs, as approved in the 2021 operating budget, which may impact the Niagara Region’s ability to manage future operational costs.

WASTE MANAGEMENT OPERATING SURPLUS



\* Includes transfer, intercompany charges and indirect allocations

FINANCIAL STATEMENT HIGHLIGHTS



**+ \$526**

**Variance in landfill operation and monitoring costs**



**+ \$647**

**Variance in collection contract cost adjustments for fuel, inflation and resident unit counts**

## Summary of Consolidated Operating Surplus/(Deficit) (in thousands of dollars)

	Before Indirect Allocations			After Indirect Allocations		
	Annual Budget	Actuals	Q4 Surplus / (Deficit)	Annual Budget	Actuals	Q4 Surplus / (Deficit)
<b>LEVY SUPPORTED DEPARTMENTS &amp; PROGRAMS</b>						
<b>Regional Departments</b>						
Governance	\$2,169	\$1,968	\$201	\$2,448	\$2,426	\$22
General Government	-\$320,312	-\$338,684	\$18,372	-\$397,342	-\$415,714	\$18,372
Corporate Administration	\$14,626	\$10,674	\$3,952	\$6,770	\$4,785	\$1,985
Corporate Services	\$36,380	\$34,672	\$1,708	\$859	\$893	-\$34
Community Services	\$29,386	\$24,064	\$5,322	\$50,942	\$44,238	\$6,704
Public Health & Emergency Services	\$26,586	\$27,650	-\$1,064	\$41,638	\$42,014	-\$376
Public Works - Transportation	\$38,527	\$28,745	\$9,782	\$77,855	\$67,739	\$10,116
Planning & Development	\$4,098	\$3,643	\$455	\$5,131	\$4,513	\$618
<b>Sub-Total - Regional Departments</b>	<b>-\$168,540</b>	<b>-\$207,271</b>	<b>\$38,731</b>	<b>-\$211,698</b>	<b>-\$249,108</b>	<b>\$37,410</b>
<b>Agencies, Boards &amp; Commissions</b>						
Court Services	-\$1,885	-\$1,523	-\$362	-\$735	-\$344	-\$391
Niagara Regional Housing	\$28,344	\$27,789	\$555	\$36,443	\$35,788	\$655
Niagara Regional Police	\$154,458	\$154,813	-\$355	\$170,181	\$170,549	-\$368
Niagara Peninsula Conservation Authority	\$5,809	\$5,809	\$0	\$5,809	\$5,809	\$0
<b>Subtotal Agencies, Boards &amp; Commissions</b>	<b>\$186,726</b>	<b>\$186,888</b>	<b>-\$162</b>	<b>\$211,698</b>	<b>\$211,802</b>	<b>-\$104</b>
<b>Total Levy Supported Programs</b>	<b>\$18,186</b>	<b>-\$20,383</b>	<b>\$38,569</b>	<b>\$0</b>	<b>-\$37,306</b>	<b>\$37,306</b>
<b>RATE SUPPORTED DEPARTMENTS</b>						
Public Works - Water & Wastewater	-\$15,750	-\$17,411	\$1,661	\$0	-\$2,729	\$2,729
Public Works - Waste Management	-\$2,436	-\$3,735	\$1,299	\$0	-\$1,493	\$1,493
<b>Total Rate Supported Departments</b>	<b>-\$18,186</b>	<b>-\$21,146</b>	<b>\$2,960</b>	<b>\$0</b>	<b>-\$4,222</b>	<b>\$4,222</b>
<b>TOTAL</b>	<b>\$0</b>	<b>-\$41,528</b>	<b>\$41,528</b>	<b>\$0</b>	<b>-\$41,528</b>	<b>\$41,528</b>

## 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
Compensation	\$409,088	\$410,193	-\$1,105	-0.3%
Administrative	\$34,807	\$27,765	\$7,042	20.2%
Operational & Supply	\$47,751	\$40,535	\$7,216	15.1%
Occupancy & Infrastructure	\$29,739	\$30,370	-\$631	-2.1%
Equipment, Vehicles, Technology	\$16,209	\$16,013	\$196	1.2%
Community Assistance	\$197,117	\$188,668	\$8,449	4.3%
Partnership, Rebate, Exemption	\$24,823	\$11,820	\$13,003	52.4%
Financial Expenditures	\$69,373	\$54,415	\$14,958	21.6%
<b>Total Expenses</b>	<b>\$828,907</b>	<b>\$779,779</b>	<b>\$49,128</b>	<b>5.9%</b>
Taxation	-\$409,634	-\$409,551	-\$82	0.0%
Federal & Provincial Grants	-\$320,742	-\$359,813	\$39,071	12.2%
By-Law Charges & Sales	-\$21,427	-\$11,199	-\$10,228	-47.7%
Other Revenue	-\$73,324	-\$61,265	-\$12,059	-16.4%
<b>Total Revenues</b>	<b>-\$825,127</b>	<b>-\$841,828</b>	<b>\$16,701</b>	<b>2.0%</b>
Intercompany Charges	-\$1,907	-\$1,680	-\$227	11.9%
<b>Total Intercompany Charges</b>	<b>-\$1,907</b>	<b>-\$1,680</b>	<b>-\$227</b>	<b>11.9%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$1,873</b>	<b>-\$63,729</b>	<b>\$65,602</b>	<b>3501.7%</b>
Transfers From Funds	-\$14,423	-\$14,593	\$170	1.2%
Transfers To Funds	\$30,876	\$58,058	-\$27,182	-88.0%
Expense Allocations To Capital	-\$140	-\$119	-\$21	-15.0%
<b>Total Transfers</b>	<b>\$16,313</b>	<b>\$43,346</b>	<b>-\$27,033</b>	<b>-165.7%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$18,186</b>	<b>-\$20,383</b>	<b>\$38,569</b>	<b>212.1%</b>
Indirect Allocations & Debt	-\$18,186	-\$16,923	-\$1,263	-6.9%
<b>Total Indirect Allocations &amp; Debt</b>	<b>-\$18,186</b>	<b>-\$16,923</b>	<b>-\$1,263</b>	<b>-6.9%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$0</b>	<b>-\$37,306</b>	<b>\$37,306</b>	<b>0.0%</b>

## Levy - Continued

### Variance Analysis (in thousands of dollars)

Levy programs operated with a year-end surplus after indirect allocations of \$37,306, due to a number of factors as noted below.

The 2020 budget includes expenditures and revenues related to the implementation of the Vision Zero Road Safety program in 2020 within the Court Services and Transportation Services divisions. The work on the implementation of the program, including the proposed changes to the Niagara Region Courts Inter-municipal Agreement, has been delayed as a result of the COVID-19 pandemic. Accordingly, no expenditures were incurred or revenues realized in 2020. The program was budgeted to break even overall for the year, so while it does cause variances in expense and revenue categories, there will be no net impact on the distribution of net revenue under the Inter-municipal Agreement to the local area municipalities as a result of the delay.

**Compensation** - The unfavourable variance of \$1,105 is mainly driven by staffing vacancies across the corporation due to a corporate hold on recruitment to help mitigate COVID-19 pandemic pressures, in addition to savings in health and dental benefit costs resulting from reduced claims arising from pandemic-related closures and restrictions. These savings have been partially offset by an unfavourable year-to-date variance in Public Health due to increased Workplace Safety Insurance Board costs and incremental staffing costs within Public Health and Community Services to address increased workload resulting from the pandemic. Savings related to Vision Zero are \$933.

**Administration** – The favourable variance of \$7,042 is primarily due to a combination of timing differences for consulting expenditures and the deferral of work plans, mostly as a result of the COVID-19 pandemic, such as the Niagara Official Plan and the Human Resources Information Systems (HRIS) transition project, as well as Transportation and Transit studies. Many of these consulting projects are committed and have been included in the 2020 encumbrance reported below in Transfers to Funds. In addition, there have been savings realized on training and travel-related costs as a result of pandemic-related restrictions of \$2,167. Savings related to Vision Zero are \$2,072. These savings are offset by an increase in the estimated liability for insured, uninsured and construction contract claims against the Region.

**Operational & Supply** – The favourable variance of \$7,216 is primarily due to lower than expected Transit Services costs in both Niagara Regional Transit (NRT) services (\$8,260) and Niagara Specialized Transit (NST) services (\$844) as a result of COVID-19 impacts resulting in service reductions and expansion delays. Forecasted savings related to Vision Zero are \$206. These savings are offset by increased costs relating to purchases of additional personal protective equipment medical supplies within Community Services and Public Health as a result of the pandemic, as well as costs incurred in the operation of the COVID isolation centre within the Homelessness division.

**Community Assistance** – The favourable variance of \$8,449 is a result of a lower than expected uptake in client-related benefits such as dental, childcare, basic needs income support and shelter (\$6,616), and employment-related benefits (\$713) directly attributable to reduced caseload and the government's issuance of the federal CERB benefit as a result of the pandemic. In addition, funding of \$585 was provided to child care providers within Childrens Services to fund community capital projects upon completion of the construction projects, which is offset below in Federal and Provincial Grants. Within Niagara Regional Housing (NRH), there are additional savings related to a delayed spend in Ministry-funded programs (\$841) and K3D heat control system upgrades (\$317) due to COVID-related restrictions, as well as lower than budgeted subsidy payment to non-profit and co-op providers and rent supplement to landlords (\$431). These savings are partially offset by the incremental costs of the Region's COVID shelter (\$1,100) and emergency provider capital repair grants that were issued during the year.

**Partnership, Rebate, Exemption** – The favourable variance of \$13,003 is primarily due to uptake being lower than anticipated for planning and economic development grants such as Smarter Niagara Incentive Program (SNIP), Tax Increment Grants (TIG), Public Realm Incentive Program (PRIP) and Gateway tax increment grants (\$6,489), development charge grants (\$5,022), and the regional Connect to Innovate (CTI) program (\$1,000). \$5,369 of the planning and economic development grants are committed and have been included in the 2020 encumbrance reported below in Transfers to Funds.

# Levy - Continued

**Financial Expenditures** – The favourable variance of \$14,958 is primarily due to the debt charge not issued of \$15,664 (due to timing of actual project spending that determines the timing of debt issuance), which has been transferred to the capital levy reserve through Transfers to Funds identified below. The favourable variance is offset by an unfavourable variance of \$693 due to tax write-offs for the Local Area Municipalities (LAMs) being greater than originally budgeted as a result of historical assessment appeals being finalized.

**Federal & Provincial Grants** - The favourable variance \$39,071 is mainly a result of additional COVID-related funding confirmed of \$47,911, including general Phase 1 and Phase 2 Municipal Safe Re-start funding (\$12,185 and \$6,743 respectively) and program-specific funding within Public Health, Seniors Services, Children’s Services, Homelessness Services and Transportation (\$28,983). There was also \$2,228 in provincial funding recognized for the St. Catharines child care centre and other community capital builds. This additional funding is offset by lower than budgeted Ministry funding reflective of the reduction in Community Assistance expenditures in Social Assistance and Employment Opportunities (SAEO) of \$6,069 and budgeted funding within the Emergency Medical Services division that was not announced for 2020 (\$714).

**By-Law Charges & Sales** – The unfavourable variance of \$10,228 relates to a number of factors, including reduced Transit fare revenue in both NRT (\$3,384) and NST (\$62) related to COVID-19 impacts and lower ridership, as well as lower than expected signs sales and signal maintenance revenue of \$790. In addition, parental fees were not collected during the emergency order when childcare centres were closed and for the provision of childcare services to emergency workers (\$1,057), and there was a loss of revenue associated with Seniors Community Programs that have not operated during the pandemic (\$574). There was also a shortfall in revenue within NRPS for reductions in third party revenue received from the City of Niagara Falls due to the casino closures, as well as reductions in fees for service, special duty and secondment revenues due to COVID-19 emergency measures (\$3,932).

**Other Revenue** – The unfavourable variance of \$12,059 is primarily related to decreased portfolio investment income due to the reinvestment of maturities and call proceeds at lower rates, as well as an increased allocation of investment income to the rate reserves and deferred revenue at the average portfolio rate (\$4,810). Also contributing to this deficit is the reduction in fine revenues within Court Services due to a significant decrease in ticket volumes processed since the start of the pandemic, as well as closure of the courts and deferral of trials which has resulted in deferred convictions and corresponding delays in revenue collection (\$1,999). Deficit related to Vision Zero is \$3,519.

**Transfers** - The unfavourable variance of \$27,033 is a result of the transfer of the debt charge surplus from debt not issued of \$15,664 to the capital reserve, the 2020 encumbrance of \$16,275, and funds returned to reserves, largely due to deferred work resulting from the pandemic: HRIS (\$830), Niagara Region 50th anniversary (\$39), Future Sick Benefit (\$51), community benefit charge study (\$150), GO station operations (\$719), and airports (\$144). The majority of these unfavourable variances have been offset by favourable variances 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
Compensation	\$1,959	\$1,886	\$73	3.7%
Administrative	\$205	\$36	\$169	82.7%
Operational & Supply	\$0	\$0	\$0	89.8%
Equipment, Vehicles, Technology	\$2	\$6	-\$4	-164.9%
Partnership, Rebate, Exemption	\$2	\$0	\$2	100.0%
Total Expenses	\$2,168	\$1,928	\$240	11.1%
Total Revenues			\$0	0.0%
Intercompany Charges	\$1	\$40	-\$39	-3183.8%
Total Intercompany Charges	\$1	\$40	-\$39	-3183.8%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$2,169	\$1,968	\$201	9.2%
Total Transfers			\$0	0.0%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$2,169	\$1,968	\$201	9.2%
Indirect Allocations & Debt	\$279	\$458	-\$179	-64.2%
Total Indirect Allocations & Debt	\$279	\$458	-\$179	-64.2%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$2,448	\$2,426	\$22	0.9%



# Governance - Continued

## Variance Analysis (in thousands of dollars)

Governance operated with a surplus before indirect allocations of \$201. The following factors have contributed to this surplus.

**Compensation** - The favourable variance of \$73 is due to a vacancy within the Chair’s Office, implementation of a new salary increase methodology for councillors and a declined salary increase for the Regional Chair.

**Administration** - The favourable variance of \$169 is due to lower than anticipated travel, meals, mileage and registration fees as a result of the COVID-19 pandemic and related restrictions on travel and conferences.

**Intercompany Charges** - The unfavourable variance of \$39 is due to an additional staff member redeployed to the Chair’s Office to support council through the COVID-19 pandemic.

## 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

Nearly all of the resources of the Regional Chair’s Office have been dedicated to managing the COVID-19 pandemic. Some of these activities have included:

- Providing political support where required, on numerous files, including housing, homelessness, long-term care and public health
- Connecting with provincial and federal ministries and MPPs’ offices
- Successfully obtained funding from senior levels of government that will provide much-needed relief of the pressures experienced by the municipality due to COVID-19

Actively advocated for the tourism, hospitality and culture sectors.

## 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
Administrative	\$6,331	\$8,826	-\$2,495	-39.4%
Occupancy & Infrastructure	\$82	\$93	-\$11	-13.7%
Partnership, Rebate, Exemption	\$18,241	\$5,352	\$12,889	70.7%
Financial Expenditures	\$67,246	\$52,344	\$14,902	22.2%
Total Expenses	\$91,900	\$66,615	\$25,285	27.5%
Taxation	-\$409,633	-\$409,551	-\$82	0.0%
Federal & Provincial Grants	\$0	-\$18,928	\$18,928	0.0%
By-Law Charges & Sales	-\$24	-\$36	\$12	51.0%
Other Revenue	-\$16,170	-\$11,147	-\$5,023	-31.1%
Total Revenues	-\$425,827	-\$439,662	\$13,835	3.2%
Intercompany Charges	-\$107	-\$108	\$1	-0.5%
Total Intercompany Charges	-\$107	-\$108	\$0	-0.4%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>-\$334,034</b>	<b>-\$373,155</b>	<b>\$39,121</b>	<b>11.7%</b>
Transfers From Funds	-\$8,115	-\$8,115	\$0	0.0%
Transfers To Funds	\$21,837	\$42,586	-\$20,749	-95.0%
Total Transfers	\$13,723	\$34,471	-\$20,749	-151.2%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>-\$320,312</b>	<b>-\$338,684</b>	<b>\$18,372</b>	<b>5.7%</b>
Indirect Allocations & Debt	-\$77,030	-\$77,030	\$0	0.0%
Total Indirect Allocations & Debt	-\$77,030	-\$77,030	\$0	0.0%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>-\$397,342</b>	<b>-\$415,714</b>	<b>\$18,372</b>	<b>-4.6%</b>



# General Government - Continued

## Variance Analysis (in thousands of dollars)

General Government operated at a surplus before indirect allocations of \$18,372 due to the following factors:

**Administration** - The unfavourable variance of \$2,495 is primarily due to an increase in estimated legal claims against the Region.

**Partnership, Rebate, Exemption** - The favourable variance of \$12,889 is due to the following:

- Lower than anticipated uptake of \$6,489 for planning and economic development grants such as Smarter Niagara Incentive Program (SNIP), Tax Increment Grants (TIG), Public Realm Incentive Program (PRIP) and Gateway tax increment grants. Due to the pandemic restrictions throughout 2020, planned projects were delayed or cancelled. This amount has been encumbered into 2021 to align with anticipated payments of these grants, as identified in Transfers to Funds below.
- Lower than anticipated uptake for development charge grants of \$5,022 due to an overall reduction of development charge grant applications. In particular, there were no brownfield grant applications throughout the year.
- Savings of \$244 as a result of vacancy rebate claims by the Local Area Municipalities (LAMs) being lower than budget, which reflected the phase-out of the program.
- The regional program Connect to Innovate (CTI) grant was not utilized during the year (\$1,000) and the Youth Retention Program was put on hold due to COVID-19 (\$60).

**Financial Expenditures** – The favourable variance of \$14,902 is primarily a result of debt charge not issued of \$15,664 (due to timing of actual project spending, which determines the timing of debt issuance), which has been transferred to the capital levy reserve through Transfers to Funds identified below. The overall favourable variance is offset by an unfavourable variance of \$693 due to tax write-offs for the Local Area Municipalities (LAMs) being greater than originally budgeted due to historical assessment appeals being finalized.

**Federal & Provincial Grants** – the favourable variance of \$18,928 is due to Phase 1 Safe Restart Funding of \$12,185 and Phase 2 Safe Restart Funding of \$6,743 received from the Ontario government to help offset the operating costs and pressures incurred due to COVID-19.

**Taxation** – The unfavourable variance of \$82 is primarily due to a decrease in supplemental tax revenues of \$410 which is attributable to lower than budgeted growth for Niagara in 2020. This was partially offset by a favourable variance in payment-in-lieu of taxation revenue of \$328.

**Other Revenue** – The unfavourable variance of \$5,023 is primarily related to:

- Decreased portfolio investment income of \$1,276 due to the reinvestment of maturities and call proceeds at lower rates. Further, the investment of excess cash is performing below budget at an unfavourable variance of \$232 due to lower interest rates than budget on account balances.
- An increased allocation of investment income of \$3,233 to the rate reserves and deferred revenue at the average portfolio rate.
- Lower than anticipated sale of surplus properties of \$268, which is to be transferred to the Capital Levy reserve, per Procurement By-law 02-2016, as identified in Transfer to Funds below. Sales that were anticipated to occur in 2020 have been delayed until 2021.

**Transfers To/From Funds** – The unfavourable variance of \$20,749 is due to economic incentive grant encumbrances (\$5,369) and transfer of the debt charge surplus for debt not issued to the capital reserve (\$15,664), offset by a favourable variance resulting from the decreased net proceeds from the sale of surplus property (\$256), all as identified in the lines above.

# General Government - Continued

## 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 grants such as contributions to the Niagara Health System's new cancer centre as well as grants related to development charges, the Smarter Niagara Incentive Program and Canada Summer Games. General Government is also responsible for managing the Region's capital financing sources such as capital levy reserve contributions and debt charges.

- Council approved 193 Capital projects for 2020, which included a \$13,967 reserve contribution to the Capital Levy reserve. Some of the significant capital projects for 2020 included the Long-Term Care (LTC) St.Catharines New Home (\$102,000), LTC Fort Erie New Home (\$57,365), Casablanca Boulevard (\$16,000), Port Dalhousie WasteWater Treatment Plant Upgrade (\$10,000) and Port Colborne Water Treatment Plant Upgrade (\$5,000).
- Funded 113 Capital projects and 3 Operating projects with \$30,983 and \$39 respectively, in addition to 54 CSO projects with \$1,976 of Development Charges reserves by utilizing a more streamlined and efficient funding process.
- Delivered economic incentive grant programs (Smarter Niagara Incentive Program (SNIP), Tax Increment Grants (TIG), Public Realm Incentive Program (PRIP) and Gateway tax increment grants) partnering with the Local Area Municipalities and Non for Profit Organizations to promote culture, public realm and economic growth.
- Total of \$34,186 debentures successfully issued through the Capital Markets in July:
  - \$15,525 and \$17,954 issued for Regional projects (Roads, Niagara Regional Housing, Police and General Government) and Local Area Municipalities (Welland and St. Catharines) respectively with a term of 10 years and a rate of 1.43%
  - \$707 issued for Local Area Municipalities (St. Catharines) respectively with a term of 5 years and a rate of 1.05%
- Total of \$3,450 debentures successfully issued through Infrastructure Ontario in October for Local Area Municipalities (Pelham) with a term of 20 years and at a rate of 1.89%
- Total of \$16,558 debentures successfully issued through Infrastructure Ontario in November:
  - \$1,756 and \$9,802 issued for Local Area Municipalities (Lincoln, Niagara Falls, and Niagara-on-the-Lake) with a term of 20 years at a rate of 1.96% and 1.99% respectively
  - \$5,000 issued for Local Area Municipalities (Port Colborne) with a term of 30 years and at a rate of 2.29%
- Total of \$54,440 debentures successfully issued through Infrastructure Ontario for Regional Projects in December:
  - \$35,755 issued for Regional projects (Roads, Wastewater, and Water) with a term of 30 years and a rate of 2.39%
  - \$15,335 issued for Regional projects (Senior Services) with a term of 25 years and a rate of 2.29%
  - \$3,350 issued for Regional projects (General Government) with a term of 10 years and a rate of 1.53%

## 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
Compensation	\$11,464	\$8,692	\$2,772	24.2%
Administrative	\$4,170	\$2,458	\$1,712	41.1%
Operational & Supply	\$180	\$67	\$113	62.8%
Occupancy & Infrastructure	\$0	\$0	\$0	-12.5%
Equipment, Vehicles, Technology	\$131	\$146	-\$15	-11.3%
Partnership, Rebate, Exemption	\$298	\$325	-\$27	-9.1%
Financial Expenditures	\$0	\$0	\$0	0.0%
Total Expenses	\$16,243	\$11,688	\$4,555	28.0%
Federal & Provincial Grants	-\$130	\$0	-\$130	-100.0%
By-Law Charges & Sales	-\$4	-\$4	\$0	3.8%
Other Revenue	-\$133	-\$472	\$339	253.9%
Total Revenues	-\$267	-\$476	\$209	78.1%
Intercompany Charges	-\$62	-\$479	\$417	-675.7%
Total Intercompany Charges	-\$62	-\$479	\$417	-675.7%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$15,914	\$10,733	\$5,181	32.6%
Transfers From Funds	-\$1,288	-\$1,288	\$0	0.0%
Transfers To Funds	\$0	\$1,229	-\$1,229	0.0%
Total Transfers	-\$1,288	-\$59	-\$1,229	-95.4%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$14,626	\$10,674	\$3,952	27.0%
Indirect Allocations & Debt	-\$7,856	-\$5,889	-\$1,967	-25.0%
Total Indirect Allocations & Debt	-\$7,856	-\$5,889	-\$1,967	-25.0%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$6,770	\$4,785	\$1,985	29.3%

# Corporate Administration - Continued

## Variance Analysis (in thousands of dollars)

Corporate Administration operated at a surplus before indirect allocations of \$3,952. The following factors have contributed to this surplus.

**Compensation** – The favourable variance of \$2,772 is primarily due to staffing vacancies throughout the divisions of Corporate Administration and a corporate benefit surplus. The vacancy-related surplus (\$1,129) is largely driven by a COVID-19 pandemic-related hold on recruitment for roles within the newly established Corporate Strategy and Innovation team. In addition, due to pandemic-related closures and restrictions, corporate health and dental benefit claims were lower than budgeted (\$2,157) for the year. The vacancy-related surplus is offset by labour relations pressures (\$614).

**Administration** - The favourable variance of \$1,712 is due to the delay of the Human Resources Information Systems transition project (\$830) and a repurposing of consulting expenditures due to changes in work plans as a result of the COVID-19 pandemic. Surpluses from reduced travel, meals and conference attendance in all divisions, as well as reduced consulting to support foreign direct investment activities, have also contributed to the surplus. This is partially offset by corporate external legal expenses related to labour relations, as well as Transfers to Funds as noted below for 2020 encumbrances and one-time funding.

**Operational & Supply** - The favourable variance of \$113 is due to lower than anticipated raw data purchases and corporate training costs.

**Federal & Provincial Grants** - The unfavourable variance of \$130 is due to reduced grants received by Economic Development.

**Other Revenue** - The favourable variance of \$339 is primarily due to revenue received for an employee seconded to the Niagara District Airports (\$123) and a previous year's grant returned to the Economic Development department (\$230).

**Intercompany Charges** - The favourable variance of \$417 is reflective of the reallocation of wages for staff who have been redeployed to support other Niagara Region departments in need of resources during the COVID-19 pandemic.

**Transfers** - The unfavourable variance of \$1,229 is due to one-time and future sick benefit funding being returned to reserves (Niagara 50<sup>th</sup> anniversary \$39, HRIS \$830, Future Sick Benefit \$51) and the encumbrances for the recruitment of the commissioner of planning and development (\$53), delayed foreign direct investment work (\$114) and the deferred community safety and well-being plan (\$142) due to the COVID-19 pandemic.

## Community Impacts & Achievements

Corporate Administration includes the Chief Administrative Officer's Office, Corporate Strategy & Innovation, Human Resources and Clerks, whose main focus is the general management and 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.

## Corporate Strategy & Innovation

- Kicked off research and consultation phase of Community Safety & Well-being Plan.
- Redeployed all available staff to essential services during the COVID-19 pandemic.
- Collaborated with the 12 Local Area Municipalities to sign a declaration to join the Coalition of Inclusive Municipalities
- Established internal and external working groups and began an environmental scan to support the development of a Diversity, Equity, and Inclusion Action Plan
- Obtained preliminary baseline of staff demographics through the staff Pulse Survey
- Advanced corporate communications priorities and campaigns, including:
  - Ongoing support of the municipality's response to the COVID-19 pandemic.
  - Development, coordination and execution of a comprehensive public relations and media campaign to reinforce the public health guidance and rules for the pandemic during the second wave and holiday season.
  - Delivery of media training and ongoing media relations guidance and support
  - Ongoing media relations support for COVID-19 by-law enforcement activities

## Corporate Administration - Continued

- Internal communications supporting HR's COVID-19 Employee Experience Survey
- Support for the Region's second virtual leadership meeting
- Supported budget process including spearheading public and media engagement, preparation of graphic design materials, social media and media releases.
- Supported launch of every-other-week garbage collection, which started October 19 – included media relations, special events, graphics, social media and website support
- Supported launch of NRT OnDemand rideshare service in Niagara-on-the-Lake
- Collaborated with GO Implementation Office and Finance in developing messaging and presentation to LAMs for Transit Governance and the amalgamation of transit

## Clerks

- Successfully held over 80 Regional Council, Standing Committee, and Advisory Committee meetings and Workshops by electronic participation in light of COVID-19.
- Ongoing work to guide and develop appropriate processes to support the adoption of a Public Health Information Governance approach for the management of COVID-19 Public Health electronic documents.
- Provision of guidance to SAEO regarding privacy and records management implications for implementing the provincial Electronic Document Management & Digital Mailroom, as they move towards full digitization of documents and information.
- Access and Privacy staff continue to work with divisional leadership to ensure legislative compliance for the ongoing transition to work from home.

## Human Resources

- Provided corporate-wide human resources support of the COVID-19 pandemic:
  - Recruitment and selection, and redeployment of staff for roles to support essential business continuity to deliver services to our most vulnerable residents
  - Supported staff working remotely from home, including considerations to support staff with child/elder care responsibilities
  - Created comprehensive manager guides, and employee communication tools
  - Policy development or modification to support staff in areas of attendance management, compensation, leaves of absence for childcare or eldercare obligations, and increased mental health programs
  - Creation of Health and Safety fact sheets and completion of infection control and prevention safety plan reviews of work spaces
  - Consultation & support for corporate business continuity and recovery planning
  - Representation from staff in the Logistics and Health and Safety operations sections of the Regional Emergency Operations Centre
  - Salary data and analysis to support financial reporting and funding requirements
- Implementation of Ontario Ombudsman Report "Inside Job" recommendations approved by Regional Council, namely creation of a CAO Recruitment, Selection, & Performance Management Policy, the amendment of our Corporate Recruitment & Selection Policy, and supporting creation of a Whistleblower Policy, all in the interest of protecting the integrity of our hiring processes and conveyance of service delivery.
- Kronos Time and Attendance technology application upgrade, to support proper attendance reporting and compensation of staff, delivered on time and under budget
- Facilitated the recruitment, selection, and recommendation to Regional Council for committee members appointed to the Women's Advisory Committee

## Economic Development

- New Director started at the end of November.
- Secured \$2 million from Fed Dev Ontario's Tourism Adaption and Recovery Fund to provide grants to tourism-dependent businesses in 2021.
- Developed application and evaluation process to distribute funding, in collaboration with the Economic Rapid Response Team.
- Economic Recovery Plan ongoing with most projects initiated and some completed.
- Economic Update report to November PEDC, including the impacts of COVID-19.
- Ongoing biweekly ERRT update calls to stakeholders to communicate new protocols and announcements that affect businesses.
- Buy Local campaign developed and executed to amplify existing LAM campaigns or assist in the development of a new campaign.



# Corporate Administration - Continued

- Supply Chains/Import Replacement focus group was held with 10 Niagara Manufacturers. This project comes from responses in the business impact survey.
- FDi meetings with investment prospects continued virtually.

## 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
Compensation	\$20,679	\$19,501	\$1,178	5.7%
Administrative	\$6,164	\$5,292	\$872	14.1%
Operational & Supply	\$281	\$236	\$45	16.0%
Occupancy & Infrastructure	\$8,414	\$7,762	\$652	7.8%
Equipment, Vehicles, Technology	\$2,989	\$2,984	\$5	0.2%
Community Assistance	\$0	\$0	\$0	0.0%
Financial Expenditures	\$0	\$0	\$0	0.0%
<b>Total Expenses</b>	<b>\$38,527</b>	<b>\$35,775</b>	<b>\$2,752</b>	<b>7.1%</b>
Federal & Provincial Grants	-\$68	-\$67	-\$1	-1.4%
By-Law Charges & Sales	-\$312	-\$243	-\$69	-22.2%
Other Revenue	-\$1,429	-\$888	-\$541	-37.9%
<b>Total Revenues</b>	<b>-\$1,809</b>	<b>-\$1,198</b>	<b>-\$611</b>	<b>-33.8%</b>
Intercompany Charges	\$100	-\$461	\$561	562.5%
<b>Total Intercompany Charges</b>	<b>\$100</b>	<b>-\$461</b>	<b>\$561</b>	<b>562.5%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$36,818</b>	<b>\$34,116</b>	<b>\$2,702</b>	<b>7.3%</b>
Transfers From Funds	-\$438	-\$438	\$0	0.0%
Transfers To Funds	\$0	\$994	-\$994	0.0%
<b>Total Transfers</b>	<b>-\$438</b>	<b>\$556</b>	<b>-\$994</b>	<b>-226.9%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$36,380</b>	<b>\$34,672</b>	<b>\$1,708</b>	<b>4.7%</b>
Indirect Allocations & Debt	-\$35,521	-\$33,779	-\$1,742	-4.9%
<b>Total Indirect Allocations &amp; Debt</b>	<b>-\$35,521</b>	<b>-\$33,779</b>	<b>-\$1,742</b>	<b>-4.9%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$859</b>	<b>\$893</b>	<b>-\$34</b>	<b>-4.0%</b>

Variance Analysis (in thousands of dollars)

Corporate Services operated at a surplus before indirect allocations of \$1,708 due to the following factors:

**Compensation** – The favourable variance of \$1,178 is due to vacant positions arising through the year in all Corporate Services divisions that were not filled due to prioritization of COVID-19 pandemic related work.

**Administration** - The favourable variance of \$872 is mainly due to savings in consulting (\$653), IT division phone and internet costs (\$239), training (\$197), and third party claim payouts (\$253), which is partially offset by increased legal costs for non-insurable claims (\$453) and an increase in the Region's insurance premiums (\$212). Other specific savings are for Business Licensing software one-time costs (\$100) and the Development Charge (DC) Background Study (\$25), which were both committed and are included in the 2020 encumbrance reported in Transfers to Funds.

**Occupancy & Infrastructure** - The favourable variance of \$652 is due to operating savings realized by the delayed purchase of the GO stations, decreased costs associated with operating the St. Catharines Police Building and realization of utility rebates not included in the budget. This is partially offset by COVID-19 related enhanced cleaning and PPE and hand sanitizer purchases, as well as increased costs for leased properties.

**By-Law Charges & Sales** - The unfavourable variance of \$69 is due primarily to lower than anticipated rental fees recovered for a rental property as a result of reduced operating costs.

**Other Revenue** - The unfavourable variance of \$541 is due to rental revenue not realized related to GO Station operation, lower than anticipated business licensing fees and development charge (DC) funding not realized due to deferral of the DC bylaw update. These deficits were partially offset by costs recovered from participating local area municipalities for GIS software licensing.

**Intercompany Transfers** – The favourable variance of \$561 is primarily due to the reallocation of wages for staff who have been redeployed to support Niagara Region departments in need of resources due to COVID-19.

**Transfers** – The unfavourable variance of \$994 is due to the return to reserves of operating savings realized by the delayed purchase of the GO stations, as well as the 2020 encumbrances for Business Licensing software one-time costs (\$100) and DC Background Study (\$25).

Community Impacts & Achievements

Asset Management Office

- Continuing to collaboratively lead the Region to develop a corporate asset management system
- Established an Asset Management Working Group with cross-Region representation
- Established a region wide asset management community of practice launched in November
- Led the development of a Risk and Corporate Priority model (CAMRA). The model helps determine the best value to the Region from among the many candidate projects for the budget process
- Supported Departments to utilize the CAMRA model, assess, and evaluate the 2021 Capital Budget for presentation to senior management
- Planning and leading the development and submission to the Province of the 2021 Asset Management Plan in accordance with Reg. 588
- Initiated development of a corporate Asset Registry focusing on the asset hierarchy to support the 2021 Asset Management Plan

Business Licensing

- Undertook industry consultation and public consultations in January and February 2020 for business licensing by-law review
- Drafted 5 new business licensing by-laws in May 2020 for industry and Legal review



## Corporate Services - Continued

- Preparing Committee report for Q1 2021 new business licensing by-laws
- Preparing for the procurement of a modernized licensing/incident/inspection/enforcement database with a projected Q3 2021 delivery
- Investigating permanent eCommerce licensing sales and software database updates. Currently, the division is using the Region website for eCommerce credit card payment options for license fee payments
- Undertake Provincial Order enforcement in March 2020 for COVID-19 response.
- Review COVID-19 revenue impacts in 2020 and forward, and monitor to determine impact on affected industries
- Establishing industry-specific contracts with various law enforcement agencies, including NRPS, OPP, MTO, MOE, AGCO as well as local by-law enforcement agencies

### **Construction, Energy and Facilities Management**

- Installation/replacement of generator systems at Region headquarters, providing for continuity of services during emergencies, including critical infrastructure
- Outfitting of five SAEO facilities to enable face-to-face consultations with the public
- Coordinated fabrication and installation of COVID-19 barriers in Welland Courthouse for resumption of court service to public
- Procurement of critical PPE and hygiene supplies in support of EMS, Public Health, Police and Community Services for COVID-19 response
- Redeployment of staff to critical duties in support of COVID-19 response
- Procurement of janitorial services for response to COVID-19, ensuring all Region facilities have increased cleaning protocols in place
- Completion of International Plaza at Region Headquarters
- Expansion of the St. Catharines Child Care Centre
- Completion of the Campbell West lighting retrofit project, reducing electricity cost at Region Headquarters and contributing to the Region's pledge to reduce overall electricity use by 8.3% and related Greenhouse gas (GHG) emissions (2019 Conservation & Demand Management Plan)
- Completion of Business Licensing office renovations that have created a more functional workspace

### **Financial Management and Planning**

- Completed the 2019 year end audit
- Submission to the Province of the 2019 Financial Information Return
- Publication of the 2019 Annual Report
- Developed 2020 tax bylaws and provided required necessary report and bylaws
- Worked with Public Works to update financial implications of South Niagara Falls waste water treatment plant for inclusion in the 2021 budget
- Publication of the 2020 Budget Summary
- 2021 budget planning and preparations
- Successful sale of \$34 million in serial debentures (\$15.5 million Regional) on July 31 at all-time historical low interest rate of 1.43% for 10 years
- Preparation of 2021 Capital and Operating Budgets timetables and planning report for Council and establishing strategies for budget preparation;
- Presentation to Budget Review Committee for whole approval of the 2021 Water, Wastewater and Waste Management Operating Budgets and 2021 Capital Budget
- Reported to Council on the second and third quarter financial results and year-end credit rating
- COVID-19 Emergency Operations Centre (EOC) support and reporting, including tracking of incremental costs, redeployed staff, pandemic pay, collaboration with municipal treasurers, capital projects review, on-line/credit card payments for services, etc.
- Completion of Service Sustainability Review project and report to Council
- Update of Standard and Poor's credit rating, reaffirming the Region's AA stable credit rating
- Creation of a new Development Charge Policy regarding payment instalment options and related interest

## **Internal Audit**

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

## **IT Solutions**

- Put in place the technology and process to allow: staff to work remotely, Council and Committees to meet over video conference, facilitate public participation in Council and Committee meetings and provide opportunities for public engagement regarding planning and development activities
- Produced and/or iterated a variety of Power BI reports for Public Health (PH) as it relates to COVID-19, including but not limited to: PH and EOC dashboards, public COVID-19 metrics on niagararegion.ca, Local Area Municipality specific report for PH to deliver weekly to each Mayor, CAO and other requested senior staff, repatriation report for HR and PH visualizing the COVID-19 redeployment effort, outbreak COVID-19 reporting, public COVID-19 Info-Line and Online Chat Wait Times and PH COVID-19 Response Tracking
- Implemented online payments on the external website to provide the public with alternative ways to pay for services
- Wireless infrastructure deployed and enhanced the WiFi coverage at all 8 seniors' long-term care facilities
- Deployed Recollect mobile application in support of the Waste Management changes in service delivery
- Produced a data solution for school outbreak COVID-19 reporting in the EOC
- Devised and continuing to implement a long-term data solution for PH COVID-19 information and contact tracing, including integrating with the Provincial application
- Automation of the public daily COVID-19 report publication, which was manually completed 7 days a week for about 5 months
- Provided the Homelessness Reporter suite of applications to Community Services for outreach workers to use with homeless during COVID-19
- Support for onboarding the two new Waste Management collection contractors – modifications and enhancements to various applications were required to support this initiative
- Implementing public-facing website with automation of the application process for qualification of Specialized Transit services offered by Niagara Region
- Modifications to EMS Tools to adhere to recently revised Ministry of Health regulations for Incident reporting
- Modifications to HSMS (Hauled Sewage Management System) for Water and Wastewater to enable GIS/mapping services connectivity, data capture for Source locations, enhance search capabilities, enhance filtering capabilities and usability
- Modifications to various web applications to support the AODA 2021 compliance regulations

## **Legal Services**

- Legal support to the Regional EOC and to all operating and service departments in response to the COVID-19 pandemic
- Legal support for land transactions that advanced various Transportation capital projects and road improvement initiatives
- Strategic advice and legal support to the GO team on the acquisition of the VIA station property in St. Catharines and the development of the Grimsby GO Station
- Legal advice on numerous capital projects affected by the Provincial Emergency Orders to enable work to advance on those projects deemed essential and assisting Project Managers to help minimize pandemic-related project costs and disruptions
- Legal assistance with formal procurements and agreements relating to: Niagara Homelessness Service System; Area Winter Maintenance; and a number of essential projects

# Corporate Services - Continued

- Successful resolution of a number of claims at mediation and otherwise on favourable terms that represented cost savings for the Region
- Advice and legal support related to the development and implementation of the Region’s face covering by-law
- Advice to PH to support the issuance of Orders under the Health Protection and Promotion Act
- Risk management advice on building screening and security issues

## **Procurement and Strategic Acquisitions**

- Implementation of weekly meetings on Procurement Project Prioritization for review of essential capital and operational projects
- Facilitation of over 210 Formal Procurements resulting in approximately \$78 million in Awarded Contract value
- Sourcing critical PPE and supplies needed for the EOC response to the pandemic
- Preparation of COVID-19 recovery planning documentation

## 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
Compensation	\$104,401	\$110,407	-\$6,006	-5.8%
Administrative	\$1,651	\$1,825	-\$174	-10.6%
Operational & Supply	\$8,881	\$12,440	-\$3,559	-40.1%
Occupancy & Infrastructure	\$3,542	\$5,059	-\$1,517	-42.8%
Equipment, Vehicles, Technology	\$1,039	\$1,482	-\$443	-42.6%
Community Assistance	\$165,609	\$158,826	\$6,783	4.1%
Financial Expenditures	\$0	\$10	-\$10	0.0%
<b>Total Expenses</b>	<b>\$285,123</b>	<b>\$290,049</b>	<b>-\$4,926</b>	<b>-1.7%</b>
Federal & Provincial Grants	-\$230,226	-\$245,517	\$15,291	6.6%
By-Law Charges & Sales	-\$3,995	-\$2,364	-\$1,631	-40.8%
Other Revenue	-\$23,763	-\$23,404	-\$359	-1.5%
<b>Total Revenues</b>	<b>-\$257,984</b>	<b>-\$271,285</b>	<b>\$13,301</b>	<b>5.2%</b>
Intercompany Charges	\$286	\$2,235	-\$1,949	-682.4%
<b>Total Intercompany Charges</b>	<b>\$286</b>	<b>\$2,235</b>	<b>-\$1,949</b>	<b>-682.4%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$27,425</b>	<b>\$20,999</b>	<b>\$6,426</b>	<b>23.4%</b>
Transfers From Funds	-\$289	-\$458	\$169	58.5%
Transfers To Funds	\$2,250	\$3,523	-\$1,273	-56.6%
<b>Total Transfers</b>	<b>\$1,961</b>	<b>\$3,065</b>	<b>-\$1,104</b>	<b>-56.3%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$29,386</b>	<b>\$24,064</b>	<b>\$5,322</b>	<b>18.1%</b>
Indirect Allocations & Debt	\$21,556	\$20,174	\$1,382	6.4%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$21,556</b>	<b>\$20,174</b>	<b>\$1,382</b>	<b>6.4%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$50,942</b>	<b>\$44,238</b>	<b>\$6,704</b>	<b>13.2%</b>

# Community Services - Continued

## Variance Analysis (in thousands of dollars)

Community Services operated with a surplus before indirect allocations of \$5,322 (18.1 per cent of the net budget), which is due to the following factors:

**Compensation** - The unfavourable variance of \$6,006 is primarily due to the following:

- Childrens: Favourable variance of \$234 is due to vacancies driven by an initial corporate strategy to hold recruitment for roles due to the pandemic and lower than anticipated replacement pay in the Region-operated child care centres.
- Homelessness: Unfavourable variance of \$440 is due to additional staffing and overtime required at the Region-operated shelters created to respond to COVID-19, which is fully funded in revenues below.
- Seniors: Unfavourable variance of \$6,149 is due to additional hours, overtime and pandemic pay (100% provincially funded below) related to increased workload as a result of COVID-19.
- SAEO: Favourable variance of \$349 is due to vacancies driven by an initial corporate strategy to hold recruitment for roles due to the pandemic.

**Administration** - The unfavourable variance of \$174 is primarily due to the printing and signage costs for long-term care homes as a result of COVID-19.

**Operational & Supply** – The unfavourable variance of \$3,559 is due to the following:

- Homelessness: The unfavourable variance of \$1,653 relates to incremental costs to support agencies, food, protective personal equipment (PPE), transportation, estimated room damages, support programs, staffing by agencies at the COVID shelter and operating a housing-focused shelter pilot during COVID-19 (which also added critical enhanced bed capacity to avoid shelter overcrowding). These incremental costs are 100% provincially and/or federally funded in revenues below.
- Seniors: Unfavourable variance of \$2,105 relates primarily to increased usage of medical supplies and PPE, as well as disposable kitchen supplies as a result of COVID-19.
- SAEO: The favourable variance of \$199 is due to lower than expected spend on external employment contracts and mileage due to the pandemic.

**Occupancy & Infrastructure** – The unfavourable variance of \$1,517 is primarily due to the following:

- Homelessness: The unfavourable variance of \$122 relates to incremental costs for cleaning services at the Region-operated COVID-19 shelters, which are fully funded in revenues below.
- Seniors: The unfavourable variance of \$1,356 is primarily the increased usage of housekeeping supplies (\$284), as well as usage of contracted services to provide both supervision of high risk residents in isolation and support for screening staff at the long-term care homes (\$914).

**Equipment, Vehicles, Technology** – The unfavourable variance of \$443 is primarily due to the need for additional nursing, housekeeping and laundry equipment (e.g. non-contact thermometers, over-bed tables, isolation laundry carts), as well as table barriers for staff screening and resident dining.

**Community Assistance** - The favourable variance of \$6,783 is due to the following:

- Childrens: The unfavourable variance of \$585 is due to the completion of the 100% ministry-funded multi-year construction, which is funded from the province with the offset in the federal and provincial grant revenues below.
- Homelessness: The favourable variance of \$40 is related to opportunities associated with COVID-19 funding: additional Region-operated shelters resulted in reduced usage of emergency motels (\$249); due to COVID-19, the province extended the moratorium on utility cutoffs, resulting in less spend on the Emergency Energy Fund (\$98); additional funding reduced the need for use of the prior year encumbrance (\$180); and funding opportunities through SAEO resulted in claiming housing stability plan expenses under the SAEO claim in order to maximize subsidy funding (\$735). These favourable variances are offset by the incremental costs of the Region's COVID-19 shelters (\$1,100) and enhanced outreach services (\$91), offset in revenues below.
- SAEO: The favourable variance of \$7,328 is due to lower than expected uptake in client-related benefits, such as dental, childcare, basic needs income support,



# Community Services - Continued

shelter (\$6,616) and employment-related benefits (\$713), directly related to reduced caseload and the government’s issuance of the federal CERB benefit and temporary provincial COVID-19 emergency benefit available to clients as a result of the pandemic. This is offset by a corresponding reduction in revenues below.

**Federal & Provincial Grants** – The favourable variance of \$15,291 is due to the following:

- **Childrens:** The favourable variance of \$2,228 is due to 100% provincial funding for the St. Catharines child care centre and other community capital builds (a multi-year project).
- **Homelessness:** The favourable variance of \$3,447 relates to confirmed provincial and federal funding specific to supporting incremental costs and pandemic pay related to homelessness during the COVID-19 pandemic (\$3,803), offset by reduced non-COVID revenues due to reduced expenses (\$356).
- **Seniors:** The favourable variance of \$15,685 is primarily related to Long-Term Care Prevention and Containment Funding (\$8,614 – final \$3,700 confirmed January 22, 2021), Pandemic Pay/PSW Wage Enhancement funding (\$4,284 - \$3-4 per hour for eligible staff working in long-term care/assisted living facilities), recovery of lost resident accommodation revenue (\$956), Infection Prevention and Control Funding (\$774) and base funding increases (\$1,135), including funding factor based on resident acuity and minor capital, issued by the Ministry of Long-Term Care (MLTC).
- **SAEO:** Unfavourable variance of \$6,069 is primarily due to the lower than expected client benefit issuances as noted in community assistance above.

**By-Law Charges & Sales** - The unfavourable variance of \$1,631 is due to the following:

- **Childrens:** The unfavourable variance of \$1,057 is due to parental fees not collected during the emergency order (for both closure of operations and then provision of emergency worker child care with no parental fees), along with subsequent lower capacity, resulting in decreased parental fees collected.
- **Seniors:** The unfavourable variance of \$574 is due to loss of fee revenue associated with Seniors Community Programs that have not operated during the COVID-19 pandemic.

**Other Revenue** - The unfavourable variance of \$359 is primarily due to lower than anticipated accommodation fees collected within the long-term care homes due to empty beds, which are required to be held temporarily vacant in order to isolate new admissions. This is offset by the variance in Federal & Provincial Grants as the MLTC reimbursed homes for this lost revenue. The reimbursement exceeds the lost fee revenue due to an increase to the provincially established accommodation fees rates in the year.

**Intercompany Charges** – The unfavourable variance of \$1,949 is primarily due to the reallocation of wages for staff who have been redeployed from other Niagara Region departments to support essential Community Services programs in need during the COVID-19 pandemic. These costs are supported within the base budget of the redeployed staff’s home department and are not incremental costs to the Region.

**Transfers** – The unfavourable variance of \$1,104 is primarily due to the transfer of provincial funding to the capital project for the St. Catharines child care centre addition upon completion of the project, which is funded from the province with the offset above in the federal and provincial grant line.

## Community Impacts & Achievements

### Childrens Services

- Niagara Region directly-operated child care centres quickly mobilized to be the only source for emergency child care to essential workers during the initial lockdown. As such, direct operations were well positioned to quickly pivot and provide emergency child care to essential workers during the second lockdown, and support other service providers to also provide emergency child care.
- As of December 31, 2020, the child care system has reopened 97% of its pre-COVID level licensed spaces.

## Community Services - Continued

- While the system is currently operating at 50% of current licensed capacity, it is only operating at 42% of the pre-COVID licensed capacity. This reduction in operational capacity is due mostly to staff shortages, lack of operating space available within schools and, as demonstrated in our own directly operated centres, the reduced demand for care for younger age groups (infant, toddler, preschool) with more families working from home.
- Children in the system were absent 1,196 days in December alone due to COVID-related testing or isolation directives while waiting for test results.
- On August 14, 2020, the province announced \$4.533 million of Safe Restart Funding (SRF) for child care. These funds can be used for additional personal protective equipment (gloves, gowns, etc.), enhanced cleaning, additional staff to meet health and safety requirements, support for short-term vacancies as operators transition to return to full capacity, and minor capital required in accordance with the Ministry's reopening operational guidance or local public health requirements.

## Senior Services

- In a rapidly changing environment, the Long-Term Care (LTC) homes have implemented every direction issued throughout 2020 and have taken further risk mitigation measures as appropriate based on assessment of risk to residents and staff. Seniors Services has provided feedback to Public Health and the Province on the operational and financial implications of policy changes. Seniors Services has also provided support to other operators in the system (coordinating communication, PPE support, resource support).
- Seniors Services implemented a campaign to address vaccine hesitancy among staff in November and December and supported Niagara Health in vaccination planning for LTC staff and essential caregivers. Early indications suggest that there will be a high level of vaccination rates among staff.
- Seniors Services also had readiness for vaccine clinics hosted on-site at the LTC homes and supported PH in planning with the LTC sector, Assisted Living and high risk Retirement Homes.

## Homelessness and Community Engagement

- Established a dedicated site where people experiencing homelessness can safely be isolated while waiting for COVID-19 test results and/or for those who have tested positive for the virus. The Isolation Shelter has been in operation since March 30, 2020. As of December 31, 2020, the isolation shelter has had 350 intakes. Of those, 53 have moved into temporary supportive or permanent housing (includes family reunification).
- On June 1, 2020, a housing-focused shelter pilot was established, which supports individuals who are the most chronically homeless in Niagara. The work at the shelter pilot connects people to permanent housing solutions through Home for Good and Housing First programming. During the 7 months of operation, the shelter has had 39 intakes of which 20 individuals have secured permanent housing.
- Effective April 1, 2020, Homelessness commenced the new Niagara Assertive Street Outreach program (NASO). This enhanced outreach has created a partnership with 211 information services where citizens can report homeless persons who need assistance and includes an online comprehensive mapping and geo-location model to understand and track outreach efforts.
- In October 2020, Niagara Region had achieved a Quality By-Name List. A quality By-Name List means that our community now has the reliable real-time data necessary to inform improvements, monitor trends and progress toward ending chronic homelessness.
- Homelessness Services was successful in Provincial capital funding for a Bridge Housing project in partnership with the City of Niagara Falls and Niagara Regional Housing.
- Implemented 911 Interpreter Translation Services as a corporate tool. All divisions in Community Services utilized this service and 235 client interactions were translated

# Community Services - Continued

into another language. Hungarian, Spanish, Arabic, French and Turkish are the top five languages requested for translation.

## Social Assistance and Employment Opportunities

- Niagara’s Ontario Works caseload experienced a 3.3% decrease 2020 over 2019, compared to the Provincial 5.1% decrease.
- The average length of time on assistance increased to 41 months in 2020, compared to 35 months in 2019.
- The average number of applications received in 2020 was 473 per month; compared to 624 in 2019.
- Experienced a 33% decrease in the number of cases with earnings 2020 over 2019 (11.08% and 16.64% respectively).
- Total number of file closures in 2020 decrease by 19.5% over 2019, closures due to employment decreased by 45.1% over 2019.
- Offered a blended service delivery model that incorporates in-person, telephone and virtual services to respond to the needs of high-risk clients; provided in-person service to over 2600 clients
- Processed 2,818 COVID-19 Discretionary Benefits requests and issued \$1,003.700
- Established a new operating model and adapted local benefit policy to align with the functions and responsibilities of Employment Services Transformation within the reduced funding model (22%)
- Implemented Electronic Document Management that converts all incoming document channels to a digital format as part of social assistance modernization.
- In preparation for an anticipated 22% caseload surge when federal benefits expire, MCCSS is centralizing the intake function to create capacity at the local level to respond to the increase in demand or service
- Developed a comprehensive plan to support successful launch of centralized intake



## 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
Compensation	\$82,664	\$88,609	-\$5,946	-7.2%
Administrative	\$1,889	\$1,770	\$119	6.3%
Operational & Supply	\$6,027	\$6,356	-\$329	-5.5%
Occupancy & Infrastructure	\$604	\$777	-\$173	-28.6%
Equipment, Vehicles, Technology	\$2,042	\$2,470	-\$428	-21.0%
Financial Expenditures	\$0	\$2	-\$2	0.0%
Total Expenses	\$93,226	\$99,984	-\$6,758	-7.2%
Federal & Provincial Grants	-\$66,867	-\$72,819	\$5,952	8.9%
By-Law Charges & Sales	-\$130	-\$62	-\$68	-52.1%
Other Revenue	-\$678	-\$687	\$9	1.3%
Total Revenues	-\$67,675	-\$73,568	\$5,893	8.7%
Intercompany Charges	\$1,538	\$1,670	-\$132	-8.6%
Total Intercompany Charges	\$1,538	\$1,670	-\$132	-8.6%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$27,089	\$28,086	-\$997	-3.7%
Transfers From Funds	-\$759	-\$759	\$0	0.0%
Transfers To Funds	\$256	\$323	-\$67	-26.1%
Total Transfers	-\$503	-\$436	-\$67	-13.3%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$26,586	\$27,650	-\$1,064	-4.0%
Indirect Allocations & Debt	\$15,052	\$14,364	\$688	4.6%
Total Indirect Allocations & Debt	\$15,052	\$14,364	\$688	4.6%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$41,638	\$42,014	-\$376	-0.9%

# Public Health & Emergency Services - Continued

## Variance Analysis (in thousands of dollars)

The year-end unfavourable variance for Public Health (PH) & Emergency Medical Services (EMS) before indirect allocations was \$1,064, due to the following factors:

**Compensation** – The unfavourable variance of \$5,945 is due to the following:

- Public Health: Unfavourable variances resulting from COVID-19 included approved over-complement staffing (\$3,419), overtime expenses (\$206) and lieu/special lieu (\$500). Partially offsetting the increases related to COVID-19 were savings from gapping due to staff vacancies (\$1,612).
- EMS: Unfavourable variances resulting from COVID-19 included pandemic pay (\$974), replacement pay (\$950), and lieu/special lieu (\$79). In addition, there were increased costs for Workplace Safety Insurance Board (WSIB) (\$617), overtime and lieu expenses (\$462), and additional salaries (\$421). A portion of these additional salaries were due to new Community Paramedicine programs and are partially offset by additional revenues of \$152 as described below.

**Administrative** – The favourable variance of \$119 was primarily a result of staff development and conferences that did not occur due to restrictions associated with the COVID-19 pandemic.

**Operational & Supply** - The unfavourable year-end variance of \$329 was due to:

- Public Health: The favourable variance of \$204 was driven by program mileage and supply savings (\$214), as well as reduced expenses in the senior's dental program due to COVID-19 (\$71). Offsetting these savings were additional pandemic-related personal protective equipment (PPE) purchases in Clinical Services (\$83).
- EMS: The unfavourable variance of \$607 was mainly driven by increased personal protective equipment (PPE) purchases in EMS due to COVID-19 (\$824).

**Occupancy & Infrastructure** – The unfavourable variance of \$173 was driven by the expansion of the EMS Westwood fleet centre (\$133), as well as the COVID-19-driven need to lease additional space to support EMS dispatch training requirements (\$35).

**Equipment, Vehicles, Technology** – The unfavourable variance of \$428 is primarily due to the purchase of COVID-19 related IT equipment and software licenses in PH (\$146), higher than anticipated vehicle and equipment repair costs in EMS (\$161), and fit-testing equipment and supplies for COVID-19-related PPE in EMS (\$61).

**Federal & Provincial Grants** – The favourable variance of \$5,638 was driven by:

- Public Health: The favourable year-end variance of \$2,768 was a result of additional funding that included provincial COVID-19 extraordinary funding (\$1,681), school-focused nurse funding (\$678) and one-time mitigation funding from the province (\$455).
- EMS: The favourable variance of \$3,073 was due to incremental COVID-19 funding that included pandemic pay (\$974) as well as COVID-19 relief funding (\$2,006). In addition, non-COVID-19 favourable variances were driven by unbudgeted Dedicated Offload Nurse funding (\$616), one-time dispatch WSIB funding (\$452), and Community Paramedicine funding related to new programs (\$152). The additional funding was offset by funding assumptions included in the 2020 EMS budget that were not provided by the Ministry of Health, including increased land ambulance WSIB (\$316), Emergency Communication Nurse (ECN) funding (\$285), and dispatch WSIB funding (\$113).

**By-Law Charges & Sales** – The unfavourable variance of \$68 was the result of lower than anticipated Public Health by-law related product sales to the public (food handling courses, contraception, etc.) due to COVID-19.

**Intercompany Charges** - The unfavourable variance of \$132 was driven mainly by net expenses related to staffing resources who have been redeployed from other departments to support COVID-19 in Public Health (\$280) and from Mental Health to other departments in the organization (\$111).

# Public Health & Emergency Services - Continued

## Community Impacts & Achievements Mandatory and Related Programs

- Reorientation of Public Health operations to focus on the COVID-19 pandemic response, with 155 staff of approximately 280 FTEs redeployed to support this effort. Core activities included outbreak management, case follow-up, contact tracing, infection prevention and control inspections, collaboration with health care providers, and communicating and informing the public.
- Success in reducing the spread of COVID-19 by early May, and slowing the pace of outbreaks, with remaining outbreaks much smaller during Q2.
- With many staff redeployed, many Public Health services were scaled back, including School Health, Dental Health, Vaccinations, Sexual Health, parenting and child health supports, and family home visiting.
- Public Health is continuing to move forward the Health Promotion Project, understanding that 75% of morbidity and mortality is due to chronic diseases (alcohol, tobacco, unhealthy eating and lack of physical activity) using Evidence-Informed Decision Making to develop the best interventions to address Niagara's biggest health priorities.

## Mental Health

- Participation in a four year project to improve evidence-based treatment protocols in the Early Intervention in Psychosis service.
- Improvements to our intake process to ensure our clients have access to the right service, at the right time, in the right place.
- Intensive training for clinical staff on evidence-based treatments and protocols, including suicide assessment and intervention, cognitive behavioural therapy and dialectical behaviour therapy.
- Participating in the Mental Health and Addictions Collaborative for system planning in Niagara.
- Working in partnership with Community Services to bring mental health services to the homelessness sector.
- Increased collaboration with Niagara Health to improve the provision of mental health services.

## Emergency Services

- For the duration of the COVID-19 pandemic, Niagara Emergency Medical Services (NEMS) has continued uninterrupted provision of core 911 Mobile Integrated Health (MIH) services, including land ambulance services.
- Community response to COVID-19 has had a significant impact on the delivery of EMS services
  - Provided unconventional resources such as Public Health specimen collection and PPE training to the community
  - Reductions in calls, patient transports and overall hospital utilization resulted in a decrease of ambulance offload delays by 81%
  - The recovery of emergency ambulance resources otherwise spent in offload delay has normalized system performance, demonstrating that response time performance targets can be achieved.
- Economic analysis of the EMS system transformation by McMaster University has identified significant efficiencies from this model and is informing future sustainability planning.
- The system has decreased call volumes for most municipal fire services responding to medical-related calls by approximately 50% or more, with no identifiable adverse impacts to patient outcomes as a result.
- Emergency Communications Nurse (ECN) program provided pandemic support and received Accredited Centre of Excellence designation – only the fourth service in the world to achieve this standard.

## Emergency Management

# Public Health & Emergency Services - Continued

- The Emergency Management (EM) program has provided full pandemic response support to the Region and local area municipalities in all areas of planning and response.
- Future focus is on recovery planning and preparation for second wave.

## Fire Coordinator

- Coordination of pandemic response plans related to fire tiered response.

## Chemical-Biological-Radioactive-Nuclear-Explosive (CBRNE) Response Team

- Preparing for the deployment of a revised response plan in partnership with NRPS and municipal fire services.
- Training of team members to support pandemic response.

## 911 PSAP

- Preparation for implementation of Next Generation 911 (NG911) in 2023.

## 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
Compensation	\$17,240	\$15,001	\$2,239	13.0%
Administrative	\$3,889	\$1,417	\$2,472	63.6%
Operational & Supply	\$28,779	\$18,221	\$10,558	36.7%
Occupancy & Infrastructure	\$987	\$563	\$424	42.9%
Equipment, Vehicles, Technology	\$2,701	\$2,036	\$665	24.6%
Partnership, Rebate, Exemption	\$367	\$278	\$89	24.2%
Financial Expenditures	\$0	\$19	-\$19	0.0%
<b>Total Expenses</b>	<b>\$53,963</b>	<b>\$37,535</b>	<b>\$16,428</b>	<b>30.4%</b>
Federal & Provincial Grants	\$0	-\$55	\$55	0.0%
By-Law Charges & Sales	-\$9,061	-\$4,901	-\$4,160	-45.9%
Other Revenue	-\$2,696	-\$566	-\$2,130	-79.0%
<b>Total Revenues</b>	<b>-\$11,757</b>	<b>-\$5,522</b>	<b>-\$6,235</b>	<b>-53.0%</b>
Intercompany Charges	-\$1,920	-\$2,644	\$724	-37.7%
<b>Total Intercompany Charges</b>	<b>-\$1,920</b>	<b>-\$2,644</b>	<b>\$724</b>	<b>-37.7%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$40,286</b>	<b>\$29,369</b>	<b>\$10,917</b>	<b>27.1%</b>
Transfers From Funds	-\$1,619	-\$1,619	\$0	0.0%
Transfers To Funds	\$0	\$1,114	-\$1,114	0.0%
Expense Allocations To Capital	-\$140	-\$119	-\$21	-15.0%
<b>Total Transfers</b>	<b>-\$1,759</b>	<b>-\$624</b>	<b>-\$1,135</b>	<b>-64.5%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$38,527</b>	<b>\$28,745</b>	<b>\$9,782</b>	<b>25.4%</b>
Indirect Allocations & Debt	\$39,328	\$38,994	\$334	0.8%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$39,328</b>	<b>\$38,994</b>	<b>\$334</b>	<b>0.8%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$77,855</b>	<b>\$67,739</b>	<b>\$10,116</b>	<b>13.0%</b>

# Public Works Transportation - Continued

## Variance Analysis (in thousands of dollars)

Public Works Levy operated at a surplus before indirect allocations of \$9,782, with the factors noted below contributing to this surplus.

The 2020 budget included expenditures and revenues related to the implementation of the Vision Zero Road Safety program in 2020, in conjunction with the Court Services division. The work on the implementation of the program, including the proposed changes to the Niagara Region Courts Inter-municipal Agreement, has been delayed as a result of the COVID-19 pandemic. Accordingly, no expenditures have been incurred nor revenues realized in 2020. The program was budgeted to break even overall for the year, so while it does cause variances in expense and revenue categories, there will be no net impact on the distribution to the local area municipalities because of the delay.

**Compensation** – The favourable variance of \$2,239 is primarily due to delays in filling vacant positions and decreased overtime costs. Savings related to Vision Zero are \$283.

**Administration** – The favourable variance of \$2,472 is primarily due to: a decrease in consulting work of \$1,015 related to timing differences in the rollout of Transportation Services, Transit and Airport-related studies; reduced information & promotions costs of \$221; and reduced staff travel, training and other administrative expenses of \$202 due to the COVID-19 pandemic and vacant positions. Of this unspent budget, \$740 has been committed to future consulting engagements, including the Complete Streets Design manual, Cityworks system upgrade and Airport study and are included in the 2020 encumbrances reported in Transfers to Funds. Savings related to Vision Zero are \$1,034.

**Operational & Supply** – The favourable variance of \$10,558 is largely a result of reduced Transit Services costs in both Niagara Region Transit (NRT) of \$8,260 and Niagara Specialized Transit (NST) of \$844 as a result of COVID-19 impacts resulting in lower ridership and schedule reductions in 2020. NRT adjusted to COVID-19 impacts by significantly reducing its service by eliminating all express routes and routes 50/55, as well as reducing its operating hours, effectively reducing forecasted service levels to approximately 55% of budget for the entire year. Similarly, NST experienced lower ridership which resulted in savings as the service operator only receives payment per trip delivered. Other operational impacts include: lower than anticipated usage of winter sand, winter salt and organic de-icing material of \$517 and other program specific services of \$227 due to mild winter conditions; decreases in hired equipment of \$432 related to the Emerald Ash Borer tree removal project; and other program specific supplies and materials of \$179. A total of \$148 of the unspent hired equipment budget has been committed to the Emerald Ash Borer tree removal project and catch basin cleaning and is included in the 2020 encumbrances reported in Transfers to Funds. Savings related to Vision Zero are \$100.

**Occupancy & Infrastructure** – The favourable variance of \$424 is due to lower than expected electricity costs related to the timing difference in the rollout of the Street Lighting program.

**Equipment, Vehicles, Technology** – The favourable variance of \$665 is due to savings from lower than expected fuel prices and usage of \$417, offset by higher than expected vehicle and equipment repairs on aging fleet vehicles of \$99 and increases in other equipment, vehicle and technology costs of \$41. Savings related to Vision Zero are \$388.

**Partnership, Rebate, Exemption** – The favourable variance of \$89 is due to lower than anticipated Local Area Municipality (LAM) grants associated with bicycle network facilities and drainage assessment funding for LAMs. Of this unspent budget, \$50 has been committed to future bicycle network facilities funding in the city of St. Catharines and is included in the 2020 encumbrances reported in Transfers to Funds.

**Federal & Provincial Grants** – The favourable variance of \$55 is due to one-time funding received from the provincial government of Ontario, in partnership with the federal government, under both the Safe Restart Agreement (SRA) and Municipal Transit Enhanced Cleaning (MTEC) funding to assist with delivery of transit services during the COVID-19 pandemic; specifically, funding to support enhanced cleaning costs of buses.

**By-Law Charges & Sales Revenue** – The unfavourable variance of \$4,160 is due to reduced Transit fare revenue in both NRT of \$3,384 and NST \$62 related to COVID-19



# Public Works Transportation - Continued

impacts and lower ridership. Niagara College transitioned to an online educational model and opted to terminate the U-Pass program beginning in May 2020, thereby eliminating a significant portion of NRT revenue, as Niagara College students represented approximately 80% of NRT ridership. The remaining variance is primarily due to lower than expected signs sales and signal maintenance revenue of \$790, offset by higher than expected aggregate and other fee revenue of \$77.

**Other Revenue** – The unfavourable variance of \$2,130 is primarily due to the deficit related to Vision Zero of \$1,725, with the balance of the deficit due to lower proceeds from sale of equipment of \$257 and other revenue shortfalls of \$148.

**Intercompany Charges** – The favourable variance of \$724 is largely due to the reallocation of wages for staff redeployed to support other regional divisions in need of resources due to the COVID-19 pandemic.

**Transfers to Funds** – The unfavourable variance of \$1,135 relates primarily to 2020 encumbrances of \$938, as outlined above, and lower than anticipated Airport-related studies of \$145 and LAM grants of \$31.

## Community Impacts & Achievements

- The Regional Road Network consists of 1,732 total lane kms of road. As part of the Region’s Transportation Engineering capital program, 37 lane kms of roadways were resurfaced in 2020 through the annual Hot Mix Program-Phases I and II.
- The Region’s Transportation Planning department has initiated the Vision Zero Road Safety Plan to enhance safety and community wellbeing for Niagara’s residents and visitors. A comprehensive 5 year Action Plan is underway, focused on reducing traffic-related fatalities and serious injuries on Niagara’s streets. The Plan addresses safety for the most vulnerable users of our transportation system (pedestrians, school children, older adults and cyclists) and encourages a multi-modal transportation system. Ten (10) additional community safety zones launched in fall 2020 throughout the Region, in conjunction with the new school year.
- Regional Road 20 through Smithville in the Township of West Lincoln is now home to the Region’s fourth and fifth roundabouts at the intersections of South Grimsby Road 6 and Townline Road. The implementation of these features represents a significant investment in a growing community aimed at improving traffic flow and road safety through the Township.
- Transportation Master Plan (TMP) ongoing strategic projects are underway, including St. Paul Street Bridge Environmental Assessment (EA), Bridge Street EA, Casablanca Boulevard Detailed Design, Thorold Stone Road Extension Detailed Design, Merritt Road EA and York Road EA that support multi-modal travel demands and capacity improvements, active transportation and GO Initiatives.
- Active Transportation grant funding of \$200,000 in total was awarded to the cities of Niagara Falls, St. Catharines, Thorold, Pelham and the Town of Niagara-on-the-Lake to build 3.84 kms of active transportation network to better connect cities and towns across Niagara.
- Complete Street Design Manual and Guidelines project is underway with an extensive engagement with area municipalities and key stakeholders to set the policy, streets concepts and design features across the Niagara region, which will result in better livable streets by drilling down to specific engineering details and real world unique to Niagara conditions.

# Public Works Transportation - Continued

- Access Management Policies and Guidelines project is underway in consultation with the local area municipalities, local BIAs, transit authorities and Active Transportation committees. The project’s purpose is to set goals related to development applications to support a connected and convenient public transit network, create and interconnect active transportation systems, support implementation of complete streets and promote road safety across Niagara. Update to Niagara Region Traffic Impact studies and saturation flow rates are included within this assignment.
- Transit Governance framework: The transit governance study, undertaken to recommend a consolidated Full Commission model for regional transit service in Niagara, was completed in Q4 2020 and brought forward to the Linking Niagara Transit Committee (LNTC). Additional feedback to be sought from local area municipalities through Q1 2021.
- Niagara Region launched NRT OnDemand in West Niagara in Q3, 2020 and on November 23, 2020, expanded the service to Niagara-on-the-Lake. NRT OnDemand ridership continues to grow steadily across the service.
- NRT made significant service-level changes due to both Brock University and Niagara College transitioning to substantially online program delivery. As approximately 80% of NRT’s ridership is made of students, current ridership requirements are significantly lower than in 2019. Staff continues to monitor these events to ensure that appropriate level of service is deployed to meet demand.



## 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
Compensation	\$5,837	\$5,156	\$681	11.7%
Administrative	\$2,391	\$803	\$1,588	66.4%
Operational & Supply	\$23	\$15	\$8	32.0%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$36	\$36	\$0	-0.8%
Partnership, Rebate, Exemption	\$106	\$56	\$50	47.5%
Total Expenses	\$8,393	\$6,066	\$2,327	27.7%
By-Law Charges & Sales	-\$1,833	-\$1,412	-\$421	-22.9%
Other Revenue	-\$1,358	-\$457	-\$901	-66.4%
Total Revenues	-\$3,191	-\$1,869	-\$1,322	-41.4%
Intercompany Charges	-\$440	-\$497	\$57	-12.9%
Total Intercompany Charges	-\$440	-\$497	\$57	-12.9%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	\$4,762	\$3,700	\$1,062	22.3%
Transfers From Funds	-\$664	-\$664	\$0	0.0%
Transfers To Funds	\$0	\$607	-\$607	0.0%
Total Transfers	-\$664	-\$57	-\$607	-91.4%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	\$4,098	\$3,643	\$455	11.1%
Indirect Allocations & Debt	\$1,033	\$870	\$163	15.8%
Total Indirect Allocations & Debt	\$1,033	\$870	\$163	15.8%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	\$5,131	\$4,513	\$618	12.1%

# Planning & Development - Continued

## Variance Analysis (in thousands of dollars)

Planning and Development operated at a surplus before indirect allocations of \$455. The following factors have contributed to this surplus.

**Compensation** - The favourable variance of \$681 is due to staff vacancies resulting from delayed recruitment due to the COVID-19 pandemic and difficulty recruiting senior professional positions.

**Administration** - The favourable variance of \$1,588 is due to the timing of consulting expenditures involving the Niagara Official Plan (NOP) and a known surplus of consulting dollars due to prioritization of the background studies which form the NOP. The delay in NOP expenditure is a direct result of the provincial decision to release revised guidance material and the related process. Committed funds related to the NOP and other key projects are included in the 2020 encumbrances and reported below through Transfers.

**Partnership, Rebate, Exemption** - The favourable variance of \$50 is due to agricultural grants not accessed due to pandemic restrictions.

**By-Law Charges & Sales** - The unfavourable variance of \$421 is due to lower than anticipated application volumes within development planning. The volumes decreased significantly at the end of the first quarter as a direct result of the COVID-19 pandemic; however, development activity recovered in the third and fourth quarter.

**Other Revenue** - The unfavourable variance of \$901 is due to a decreased transfer of development charge revenue. The development charge revenue is matched to expenditures to partially fund the NOP and Secondary/District Plans and offsets the favourable surplus in administration above.

**Intercompany Charges** - The favourable variance of \$57 is reflective of the reallocation of wages for staff members who have been redeployed to support essential services in Community Services during the COVID-19 pandemic.

**Transfers** - The unfavourable forecasted variance of \$607 is primarily due to the 2020 encumbrance for NOP project funds to support project completion timelines, as well as the Municipal Comprehensive Review, Environmental Planning Reviews and the Stormwater Management Guidelines.

## Community Impacts & Achievements

Planning & Development provides land use planning and development review including natural heritage, urban design, 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

- Niagara Official Plan work is ongoing and progressing on track with the completion of background reports, ongoing consultation (Public Information Centres/Open Houses, online electronic surveys, public meetings and communication via social media). Moving into 2021 will see the preparation of draft policy.
- Supported full audit preparation for the grant and incentives review while continuing to deliver programs; future direction from Council will be required.
- Woodland By-law review is ongoing and a virtual open house was held on June 17<sup>th</sup>, 2020. Updated By-law was endorsed by Council in Q4.

## Other Initiatives

Leading/Supporting the following Regional Council's Strategic Priorities:

- Implementing GO Hub and Transit Stations Strategy, Streamlining Process for Development Approvals, Facilitating Development Solutions, Grant and Incentive Programs, Affordable Housing and the Housing Action Plan and the Airport Strategy.

Growing Niagara:

# Planning & Development - Continued

- Substantive background work on the Niagara Official Plan, including separate background reports or studies on Employment, Housing, Climate Change, Aggregates, Agriculture, and Natural Environment.
- Leading the 2021 Water & Wastewater (W&WW) Master Servicing Plan Update (MSPU)
- Niagara 2051 – Coordination of Corporate Projects to accommodate growth out to 2051 including the Development Charges By-Law and Background Study, and the W&WW MSPU, and Transportation Project Updates
- District & Secondary Plans: Brock Plan implementation, Glendale Plan ongoing and Prudhommes Plan complete
- Providing assistance with development of the Master Community Plan for Smithville
- Supporting major development initiatives and alignment with growth infrastructure.
- Concluding a Provincial appeal that resulted in bringing new employment land into the urban area of Welland.
- Providing assistance for City of Welland for northwest urban boundary expansion.

## Supporting Local Communities, Fostering Great Development:

- 33% increase in development application revenues between 2016-2020
- 7.8% increase in pre-consultations between 2016-2020
- Leading Environmental Planning review function
- Developing stormwater and hydrogeology guidelines for the Niagara Region
- Developing and implementing wet weather management programs and education in partnership with the Local Area Municipalities and the Combined Sewer Overflow Program.
- Advancement of Master Plan/Site Plans for long-term care (LTC) builds at Linhaven in St. Catharines and Gilmore Lodge in Fort Erie. The plans for these properties, and considerations for adjacent compatible uses, are advancing to the initial planning approvals stage, concurrently with architectural designs for the LTC homes themselves.
- Establishing Joint Agency Review Teams to guide two new pending quarry applications in the City of Niagara Falls and the City of Port Colborne and a quarry expansion in the Township of Wainfleet.
- Working with the agricultural community to streamline provincial regulations related to on-farm uses.
- Updated the Regional Woodland Conservation By-law and related recruitment for a new Regional Forester to administer/enforce the new By-law.
- Working with the City of Niagara Falls in advancing infrastructure works and planning approvals for the South Niagara Falls Hospital, and supporting Hamilton Health Sciences on the redevelopment of West Lincoln Memorial Hospital.

## Building Great Communities - Urban Design and Landscape Architecture:

- Regional facilities and streetscapes in core areas through the Public Realm Investment Program,
- Providing assistance to several communities with urban design solutions,
- Implementing the Transportation Master Plan through Complete Streets,
- Successful construction of the International Plaza
- 2020 Niagara Biennial Design Awards ceremony was presented successfully with 18 winning projects selected.

# 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
Compensation	\$2,570	\$1,601	\$969	37.7%
Administrative	\$2,890	\$1,169	\$1,721	59.6%
Operational & Supply	\$1,163	\$469	\$694	59.7%
Occupancy & Infrastructure	\$0	\$0	\$0	0.0%
Equipment, Vehicles, Technology	\$1	\$11	-\$10	-2099.6%
Financial Expenditures	\$158	\$193	-\$35	-22.0%
Total Expenses	\$6,782	\$3,443	\$3,339	49.2%
By-Law Charges & Sales	\$0	\$0	\$0	0.0%
Other Revenue	-\$8,860	-\$5,067	-\$3,793	-42.8%
Total Revenues	-\$8,860	-\$5,067	-\$3,793	-42.8%
Intercompany Charges	-\$7	-\$99	\$92	-1329.9%
Total Intercompany Charges	-\$7	-\$99	\$92	-1329.9%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>-\$2,085</b>	<b>-\$1,723</b>	<b>-\$362</b>	<b>-17.4%</b>
Transfers To Funds	\$200	\$200	\$0	0.0%
Total Transfers	\$200	\$200	\$0	0.0%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>-\$1,885</b>	<b>-\$1,523</b>	<b>-\$362</b>	<b>-19.2%</b>
Indirect Allocations & Debt	\$1,150	\$1,179	-\$29	-2.5%
Total Indirect Allocations & Debt	\$1,150	\$1,179	-\$29	-2.5%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>-\$735</b>	<b>-\$344</b>	<b>-\$391</b>	<b>53.2%</b>

# Court Services - Continued

## Variance Analysis (in thousands of dollars)

Court Services operated at a deficit after indirect allocation of \$391 due to the factors described below.

The 2020 budget includes expenditures and revenues related to the implementation of the Vision Zero Road Safety program in 2020 in conjunction with the Transportation Services division. The work on the implementation of the program, including the proposed changes to the Niagara Region Courts Inter-municipal Agreement, has been delayed as a result of the COVID-19 pandemic. Accordingly, no expenditures have been incurred or revenues realized in 2020. The program was budgeted to break even overall for the year, so while it does cause variances in expense and revenue categories, there will be no net impact on the distribution to the local area municipalities as a result of the delay.

**Distribution to Local Area Municipalities** – The total distribution to the local area municipalities and the Region is \$343 each, which reflects an unfavourable variance of \$391. This is due in large part to a decrease in fine payments received as a result of the impacts of the COVID-19 pandemic, such as the closure of the courthouse to the public (re-opened September 14, 2020) and adjournment of in-person court proceedings, as well as a reduction in the volume of charges that have been laid since the start of the pandemic. The revenue reductions have been partially offset by savings realized as a result of the adjournment of court matters, as well as the redeployment of staff to other departments within the Niagara Region in greater need of resource support through the pandemic. First and second quarter payments were distributed based on the budgeted allocations, which has resulted in an overpayment to the LAMs. The unfavourable variance of \$24 will be adjusted through the first quarter distribution payment for 2021 to local area municipalities.

**Compensation** - The favourable variance of \$969 is partially due to savings related to Vision Zero of \$650. The balance of the surplus is related to vacancy management, including several staff who have taken voluntary leaves of absence due to the COVID-19 pandemic.

**Administrative** - The favourable variance of \$1,721 is partially due to savings related to Vision Zero of \$1,038. The balance of the surplus is mainly due to savings associated with the provincial order to temporarily close the courts for the COVID-19 pandemic, such as adjudication and Part III prosecution costs, as well as reduced Victim Fine Surcharge costs resulting from reduced ticket volumes and fine payments received since the start of the pandemic.

**Operational & Supply** - The favourable variance of \$694 is partially due to savings related to Vision Zero of \$106. The balance of the surplus is related to reduced payments to other POA courts for fines collected on their behalf, which is offset in reduced infraction revenues, and the decrease in the net revenue distribution payment to the local area municipalities reflective of the overall net revenue for the year being less than budgeted.

**Equipment, Vehicles & Technology** – The unfavourable variance of \$10 is a result of higher than budgeted minor IT purchases to support the virtual court and electronic COVID screenings, in addition to higher than budgeted computer software support.

**Financial Expenditures** – The unfavourable variance of \$35 is a result of higher than budgeted collection charges paid to third party collection agencies at a higher rate for third placement matters.

**Other Revenue** - The unfavourable variance of \$3,793 is partially due the revenue deficit related to Vision Zero of \$1,794. The balance of the deficit is due to a significant decrease in ticket volumes processed since the start of the COVID-19 pandemic, as well as closure of the courts and deferral of trials, which has resulted in deferred convictions and delays in revenue collection.

**Intercompany Charges** – The favourable variance of \$92 is primarily due to the reallocation of wages for staff who have been redeployed to support Niagara Region departments in need of resources due to the COVID-19 pandemic.



# Court Services - Continued

## Community Impacts & Achievements

Court Services is responsible for overseeing the Provincial Offences Court on behalf of the Niagara Region and the 12 Local Area Municipalities in the areas of Administration, Collections and Prosecutions.

- Despite the pandemic requiring the temporary closure of the courthouse building for certain periods, customer service continued to be delivered to the public via email and telephone throughout the closure period. Court Services staff also remained onsite to receive filing from enforcement agencies and ensure business continuity.
- The Ministry of the Attorney General (MAG) has provided direction that all Provincial Offences matters required to be conducted in-person have been adjourned to at least January 25, 2021.
- In the interim, Court Services is well equipped to deliver Court services remotely, and has begun to do so, based on extensive preparation for remote matters, in addition to the modern technology available onsite at the courthouse facility. Even during the period the courthouse was open to the public for counter service (from September 14, 2020 to January 14, 2021), remote service continued to be leveraged wherever possible.
- Since July 6, 2020, judicial pre-trial matters and early resolution guilty pleas have been conducted remotely where eligible, before a Justice of the Peace via audio conference.
- Commencing October 19, 2020, all other non-trial remote matters have commenced remotely where eligible, before a Justice of the Peace via audio conference.
- In addition to audio conferencing, Court Services has collaborated with IT Services to prepare for video conferencing via Zoom, MAG’s preferred conferencing platform, in anticipation of the expansion of virtual court matters in 2021.
- Amendments to the Provincial Offences Act made pursuant to Bill 197, the COVID-19 Economic Recovery Act, 2020, came into effect July 21, 2020. These amendments have enabled Court Services, in consultation with the judiciary, to make greater use of technology to deliver justice services remotely.
- Court Services participated in ongoing collaboration with Facilities and Corporate Health & Safety staff to prepare for the eventual re-opening of the courthouse to the public for counter service, as well as the resumption of in-person court matters in 2021, subject to Provincial approval.
- The Court Services team also supported the delivery of essential services by the Seniors Services division through redeployment to aid staff, residents and visitors at Niagara Region’s long-term care homes during the pandemic.
- While the COVID-19 pandemic certainly changed the landscape for 2020, the Court Services team has continued to focus their efforts on providing a high level of customer service to the public and transparent, ongoing communication with stakeholders, including enforcement agencies, judiciary, and legal professionals. This helped keep all parties informed, and allowed staff to remain responsive to their needs and maintain business continuity.

## 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
Compensation	\$5,215	\$5,042	\$173	3.3%
Administrative	\$1,007	\$629	\$378	37.5%
Operational & Supply	\$140	\$110	\$30	21.6%
Occupancy & Infrastructure	\$15,750	\$15,849	-\$99	-0.6%
Equipment, Vehicles, Technology	\$277	\$196	\$81	29.1%
Community Assistance	\$31,507	\$29,842	\$1,666	5.3%
Partnership, Rebate, Exemption	\$0	\$0	\$0	0.0%
Financial Expenditures	\$1,967	\$1,842	\$125	6.3%
<b>Total Expenses</b>	<b>\$55,863</b>	<b>\$53,510</b>	<b>\$2,353</b>	<b>4.2%</b>
Federal & Provincial Grants	-\$13,713	-\$12,785	-\$928	-6.8%
Other Revenue	-\$16,052	-\$16,336	\$284	1.8%
<b>Total Revenues</b>	<b>-\$29,765</b>	<b>-\$29,121</b>	<b>-\$644</b>	<b>-2.2%</b>
Intercompany Charges	\$65	\$70	-\$5	-7.5%
<b>Total Intercompany Charges</b>	<b>\$65</b>	<b>\$70</b>	<b>-\$5</b>	<b>-7.5%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$26,163</b>	<b>\$24,459</b>	<b>\$1,704</b>	<b>6.5%</b>
Transfers From Funds	-\$1,002	-\$1,002	\$0	0.0%
Transfers To Funds	\$3,183	\$4,332	-\$1,149	-36.1%
<b>Total Transfers</b>	<b>\$2,181</b>	<b>\$3,330</b>	<b>-\$1,149</b>	<b>-52.7%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$28,344</b>	<b>\$27,789</b>	<b>\$555</b>	<b>2.0%</b>
Indirect Allocations & Debt	\$8,099	\$7,999	\$100	1.2%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$8,099</b>	<b>\$7,999</b>	<b>\$100</b>	<b>1.2%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$36,443</b>	<b>\$35,788</b>	<b>\$655</b>	<b>1.8%</b>

# Niagara Regional Housing - Continued

## Variance Analysis (in thousands of dollars)

Niagara Regional Housing (NRH) operated at a surplus before indirect allocations of \$555. The surplus is due to the following factors:

**Compensation** - The favourable variance of \$173 is primarily due to a health and dental benefit surplus as a result of lower claims from COVID-19 pandemic-related closures and restrictions (\$108) and savings from delays in filling non-essential vacant positions due to COVID-19 (\$83).

**Administration** - The favourable variance of \$378 is primarily due to \$320 in savings on consulting expenses during the year, including \$211 for the Affordable Housing Master Plan, which was committed and is included in the 2020 encumbrance reported in Transfer to Funds.

**Occupancy & Infrastructure** - The unfavourable variance of \$99 is primarily due to \$264 in incremental costs associated with increased security at owned units and cleaning of high-touch surfaces and common areas due to COVID-19, as well as \$96 in higher than budgeted regular maintenance costs. This unfavourable variance is offset partially by savings seen in utilities of \$272, mainly for natural gas due to recent upgrades in hot water systems and a mild winter.

**Equipment, Vehicles, Technology** – The favourable variance of \$81 is primarily from savings on licensing fees due to a delay in the implementation of Integrated Housing Solutions software. \$31 for implementation costs of the software was committed and is included in the 2020 encumbrances reported in Transfer to Funds.

**Community Assistance** - The favourable variance of \$1,665 is due to delayed spend in ministry-funded programs (\$841) and K3D heat control system upgrades for providers encumbered from the 2019 budget (\$317), both delayed primarily as a result of COVID-19 restrictions. The variance associated with ministry-funded programs is offset by a reduction in Federal & Provincial Grants below, as revenue is recognized to align with timing of the programs and their related administrative costs. Also contributing to the positive variance is \$431 in lower than budgeted subsidy payments to non-profit and co-op housing providers and \$128 in lower than budgeted provider capital repair grants. This is offset by \$200 in grants provided in the year under the capital loan and grant program. A combined \$907 for the K3D heat control system upgrades for providers, provider capital grants, and grants under the capital loan and grant program was committed and is included in the 2020 encumbrance reported in Transfer to Funds.

**Financial Expenditures** – The favourable variance of \$125 is primarily the result of lower than anticipated write-offs on uncollectable tenant rents on owned units.

**Federal & Provincial Grants** - The unfavourable variance of \$928 is due to timing of ministry-funded programs and related administrative costs, as revenue is recognized based on actual expenses incurred.

**Other Revenue** - The favourable variance of \$284 is due primarily to \$308 in higher than anticipated rental revenues for NRH-owned units.

**Transfer to Funds** – The unfavourable variance of \$1,149 relates to the 2020 encumbrances as identified in the lines above.

## Community Impacts & Achievements

Acting as Service Manager on behalf of Niagara Region, NRH is responsible for Community, 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 2020 include:

- *Development*
  - Construction continues for 73 units in two apartment buildings on Hawkins Street in Niagara Falls. This project is estimated to be complete in December of 2021. At the end of 2020, it was approximately 40% complete.
  - Two of the five units acquired in Thorold are now complete with an occupancy date of March 1, 2021. The remaining three units will be complete in 2021-Q2.



## Niagara Regional Housing - Continued

- NRH's development team submitted an application to the Canadian Mortgage and Housing Corporation (CMHC) for the Rapid Housing Initiative. This funding would support the full capital ask for 32 new modular units on the POA lands in Welland purchased by NRH.
- *Home Repairs* – NRH received \$545,920 through the Ontario Priorities Housing Initiative (OPHI) for all three streams of the program (Homeowner, Secondary Suite and Multi-Unit). 18 homeowners are currently approved for funding.
- *Homeownership* – NRH received \$200,000 through the Ontario Priorities Housing Initiative (OPHI) Year 1 and \$100,000 through OPHI Year 2. Down payment assistance was provided to 23 households to help purchase their first home in 2020. One was an NRH tenant.
- *Canada Ontario Housing Benefit (COHB)* – COHB is a portable rent benefit that helps applicants on the Centralized Waiting List pay their rent to their current landlord in the private market. By year-end in 2020, more than 240 Niagara residents had applied and many have started receiving subsidy. Successful COHB applicants are removed from the waiting list, allowing other applicants to move up this list more quickly.
- *Addressed Homelessness* – Ongoing partnership with Community Services through the Housing First program to move those experiencing homelessness to their own homes with appropriate supports. In an effort to support more participants to graduate from the program, Community Services were offered several spots for the COHB. By supporting graduates, we allow more space for those in need to enter the program and receive housing along with supports. Additionally, 10 more Rent Supplements were offered to Homelessness Services for their clients.
- *Housing Providers*
  - There have been no interruptions to program delivery throughout the pandemic and intake processes were adjusted at the beginning so applications have not been affected.
  - Remote operational reviews of the providers will begin in January. This process, which usually requires NRH staff to be on site with the provider for a few days, has been ceased since March 2020. Virtual support and monitoring has been taking place since that time. This new process will allow the Housing Administrators to conduct the majority of their inspection remotely while coordinating with provider staff to facilitate the exchange of documents when required.
  - Disposable masks were donated to providers by Niagara Region.
  - Providers have been asked to contact NRH should they experience financial stress as a result of COVID and increased cleaning costs but none have asked for this type of support. NRH will continue to watch for opportunities to support housing providers throughout the pandemic.
- *Improved Public Housing (NRH-owned) communities*
  - NRH reverted back to only responding to urgent/emergency maintenance requests until lockdown ends
  - Community Programs Coordinators (CPCs) continue to offer telephone support and attend communities if necessary for particularly vulnerable tenants
  - 136 refurbished computers were delivered to tenants along with information about the CyberSeniors partnership that offers workshops and programs on-line. NRH continues to advocate for affordable internet so that tenants can access information, supports and programs.
  - RAFT began to provide “Drive Through After School Programs”, which involved children walking through the Community Houses to chat with RAFT staff while they pick up snack and craft bags. Faith Welland has been providing After School programming throughout the pandemic.
  - Instead of the traditional Christmas parties, NRH and partners (RAFT, Faith Welland, Community Support Services Niagara, Niagara College) delivered Christmas bags, gifts and lunches directly to households.

## Niagara Regional Housing - Continued

- Faith Welland engaged NRH seniors in their “Letters to Santa” project in family communities, with the seniors volunteering to assist with answering the childrens’ letters.
- As a result of a considerable mask donation to Niagara Region, NRH began delivering packages of 50 disposable masks to every NRH household. NRH’s Niagara College Security Student has been delivering them while he walks the communities, reminding tenants of the COVID guidelines and answering questions.

## 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
Compensation	\$157,060	\$154,298	\$2,762	1.8%
Administrative	\$4,220	\$3,541	\$679	16.1%
Operational & Supply	\$2,277	\$2,622	-\$345	-15.2%
Occupancy & Infrastructure	\$361	\$267	\$94	26.1%
Equipment, Vehicles, Technology	\$6,991	\$6,645	\$346	4.9%
Financial Expenditures	\$1	\$6	-\$5	-469.6%
<b>Total Expenses</b>	<b>\$170,910</b>	<b>\$167,379</b>	<b>\$3,531</b>	<b>2.1%</b>
Federal & Provincial Grants	-\$9,737	-\$9,641	-\$96	-1.0%
By-Law Charges & Sales	-\$6,068	-\$2,177	-\$3,891	-64.1%
Other Revenue	-\$2,186	-\$2,241	\$55	2.5%
<b>Total Revenues</b>	<b>-\$17,991</b>	<b>-\$14,059</b>	<b>-\$3,932</b>	<b>-21.9%</b>
Intercompany Charges	-\$1,361	-\$1,407	\$46	-3.4%
<b>Total Intercompany Charges</b>	<b>-\$1,361</b>	<b>-\$1,407</b>	<b>\$46</b>	<b>-3.4%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$151,558</b>	<b>\$151,913</b>	<b>-\$355</b>	<b>-0.2%</b>
Transfers From Funds	-\$250	-\$250	\$0	0.0%
Transfers To Funds	\$3,150	\$3,150	\$0	0.0%
<b>Total Transfers</b>	<b>\$2,900</b>	<b>\$2,900</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$154,458</b>	<b>\$154,813</b>	<b>-\$355</b>	<b>-0.2%</b>
Indirect Allocations & Debt	\$15,723	\$15,736	-\$13	-0.1%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$15,723</b>	<b>\$15,736</b>	<b>-\$13</b>	<b>-0.1%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$170,181</b>	<b>\$170,549</b>	<b>-\$368</b>	<b>-0.2%</b>

# Niagara Regional Police Services - Continued

## Variance Analysis (in thousands of dollars)

For the period ending December 31, 2020, Niagara Regional Police Service's financial result was a combined Net Expenditure before Indirect Allocations deficit of \$355. The Service recommended a transfer from reserves of \$71, which will reduce the deficit to \$284. The deficit consists of a \$532 deficit attributable to the Service, offset by a \$248 surplus attributable to the Police Service Board. The following factors contributed to this deficit:

**Compensation** – Compensation expense was below the approved budget by \$2,762. This favourable variance is primarily due to the net result of savings realized within uniform salaries due to hiring lags, employee benefits and the 2020 NRPA wage settlement, partially offset by increased spending of civilian salaries to backfill operationally essential civilian positions, WSIB claims experience, and sick leave payouts from greater than budgeted retirements. Additionally some savings were realized as a result of COVID-19 restrictions including savings in court time as a result of courts operating at reduced and modified capacity, as well as savings in special duty expense due to cancelled events, however special duty savings are fully offset by a reduction in Revenue.

**Administrative** – Administrative expense was below the approved budget by \$679. This favourable variance is the result of savings in legal expenses for the Police Services Board, as well as COVID-19 related savings in staff development due to reduced travel and cancelled events, conferences and training as well as savings in administrative mileage and travel expenses. These savings were offset partially by PPE purchases including gloves, masks and disinfectant purchased at the onset of the pandemic for frontline staff.

**Operational & Supply** – Operational & Supply expense was above the approved budget by \$345. This unfavourable variance is the result of two major special investigations, as well as increased uniform expenses required to outfit the significant number of constables hired during the year as a result of retirements and the 40 Officer Program Change. In addition, there were increased costs from COVID-19 supply costs for PPE, IT hardware to equip members to work from home, building renovations such as Plexiglas barriers and signage, and deep cleaning decontamination costs.

**Occupancy & Infrastructure** – Occupancy & Infrastructure expenses was below the approved budget by \$94. This favourable variance is the result of savings in leases for the IT disaster recovery site, which is now being charged through indirect allocations, as well as minor building renovations-based requests and projects completed during the year.

**Equipment, Vehicles & Technology** – Equipment, Vehicles & Technology was below the approved budget by \$346. This favourable variance is mainly due to savings in fuel costs due to lower than budgeted fuel rates throughout the year.

**Recoveries & Revenues** – Recoveries & Revenues were below the approved budget by \$3,932. This unfavourable variance is the result of a shortfall of third party revenue received from the City of Niagara Falls due to the Casino closures as well as reductions in fees for service, special duty and secondment revenues as a result of closures and/or event cancellations imposed by the COVID-19 emergency orders.

## Conclusion

The detailed variance analysis has been prepared based on results of operations at December 31, 2020. The Service's year-end deficit of \$284 represents 0.2% of the total budget. The results include the actual expenditures incurred and provisions for all known liabilities and offsetting revenues at December 31, 2020.

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
Partnership, Rebate, Exemption	\$5,809	\$5,809	\$0	0.0%
Total Expenses	\$5,809	\$5,809	\$0	0.0%
Total Revenues			\$0	0.0%
Total Intercompany Charges			\$0	0.0%
Net Expenditure (Revenue) Before Transfers & Indirect Allocations	\$5,809	\$5,809	\$0	0.0%
Total Transfers			\$0	0.0%
Net Expenditure (Revenue) Before Indirect Allocations	\$5,809	\$5,809	\$0	0.0%
Total Indirect Allocations & Debt			\$0	0.0%
Net Expenditure (Revenue) After Transfers & Indirect Allocations	\$5,809	\$5,809	\$0	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.

## 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
Compensation	\$24,852	\$24,186	\$666	2.7%
Administrative	\$3,433	\$1,830	\$1,603	46.7%
Operational & Supply	\$13,166	\$14,052	-\$886	-6.7%
Occupancy & Infrastructure	\$17,700	\$16,517	\$1,183	6.7%
Equipment, Vehicles, Technology	\$6,588	\$5,337	\$1,251	19.0%
Partnership, Rebate, Exemption	\$17,516	\$5,138	\$12,378	70.7%
Financial Expenditures	\$0	\$146	-\$146	0.0%
<b>Total Expenses</b>	<b>\$83,255</b>	<b>\$67,206</b>	<b>\$16,049</b>	<b>19.3%</b>
Taxation	-\$122,942	-\$121,922	-\$1,020	-0.8%
By-Law Charges & Sales	-\$1,421	-\$1,642	\$221	15.6%
Other Revenue	-\$8,448	-\$2,610	-\$5,838	-69.1%
<b>Total Revenues</b>	<b>-\$132,811</b>	<b>-\$126,174</b>	<b>-\$6,637</b>	<b>-5.0%</b>
Intercompany Charges	\$1,777	\$1,631	\$146	8.2%
<b>Total Intercompany Charges</b>	<b>\$1,777</b>	<b>\$1,631</b>	<b>\$146</b>	<b>8.2%</b>
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>-\$47,779</b>	<b>-\$57,337</b>	<b>\$9,558</b>	<b>20.0%</b>
Transfers From Funds	-\$8,720	-\$2,876	-\$5,844	-67.0%
Transfers To Funds	\$40,749	\$42,802	-\$2,053	-5.0%
<b>Total Transfers</b>	<b>\$32,029</b>	<b>\$39,926</b>	<b>-\$7,897</b>	<b>-24.7%</b>
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>-\$15,750</b>	<b>-\$17,411</b>	<b>\$1,661</b>	<b>10.5%</b>
Indirect Allocations & Debt	\$15,750	\$14,682	\$1,068	6.8%
<b>Total Indirect Allocations &amp; Debt</b>	<b>\$15,750</b>	<b>\$14,682</b>	<b>\$1,068</b>	<b>6.8%</b>
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$0</b>	<b>-\$2,729</b>	<b>\$2,729</b>	<b>0.0%</b>



# Water & Wastewater - Continued

## Variance Analysis (in thousands of dollars)

Water & Wastewater services concluded 2020 with a \$2,729 surplus after indirect allocations, consisting of favourable variances of \$866 in Water and \$1,863 in Waste Water. The following factors have contributed to these variances:

**Compensation** - The favourable variance of \$666 is due to delays in filling vacancies and the gapping of student positions and water wagon staff due to the COVID-19 pandemic.

**Administration** – There is a favourable variance of \$1,603 primarily due to lower than expected consulting expenses of \$1,685 as a result of the timing of the Master Servicing Plans (MSP), which are included in the 2020 encumbrance and reflected in Transfers to Funds. Due to the pandemic, there were savings arising from the cancellation of the Niagara Children’s Water Festival, the Water Wagon program and conferences, as well as a reduction in travel-related expenses such as mileage, which resulted in savings of \$199. Partially offsetting the variances noted are increased external legal expenses for pending litigation of \$222.

**Operational & Supply** – There is an unfavourable variance of \$886 primarily due to higher chemical costs (\$435) resulting from increased pricing and usage. In addition, there were higher than expected bio-solids costs (\$137) due to increased pricing during the temporary contract period and higher than expected lab-related costs (\$190) due to additional compliance testing. Partially offsetting these variances were lower than expected training expenses of \$173 due to delayed training as a result of COVID-19.

**Occupancy & Infrastructure** – There is a favourable variance of \$1,183 due to lower than expected electricity costs of \$269, natural gas costs of \$114 and increased utility rebates of \$362. There were also favourable variances in repairs and maintenance (R&M) for water and sewer mains of \$876 due to delays in completing this work as a result of COVID-19. This is partially offset by higher than expected costs for property taxes (\$226) and water (\$207) due retroactive billings for the new Niagara-on-the-Lake Waste Water Treatment Plant.

**Equipment, Vehicles, Technology** – The favourable variance of \$1,251 is primarily due to prioritization of preventative maintenance and repairs due to COVID-19, which resulted in a positive variance of \$1,116 in Minor Equipment and Equipment R&M. As well, there are savings of \$184 for computer software licensing and support due to the deferral of Asset Management software.

**Partnership, Rebate, Exemption** - The favourable variance of \$12,378 is due to CSO funds committed to local area municipalities but not yet paid of \$12,367. All CSO funding not spent will be encumbered and is reflected in the Transfer of Funds below.

**Taxation** - The unfavourable variance of \$1,020 is due to decreased water sales as a result of reduced water usage during the pandemic.

**By-Law Charges & Sales Costs** - The favourable variance of \$221 is due to higher than expected hauled sewage revenue of \$284, partially offset by lower than expected sewer surcharge revenue of \$70.

**Other Revenue** – There is an unfavourable variance of \$5,838 driven by the timing of development charge revenue recognition to fund the CSO program and MSP of \$5,884.

**Transfers of Funds** - The unfavourable variance of \$7,897 is due to previously encumbered CSO funds committed to local municipalities but not yet paid, and the encumbrance related to the 2020 CSO program and MSP funding for costs that have not yet been incurred.

## Community Impacts & Achievements

- The Water and Wastewater division treated 55,517 ML of water through six water treatment plants and 312 km of watermains, as well as 69,759 ML of wastewater through eleven plants and one biosolids storage facility, with collection through 113 pumping stations and 306 km of forcemains and gravity trunk sewers
- Successful completion of Water Quality Management System (QMS) External Audit by a third-party auditor in July 2020. Successful external audit is required to maintain



## Water & Wastewater - Continued

the accreditation of Water QMS, in turn allowing the Region to continue to hold our Municipal Drinking Water Licenses

- Piloting project to develop a Normalized Difference Vegetation Index (NDVI) to improve Harmful Algae Bloom (HAB) risk management
- Taste and odour sampling program at all water treatment plants to develop timeline of formation for future prediction and improve GAC replacement matrix
- Completion of several chemical system retrofit upgrades using internal resources; realizing significant savings and eliminating the need for inclusion in W-WW capital program
- Re-assignment of water operations and maintenance managers to new areas to facilitate additional cross-training opportunities
- The Region was awarded the 2020 AMO Federal Gas Tax Funding Award for work contributing to the Stamford Gravity Sewer Relining project. The project consisted of the rehabilitation of approximately 2,300 meters of trunk sanitary sewer and manholes using a Cured-in-Place Pipe rehabilitation method. This is the largest sewer rehabilitation undertaken by the Region thus far and has increased the capacity of the Stamford Interceptor by 25% which will help accommodate the economic growth and additional residential development in South Niagara Falls
- Niagara Falls Wastewater Operations team brought the Stanley Avenue facility, under order by MECP, back into compliance; the plant has been in compliance for the past 21 months
- Successful completion of the requirements for membership with AWWA Partnership for Clean Water at the Niagara Falls Wastewater Treatment Facility
- Optimization of the Port Weller Wastewater Treatment Facility is underway
- Niagara Region's first RTC project was initiated between Lowlift CSO, Lowlift SPS, and Highlift SPS to better control wet weather flows in the Niagara Falls sewershed
- 100% compliance on our MECP inspections for all six water treatment systems
- The 17th annual Niagara children's water festival delivered via a virtual format this year due to COVID-19 with 1,500 page visits to the festival
- Completion of several chemical and control system retrofit upgrades using internal resources; realizing significant savings and eliminating the need for inclusion in an already pressured W-WW capital program
- Administration of over 50 W-WW essential supplies and services contracts implementing new business processes with service providers as required as part of divisional pandemic response plan
- Transition of training sessions to virtual e-learning as part of continuing efforts to minimize dependency on in-class delivery methods
- Acquired Health Canada license to allow in-house production of hand sanitizer, developed on-line Hand Sanitizer ordering site and produced and distributed hand sanitizer to various Regional departments
- Detailed design has commenced for the Niagara Falls Raw Water Intake Relocation project. This project began in collaboration with Ontario Power Generation (OPG) to ensure a long-term water supply for the Niagara Region, while allowing for the continued operations and maintenance of the Sir Adam Beck Power Canal by OPG. The Region has secured \$2,500,000 from OPG to complete the detailed design, and is on target to complete the design by December 31, 2021.
- The Environmental Assessment is in the final phase of planning for the South Niagara Falls WWTP. The selected site was presented to the public in March 2020. The Project team anticipates going to the public for the final PIC in spring 2021 to present the evaluation and preliminary preferred concepts for all components
- Port Dalhousie WWTP Upgrades Contract 1 design was completed in 2020 followed by the pre-qualification of 5 general contractors. Contract 1 was successfully tendered within budget and was awarded to Maple Reinders for \$32,599,000. Upgrades include a new fine bubble aeration system with two new aeration tanks, a new blower building, RAS pumps, associated piping, valves, instrumentation and electrical and a back-up power generator system
- 80 virtual tours of W-WW facilities, replacing on-site tours in response to COVID-19
- 9,486 locate requests, 17 drone flights supporting various projects
- A Power BI Capital Project Dashboard to provide insight into the status of current capital projects

## 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
Compensation	\$3,923	\$3,792	\$131	3.3%
Administrative	\$2,106	\$1,007	\$1,099	52.2%
Operational & Supply	\$42,448	\$41,614	\$834	2.0%
Occupancy & Infrastructure	\$1,453	\$1,477	-\$24	-1.6%
Equipment, Vehicles, Technology	\$1,214	\$1,039	\$175	14.4%
Partnership, Rebate, Exemption	\$189	\$45	\$144	76.5%
Financial Expenditures	\$0	\$48	-\$48	0.0%
Total Expenses	\$51,333	\$49,022	\$2,311	4.5%
Taxation	-\$38,822	-\$38,822	\$0	0.0%
By-Law Charges & Sales	-\$11,609	-\$11,315	-\$294	-2.5%
Other Revenue	-\$5,191	-\$5,162	-\$29	-0.6%
Total Revenues	-\$55,622	-\$55,299	-\$323	-0.6%
Intercompany Charges	\$130	\$49	\$81	62.3%
Total Intercompany Charges	\$130	\$49	\$81	62.3%
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>-\$4,159</b>	<b>-\$6,228</b>	<b>\$2,069</b>	<b>49.8%</b>
Transfers From Funds	-\$2,413	-\$2,413	\$0	0.0%
Transfers To Funds	\$4,136	\$4,906	-\$770	-18.6%
Total Transfers	\$1,723	\$2,493	-\$770	-44.7%
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>-\$2,436</b>	<b>-\$3,735</b>	<b>\$1,299</b>	<b>53.3%</b>
Indirect Allocations & Debt	\$2,436	\$2,242	\$194	8.0%
Total Indirect Allocations & Debt	\$2,436	\$2,242	\$194	8.0%
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$0</b>	<b>-\$1,493</b>	<b>\$1,493</b>	<b>0.0%</b>

## Variance Analysis (in thousands of dollars)

Waste Management Services operated at a surplus after indirect allocations of \$1,493. The following factors contributed to this surplus:

**Compensation** – The favourable variance of \$131 is due primarily to salary gapping and position vacancy management as a result of the COVID-19 pandemic.

**Administrative** – The favourable variance of \$1,099 is primarily due to the timing of \$706 of consulting engagements related to the Long-Term Strategic Plan (LTSP) Study and the Material Recovery Facility (MRF) Opportunity Review – Phase 4, which was committed and is included in the 2020 encumbrance reported in Transfers to Funds. Promotional and educational costs, including a decrease in printing services and postage, were also lower than anticipated as a result of the deferral of planned campaigns due to the COVID-19 pandemic. Staff mileage, training and development expenses were lower than anticipated by \$66 due to travel limitations involved with the ongoing pandemic.

**Operational & Supply** – The favourable variance of \$834 is primarily due to lower than anticipated environmental monitoring, leachate processing fees and operating services for the landfill sites, as well as lower than anticipated annual fuel, CPI and residential unit count adjustments for the collection contracts. The pandemic has also led to a savings of \$191 for lower than anticipated labour costs at the MRF for 2020. Partially offsetting these savings are higher than anticipated costs for cart purchases of \$57 and recyclable material purchase costs from Waterloo of \$405, which were higher than anticipated due to market conditions, which is offset by related increases in recycling processing revenues. In addition, due to stay-at-home orders as a result of the pandemic and every-other-week garbage collection implemented in October 2020, significantly higher volumes of organics were collected than projected, leading to increased costs of \$429.

**Equipment, Vehicles, Technology** – The favourable variance of \$175 is primarily due to lower than anticipated equipment repairs required at various sites and fuel savings.

**Partnership, Rebate, Exemption** – The favourable variance of \$144 is primarily due to an unanticipated HST recovery related to eligible expenses in the commercial operations of the division.

**By-Law Charges & Sales** – The unfavourable variance of \$294 is primarily due to reduced tipping fee revenue as a result of limiting non-essential trips to the residential drop-off depots at the landfill sites and the waiving of tipping fees for large household items (\$558), as well as reduced commercial shredding and recycling revenue due to commercial business closures (\$49), both of which are an impact of the COVID-19 pandemic. These unfavourable variances are partially offset by overall higher than anticipated market revenues received from the sale of recyclable commodities (i.e. favourable variance for fibres, including boxboard, aluminum, HDPE and Eco-glass, of \$1,218, offset by an unfavourable variance from containers such as PET plastic, steel, newsprint, bulky rigid plastics, mixed plastics, cardboard and fine paper of \$1,048). Unfavourable variances were also offset by an increase in garbage tag sales of \$96 and green bin sales of \$21 resulting from collection changes.

**Intercompany Charges** – The favourable variance of \$81 is primarily due to the reallocation of wages for staff who have been redeployed to support Niagara Region departments in need of resources due to the COVID-19 pandemic.

**Transfers** – The unfavourable variance of \$770 is mainly due to the 2020 encumbrance of \$706 related to the LTSP study and MRF opportunity review. Also contributing to the unfavourable variance is the transfer of unspent funds associated with the service level campaign of \$64 transferred back to the Waste Management Stabilization Reserve (the original funding source of the service level campaign budget).

## Community Impacts & Achievements

Waste Management Services (WMS) is responsible for the operation of various facilities, including landfill sites, HHW depots and the Recycling Centre. 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

# Waste Management Services - Continued

processing contract, policy development, capital program delivery and supporting outreach and communications programs.

- Since January 2020, Niagara Region has been managing various aspects of the implementation plan for the new waste collection contract, which commenced on October 19, 2020.
- Completion of a multi-tiered social marketing and communication campaign across all platforms which focused on:
  - Promoting and raising awareness of the new collection service level changes which began October 19, 2020;
  - Increasing participation in the Region's recycling and organics collection programs.
  - Recognizing and expressing appreciation to residents and businesses that have embraced and adapted to the changes.
  - Compliance and illegal dumping.
- Development and implementation of an on-line sale platform for garbage tags, curbside containers for recycling and organics programs, and backyard composters.
- Implementation of a Niagara Region web and mobile app 'Niagara Region Waste,' which is free for download from the Google Play and Apple App store. This tool provides an additional mechanism to communicate waste management program information, such as collection limits and collection day, and collection for special items such as Christmas trees. Other functionalities includes a 'where does it go' search tool, collection reminders and related collection delay notifications.
- The terms of reference for the Niagara Region's Waste Management Long-Term Strategic Plan is in the process of being finalized and the request for proposals will be issued in Q1 2021.
- Continue to market recyclable materials despite restrictive global market conditions.
- MRF Opportunity Review Phase 4 is in progress:
  - Purpose is to identify options for the MRF considering the transition of the residential Blue Box program to extended producer responsibility.
  - Project consultant/ transaction advisor is in the process of preparing a negotiated request for proposal for issuance in Q1 2021.
- Continue to investigate, assess and mitigate any environmental impacts related to the two open and twelve closed landfill sites.
- Waste Management's Condition Assessment and Asset Management project has been completed, which captures all capital assets related to the Niagara Region's 14 landfill sites. This work will help with planning for the future capital funding needs of the Waste Management division and was relied upon as part of the 2021 capital budget development process.
- On-going discussions are occurring with the Ministry of the Environment, Conservation and Parks (MECP) and work is being conducted to reduce the number of monitoring wells required at both open and closed landfill sites leading to an optimization of the monitoring program translating to an anticipated reduction in future costs. An immediate result has been a reduction in the number of monitoring wells at the Humberstone Landfill.
- Niagara Region Waste Management Services received a silver award in the campaign category at the Municipal Waste Association Promotion and Education Awards for the 'Recycling Matters' campaign. The Recycling Matters Awareness campaign focused on educating residents on acceptable materials and proper preparation of recyclables in order to decrease contamination and improve the quality of recyclables that are sent to end market.
- Since the start of the partnership between the Broken Spoke bicycle refurbishment program and Niagara Region, a total of 7,611 bicycles have been collected at Niagara Region Drop-off Depots and provided to this program in favour of reuse.
- Due to COVID 19, the annual spring compost giveaway event was held from September 14 – 26. A total of 490 cars picked up compost and approximately 3,500 bags were given out. Over \$1,600 and 300 Kgs of food were collected for charity.
- The addition of SCADA at all Niagara Region Landfill Sites will provide Operations staff with real time line of sight of the pump station operational condition.

## Operating Budget Amendments & Adjustment Summary (in thousands of dollars)

The following identifies all budget amendments & adjustments as per Budget Control Policy 2017-63.

Department	Adjustment Amount	Adjustment Description
<b>Original Budget Revenue &amp; Expenditures</b>	<b>1,015,216</b>	
Corporate	16,377	To record the 2019 Encumbrance budget adjustment as detailed in the 2019 Year-End Results & Transfer report (CSD 15-2020).
Corporate Administration	(55)	To record the termination of federal grant funding that supported the Niagara Development Corridor Partnership Inc. (NDCPI)
General Government	178	To utilize 2019 Smarter Niagara Incentive Program (SNIP) surplus to fund the 2020 SNIP as per the 2019 Year-End Results & Transfer report (CSD 15-2020).
Community Services	157	To record one-time funding and expenditures for the extension of Homelessness contracts provided by the Community Homelessness Prevention Initiative.
Planning and Development	612	To utilize 2019 unused development charge funding and related expenditures for the Regional Official Plan as per the 2019 Year-End Results & Transfer report (CSD 15-2020).
Public Health and Emergency Services	7	To record one-time funding from the Local Health Integrated Network (LHIN) to support expenditures for Community Paramedicine remote patient monitoring.
Public Health and Emergency Services	253	To record renewed funding from the LHIN to support expenditures for the Community Paramedicine remote patient monitoring program for April to December 2020.
Public Health and Emergency Services	24	To record revised funding and related expenditures for annualized Mental Health LHIN revenues approved after the approval of the 2020 annual budget.
Public Health and Emergency Services	613	To record funding from the Ministry of Health to support expenditures for the Dedicated Offload Nursing program for April to December 2020.
Wastewater	5,286	To record unused development charge funding and related expenditures for the Combined Sewer Overflow program from 2019 in relation to the 2019 Year-End Results & Transfer report (CSD 15-2020).
Niagara Regional Housing	250	To utilize 2019 Niagara Regional Housing surplus to fund the Affordable Housing Master Plan to be completed in 2020 as per the 2019 Year-End Results & Transfer report (CSD 15-2020).
Niagara Regional Police Service	198	To record funding and related expenditures from the Province of Ontario related to the purchase of equipment and software.
<b>Total Budget Adjustment</b>	<b>23,900</b>	
<b>December 31, 2020 Adjusted Budget</b>	<b>1,039,116</b>	



## 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 December 31, 2020 the Region's consolidated and uncommitted reserve balance (excluding commitments made with the 2021 approved budget) was \$260,727 (\$245,612 at December 31, 2019). The ratio of debt to reserves is an important marker of fiscal sustainability. A ratio of less than 1 shows that if revenues were to decline, the Region would have other resources to meet its obligations. Conversely, if the ratio is greater than 1, it can indicate vulnerability to economic downturns. The Region's debt to reserve ratio, including unissued debt is 2.37 (2.07 at December 31, 2019).

Description	Balances at Dec 31, 2019	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balances at Dec 31, 2020 before Transfers	Year-end Transfers *	Balances Available at Dec 31, 2020	Capital Commitments to Uninitiated Projects	Balances Available at Dec 31, 2020
Wastewater Capital	\$41,575	\$23,814	\$0	-\$44,716	\$817	\$21,490	\$3,664	\$25,154	-\$6,660	\$18,494
Water Capital	\$78,813	\$21,135	\$0	-\$30,810	\$1,969	\$71,107	\$847	\$71,954	-\$6,660	\$65,294
Waste Management	\$15,770	\$2,524	\$0	-\$8,250	\$343	\$10,387	\$782	\$11,169	-\$9,002	\$2,167
General Capital Levy	\$15,680	\$29,245	-\$2,212	-\$28,373	\$0	\$14,340	\$5,601	\$19,941	-\$400	\$19,541
Infrastructure Deficit	\$0	\$3,657	\$0	-\$3,657	\$0	\$0	\$0	\$0	\$0	\$0
Court Services Facility Renewal	\$2,876	\$200	\$0	\$134	\$0	\$3,210	\$0	\$3,210	\$0	\$3,210
Niagara Regional Housing	\$8,228	\$1,541	-\$250	-\$2,814	\$0	\$6,705	\$0	\$6,705	\$0	\$6,705
NRH Owned Units	\$5,988	\$1,542	\$0	-\$2,258	\$0	\$5,272	\$0	\$5,272	\$0	\$5,272
NRPS Long-Term Accommodation (LTA)	\$52	\$0	-\$52	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ontario Police Video Training Alliance	\$109	\$0	\$0	\$0	\$0	\$109	-\$2	\$107	\$0	\$107
Police Capital Levy	\$561	\$1,200	\$0	-\$1,477	\$0	\$284	\$0	\$284	\$0	\$284
Police Vehicle and Equipment Replacement	\$24	\$1,500	\$0	-\$1,500	\$0	\$24	\$0	\$24	\$0	\$24
<b>Total Capital Reserves</b>	<b>\$169,676</b>	<b>\$86,358</b>	<b>-\$2,514</b>	<b>-\$123,721</b>	<b>\$3,129</b>	<b>\$132,928</b>	<b>\$10,892</b>	<b>\$143,820</b>	<b>-\$22,722</b>	<b>\$121,098</b>
Wastewater Stabilization	\$1,848	\$0	-\$500	\$0	\$43	\$1,391	\$1,863	\$3,254	\$0	\$3,254
Water Stabilization	\$2,985	\$0	\$0	\$0	\$79	\$3,064	\$366	\$3,430	\$0	\$3,430
Waste Management Stabilization	\$6,043	\$289	-\$1,604	\$0	\$143	\$4,871	\$1,493	\$6,364	\$0	\$6,364
Encumbrance	\$16,377	\$10,600	-\$10,702	\$0	\$0	\$16,275	\$0	\$16,275	\$0	\$16,275
Investment Income Stabilization	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Taxpayer Relief	\$23,757	\$2,629	-\$3,654	\$0	\$0	\$22,732	\$30,777	\$53,509	\$0	\$53,509
NRH Rent Supplements	\$266	\$0	-\$17	\$0	\$0	\$249	\$0	\$249	\$0	\$249
Police Contingency	\$454	\$250	\$0	\$0	\$0	\$704	\$0	\$704	\$0	\$704

## Reserve Summary (in thousands of dollars) - continued

Description	Balances at Dec 31, 2019	Year to Date Transfers from Operating	Year to Date Transfers to Operating	Year to Date Net Transfers from/(to) Capital	Interest	Balances at Dec 31, 2020 before Transfers	Year-end Transfers *	Balances Available at Dec 31, 2020	Capital Commitments to Uninitiated Projects	Balances Available at Dec 31, 2020
Police Services Board Contingency	\$242	\$0	\$0	\$0	\$0	\$242	\$0	\$242	\$0	\$242
<b>Total Corporate Stabilization Reserves</b>	<b>\$51,972</b>	<b>\$13,768</b>	<b>-\$16,477</b>	<b>\$0</b>	<b>\$265</b>	<b>\$49,528</b>	<b>\$34,499</b>	<b>\$84,027</b>	<b>\$0</b>	<b>\$84,027</b>
Ambulance Communication	\$37	\$0	-\$37	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Circle Route Initiatives	\$1,383	\$0	\$0	\$0	\$0	\$1,383	\$0	\$1,383	\$0	\$1,383
Hospital Contribution**	\$0	\$0	\$0	\$0	\$0	\$0	\$6,600	\$6,600	\$0	\$6,600
<b>Total Specified Contribution Reserves</b>	<b>\$1,420</b>	<b>\$0</b>	<b>-\$37</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,383</b>	<b>\$6,600</b>	<b>\$7,983</b>	<b>\$0</b>	<b>\$7,983</b>
Future Benefit Costs	\$24,695	\$51	-\$195	\$0	\$0	\$24,551	\$0	\$24,551	\$0	\$24,551
Self Insurance	\$2,270	\$0	\$0	\$0	\$0	\$2,270	\$0	\$2,270	\$0	\$2,270
Smart Growth	\$201	\$0	\$0	\$0	\$0	\$201	\$0	\$201	\$0	\$201
Landfill Liability	\$8,205	\$1,387	\$0	\$979	\$250	\$10,821	\$0	\$10,821	\$0	\$10,821
NRH Employee future benefits	\$793	\$0	\$0	\$0	\$0	\$793	\$0	\$793	\$0	\$793
Police Accumulated Sick Leave	\$1,680	\$0	-\$250	\$0	\$0	\$1,430	-\$69	\$1,361	\$0	\$1,361
Police Future Benefit Cost	\$4,152	\$0	\$0	\$0	\$0	\$4,152	\$0	\$4,152	\$0	\$4,152
Police WSIB	\$3,270	\$200	\$0	\$0	\$0	\$3,470	\$0	\$3,470	\$0	\$3,470
<b>Total Future Liability Reserves</b>	<b>\$45,266</b>	<b>\$1,638</b>	<b>-\$445</b>	<b>\$979</b>	<b>\$250</b>	<b>\$47,688</b>	<b>-\$69</b>	<b>\$47,619</b>	<b>\$0</b>	<b>\$47,619</b>
<b>Total (Excluding Deferred Revenues)</b>	<b>\$268,334</b>	<b>\$101,764</b>	<b>-\$19,473</b>	<b>-\$122,742</b>	<b>\$3,644</b>	<b>\$231,527</b>	<b>\$51,922</b>	<b>\$283,449</b>	<b>-\$22,722</b>	<b>\$260,727</b>

\* Subject to Council approval in CSD 17-2021.

\*\* Reserve to be formally created by Council through CSD 19-2021.

# Deferred Revenue Summary (in thousands of dollars)

Description	Balances at December 31, 2019	Year to Date Transfers from Revenues (Collections)	Year to Date Transfers from Revenues (DC Grants)	Year to Date Transfers to Operating	Year to Date Transfers from/(to) Capital	Interest allocation	Balance at December 31, 2020	Capital Commitments *	Balance Available at December 31, 2020**
Development Charges-General Government	\$1,483	\$413	\$28	-\$348	\$0	\$41	\$1,617	\$0	\$1,617
Development Charges-Police Services	\$2,980	\$866	\$48	\$0	-\$21	\$91	\$3,964	-\$22	\$3,942
Development Charges-Roads	\$56,893	\$14,427	\$790	-\$43	-\$10,748	\$1,573	\$62,892	-\$51,594	\$11,298
Development Charges-Sewer	\$52,193	\$9,799	\$558	-\$1,976	-\$2,319	\$1,470	\$59,725	-\$18,740	\$40,985
Development Charges-Water	\$35,029	\$6,948	\$397	\$0	-\$11,084	\$882	\$32,172	-\$16,731	\$15,441
Development Charges-Emergency Medical	\$1,531	\$385	\$11	\$0	-\$158	\$44	\$1,813	-\$982	\$831
Development Charges-LT Care	\$5,727	\$2,954	\$46	\$0	-\$1,109	\$178	\$7,796	-\$23,469	-\$15,673
Development Charges-POA	\$315	\$116	\$4	\$0	-\$449	\$4	-\$10	\$0	-\$10
Development Charges-Health	\$768	\$345	\$9	\$0	\$0	\$25	\$1,147	\$0	\$1,147
Development Charges-Social Housing	\$4,370	\$2,946	\$20	\$0	-\$5,048	\$89	\$2,377	-\$11,287	-\$8,910
Development Charges-Waste Division	\$1,852	\$925	\$13	\$0	-\$47	\$61	\$2,804	-\$263	\$2,541
<b>Subtotal Development Charges</b>	<b>\$163,141</b>	<b>\$40,124</b>	<b>\$1,924</b>	<b>-\$2,367</b>	<b>-\$30,983</b>	<b>\$4,458</b>	<b>\$176,297</b>	<b>-\$123,088</b>	<b>\$53,209</b>
Federal Gas Tax	\$34,343	\$13,587	\$0	\$0	-\$21,138	\$813	\$27,605	-\$25,515	\$2,090
Provincial Gas Tax	\$658	\$856	\$0	-\$105	\$0	\$28	\$1,437	\$0	\$1,437
<b>Subtotal Gas Tax</b>	<b>\$35,001</b>	<b>\$14,443</b>	<b>\$0</b>	<b>-\$105</b>	<b>-\$21,138</b>	<b>\$841</b>	<b>\$29,042</b>	<b>-\$25,515</b>	<b>\$3,527</b>
<b>Total</b>	<b>\$198,142</b>	<b>\$54,567</b>	<b>\$1,924</b>	<b>-\$2,472</b>	<b>-\$52,121</b>	<b>\$5,299</b>	<b>\$205,339</b>	<b>-\$148,603</b>	<b>\$56,736</b>

\* 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.

\*\* Negative balances after commitments for individual reserves are a result of timing differences between when growth projects are initiated and the anticipated future inflow of development charge revenue receipts.



Deferred Revenue Summary (in thousands of dollars) - continued

Summary of All Mandatory and Discretionary Grants, per Regional Development Charge Bylaw (2020)

Grant Category	Q1-Q3 Actuals	Q4 Actuals	Total Year-to-Date Actuals	Annual Budget	Actual Variance
Other Economic Incentives:					
50% Industrial - (M)	\$75	\$205	\$279		
Brownfield - (D) <sup>2</sup>	\$0	\$0	\$0		
Smart Growth Niagara - (D)	\$174	\$0	\$174		
Long-Term Care Facility - (D)	\$0	\$0	\$0		
Board of Education - (D)	\$0	\$0	\$0		
NRH - (D)	\$706	\$0	\$706		
Parking garage - (D)	\$188	\$0	\$188		
Agriculture - (D)	\$0	\$0	\$0		
Place of Worship - (D)	\$0	\$0	\$0		
Intensification RDC Reductions - (M)	\$0	\$0	\$0		
Hotels/Motels - (D)	\$7	\$0	\$7		
Other (D)	\$85	\$17	\$102		
Subtotal - Other Economic Incentives	\$1,236	\$222	\$1,458	\$5,668	\$4,210
Non-Profit - (D) <sup>1</sup>	\$150	\$0	\$150	\$150	\$0
Industrial and Gateway - (D) <sup>3</sup>	\$173	\$144	\$317	\$1,050	\$733
Total	\$1,559	\$366	\$1,925	\$6,868	\$4,943

Note: (D) – Discretionary, (M) – Mandatory

## Deferred Revenue Summary (in thousands of dollars) - continued

### Details for Application Based Regional Development Charge Grants (2020)

Address	Application Date	Development Description	Municipality	Approved Eligible Costs	Grants Paid to Date	Grants Paid 2020
Grants Application Prior to 2020 <sup>1,2</sup>				\$29,221	\$2,090	\$0
2020 Applications:						
Nil				\$0	\$0	\$0
<b>Total</b>				<b>\$29,221</b>	<b>\$2,090</b>	<b>\$0</b>

<sup>1</sup>Grants awarded in prior years may be paid in current or future periods depending on the timing of building permit issuance.

#### 2020 Non-Profit RDC Grant Applicants and Approved Amounts

Organization	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2020
Q1-Q3 Applications:				\$158	\$150
Q4 Applications:					
NIL				\$0	\$0
<b>Total</b>				<b>\$158</b>	<b>\$150</b>

#### 2020 Discretionary Industrial RDC Grant Applicants and Approved Amounts

Address	Application Date	Development Description	Municipality	Grant Requested	Grants Paid 2020
Q1-Q3 Applications:				\$173	\$173
Q4 Applications:					
100 Downs Drive	Nov 11, 2020	Rebar Fabrication	Welland	\$63	\$63
6934 Kinsmen Court	Dec 3, 2020	Industrial facility built on spec	Niagara Falls	\$81	\$81
<b>Total</b>				<b>\$317</b>	<b>\$317</b>

# Operating Reserve Transfer Reconciliation

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 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	Transfer Description
<b>Council approved net operating transfers to reserves, including interest allocation to reserves</b>	<b>-\$67,010</b>	Council approved net operating transfers before seniors approved debt charge placeholder
Capital Levy	-\$5,620	Transfer debt charge placeholder surplus to fund budget requirements for Seniors long-term care home redevelopment
	-\$72,630	Council approved net operating transfers
<u>Additional operating reserve transfers (to)/from reserves:</u>		
All Rate Reserves	-\$1,071	Interest income allocation to reserve at investment income portfolio rate in alignment with the Reserve Policy
2019 Encumbrances	\$16,377	2019 Encumbrances (CSD 15-2020)
2020 Encumbrances	-\$16,275	2020 Encumbrances (CSD 17-2021)
Wastewater Capital	-\$880	Underspent CSO projects closed during the year, transfer amount back to Wastewater Capital Reserve
Capital Levy	\$256	Reduced budgeted transfer to reserve for proceeds on sale of surplus properties less than planned (as per Procurement By-Law)
Capital Levy	-\$67	Transfer to reserve for proceeds on sale of land ambulances (as per Procurement By-law)
Capital Levy	-\$29	Transfer back to reserve for unused funds - ICOPS reorganization
Capital Levy	-\$719	Transfer back to reserve for unused funds - Niagara Falls and St. Catharines GO Stations not fully operational
Capital Levy	-\$9	Transfer back to reserve for unused funds - Drainage Assessment funding for LAMS

## Operating Reserve Transfer Reconciliation (in thousands of dollars) – Continued

Reserve Description	Year to Date Transfer (to)/from Reserves	Transfer Description
Capital Levy	-\$23	Transfer back to reserve for unused funds - Active Transportation/Bike Lane Funding for LAMS
Capital Levy	-\$6,695	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements
Water Capital	-\$1,349	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements
Wastewater Capital	-\$1,971	Transfer debt charge placeholder surplus to reserves to fund subsequent budget requirements
Niagara Regional Housing	\$250	Transfer from reserve - to fund the Niagara Regional Housing Affordable Housing Master Plan as per CSD 15-2020
Waste Management Stabilization	-\$64	Transfer back to reserve for unused funds - temporary staffing for service level campaign
Future Benefit Costs	-\$51	Transfer back to reserve for unused funds – lower than anticipated sick leave payouts resulting in surplus reserve funding in the 2020 budget
Taxpayer Relief	\$178	Transfer from reserve - to fund the 2020 SNIP program as directed by Council at December 5, 2019 BRCOTW (CSD 15-2020)
Taxpayer Relief	-\$150	Transfer back to reserve for unused funds - Community Benefit Charge Study
Taxpayer Relief	-\$144	Transfer back to reserve for unused funds - Niagara Airports
Taxpayer Relief	-\$39	Transfer back to reserve for unused funds - one-time funding for the 50th anniversary of the Niagara Region
Taxpayer Relief	-\$830	Transfer back to reserve for unused funds - Human Resources Information Systems project deferred to 2021
<b>Net operating transfers to reserves</b>	<b>-\$85,935</b>	

# 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 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	Transfer Description
<b>Council approved net capital transfers per 2020 Budget</b>	<b>\$123,818</b>	Reserve Transfers to capital projects
Capital reserve transfer commitments from 2019 or prior Budget	\$22,722	2019 or prior uninitiated capital projects
<u>Q1 and Q2 additional capital reserve transfers:</u>		
Landfill Liability	-\$908	Project close out, funds returned to reserve - Line 5 - Leachate Collection System
Landfill Liability	-\$200	Budget reductions - Mountain Road Pond Expansion (-\$125), Glenridge Landfill Gas Collection Flaring System Decomission (-\$75)
NRH Owned Units	-\$6	Project close out, funds returned to reserve - Grounds Capital 2017
NRH Owned Units	\$580	2019 year-end surplus transferred to reserve to fund heat control system upgrades in owned units to be completed as per CSD 15-2020
Niagara Regional Housing	-\$107	Reduced transfer from reserves as a result of additional Ontario Priority Housing Initiatives funding for the Hawkins Street Project received not considered in the Council approved budget.

Capital Reserve Transfer Reconciliation (in thousands of dollars) – Continued

Reserve Description	Year to Date Transfer (to)/from Reserves	Transfer Description
<u>Q3 additional capital reserve transfers:</u>		
Police Capital Levy	-\$27	Project close outs, funds returned to reserve - Niagara Regional Police Tactical Explosives Robot (-\$14), Niagara Regional Police Communications Unit Noise Reduction (-\$2), Niagara Regional Police Armor Rescue Vehicle (-\$0), Niagara Regional Police Forensic Scanner (-\$1), Niagara Regional Police Fraud Unit Scanner (-\$6), Niagara Regional Police CCTV Equipment (-\$0), Hyundai Data Collection Equipment (-\$5)
Landfill Liability	-\$91	Project close out, funds returned to reserve - Mountain Road - Leachate Collection System
Niagara Regional Housing	-\$130	Budget reduction - New Build, Carlton Street, St. Catharines (-\$90), Intensification, Welland (-\$40)
<u>Q4 additional capital reserve transfers:</u>		
Court Services Facility Renewal	-\$134	Transfer back to reserve as a result of project eligibility to use Development Charge revenue as a funding source instead of reserves
NRH Owned Units	-\$53	Project close outs, funds returned to reserve - Social Housing Improvement Program - 2016 (-\$17), Expansion - Roach Avenue Welland (-\$23), New Build - Carlton Street St. Catharines (-\$13)
Net capital transfers	\$145,464	

## Encumbrance Summary (in thousands of dollars)

Encumbrance accounting is a mechanism to facilitate the accounting of goods and services where an obligation to purchase has occurred but the goods or services had not been received by year end. Public sector accounting requires the Niagara Region to follow accrual based accounting. This creates a funding complication in that goods or services contracted before year end and received subsequent to year end would not be matched to their budgeted funding. Encumbrance accounting was introduced to effectively transfer the budgeted funding for goods and services where a purchase order, contract or other commitment exists, to an encumbrance reserve at year end. Below is a detailed summary of 2020 encumbrances by department.

### Encumbrance History

	2020	2019	2018	2017	2016
Governance	\$0	\$0	\$0	\$0	\$35
General Government	\$5,369	\$4,463	\$3,363	\$2,278	\$250
Corporate Administration	\$309	\$84	\$135	\$390	\$249
Corporate Services	\$125	\$198	\$779	\$239	\$389
Community Services	\$55	\$289	\$36	\$3	\$0
Planning & Development Services	\$607	\$664	\$1,881	\$1,649	\$3,254
Public Health	\$0	\$65	\$1,318	\$79	\$275
Economic Development	\$0	\$0	\$285	\$678	\$95
Niagara Regional Housing	\$1,149	\$735	\$371	\$501	\$223
Public Works - Transportation	\$938	\$849	\$735	\$1,544	\$2,104
Public Works - Waste Management	\$706	\$810	\$932	\$522	\$204
Public Works - Water/ Wastewater *	\$7,017	\$8,220	\$9,659	\$9,495	\$7,989
Council Direction (CSD 21-2019)	\$0	\$0	\$1,828	\$0	\$0
<b>TOTAL</b>	<b>\$16,275</b>	<b>\$16,377</b>	<b>\$21,322</b>	<b>\$17,378</b>	<b>\$15,067</b>

\* The Public Works - Water/Wastewater 2020 Encumbrance includes \$11,272 (\$6,323 funded from reserves, \$4,949 funded from development charges) related to the Combined Sewer Overflow (CSO) program. Managing this program through the operating budget rather than capital budget began in 2015. \$827 (\$819 funded from reserves, \$8 funded from development charges) remains in capital projects related to the CSO program from 2008 through 2014.

### Notes:

- \$12,333 of the total encumbrances in 2020 (2019 - \$12,683) relate to incentive and grant programs.

Encumbrance Detail (in thousands of dollars)

Description	Amount	
General Government		
Public Realm Investment Program		
East Fonthill Seating RR20 & Rice Road*	\$12	
RR18 (Ontario St.), RR81 (King St.)*	\$11	
Civic Square Revitalization*	\$30	
RR20 (Lundy's Lane Gateway Lighting and Bus Shelters)*	\$100	
RR54 Pelham Port Robinson Rice Rd Parkette*	\$30	
RR27 Welland Parkette Hellems/East Main St*	\$20	
Downtown Beamsville Beautification Projects	\$31	
Jordan Hollow Cultural Park	\$83	
Greening Projects on Martindale and Lakeshore Road Gateway	\$35	
Yukon House - Canada Summer Games	\$10	
Pelham Arches Lighting and Streetscape	\$10	
Trees and Transit Shelters on Rice Road	\$30	
Oakes Park - Canada Summer Games Plaza	\$25	\$427
Gateway - Tax Increment Grant		
287 Silverthorne/Buchner		\$2,805
Waterfront Improvement Program		
Millennium Recreation Trail*	\$400	
Town of Lincoln Museum and Cultural Centre*	\$250	\$650
Smarter Niagara Incentive Program		
Building and Facade Improvement Grant/Loan Program	\$273	
CIP/MasterPlans/Official Plans Grant Program	\$400	
ESA Phase II (Risk Assessment Plan)	\$51	
Heritage Restoration and Improvement Grant	\$63	
Public Realm Grant Program	\$130	
Residential Grant/Loan Program	\$570	\$1,487
Total Encumbrances for General Government		\$5,369
Corporate Administration		
Economic Development - Study and Lead Generation*		\$114
Community Safety & Well-Being Plan		\$142
Recruitment for the Commissioner of Planning and Development		\$53
Total Encumbrance for Corporate Administration		\$309
Corporate Services		
Business Licensing*		\$100
Development Charge Background Study		\$25
Total Encumbrance for Community Services		\$125
Community Services		
Gateway Residential Community Support*		\$55
Total Encumbrance for Community Services		\$55
Planning & Development		
Niagara Official Plan*		\$417
Municipal Comprehensive Review*		\$61
Environmental Planning Review*		\$53
Stormwater Management Guidelines*		\$76
Total Encumbrance for Planning and Development		\$607
Niagara Regional Housing		
Integrated Housing Solution Software*		\$31
K3D Thermostat Technology*		\$317
Consolidated Housing Master Plan		\$211
Housing Provider Capital Repairs Program		\$128
Capital Loan & Grant Program - Grant Portion		\$462



# Encumbrance Detail (in thousands of dollars) – Continued

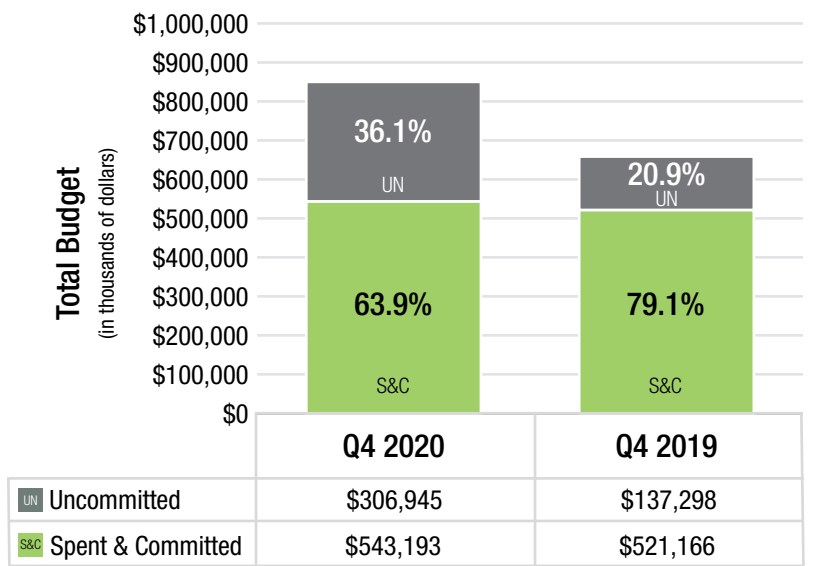
Description	Amount
<b>Total Encumbrance for Niagara Regional Housing</b>	<b>\$1,149</b>
<b>Public Works - Transportation</b>	
Emerald Ash Bore	\$52
Complete Streets Design Manual*	\$389
Bicycle Facilities Grant	\$50
Transportation Pavement Management Study	\$61
Structural Asset Management Cost Forecast for Bridge & Culvert Structures	\$46
Cityworks Software Upgrade Consulting Services	\$142
Catch Basin Cleaning	\$96
Niagara Airports Master Planning	\$102
<b>Total Encumbrance for Public Works - Transportation</b>	<b>\$938</b>
<b>Public Works - Waste Management</b>	
Fairness Advisor for MRF Opportunity Review*	\$20
MRF Opportunity Review*	\$286
Long-Term Waste Management Strategic Plan*	\$400
<b>Total Encumbrance for Public Works - Waste Management</b>	<b>\$706</b>
<b>Public Works - Water/Wastewater</b>	
Master Service Plans	\$590
Billing Meter Audit	\$104
Unused Combined Sewer Overflow Funding - 2015 Program (at 75%)*	\$435
Unused Combined Sewer Overflow Funding - 2016 Program (at 75%)*	\$1,214
Unused Combined Sewer Overflow Funding - 2017 Program (at 75%)*	\$412
Unused Combined Sewer Overflow Funding - 2018 Program (at 50%)*	\$1,189
Unused Combined Sewer Overflow Funding - 2019 Program (at 50%)*	\$1,714
Unused Combined Sewer Overflow Funding - 2020 Program (at 50%)	\$1,359
<b>Total Encumbrance for Public Works - Water/Wastewater</b>	<b>\$7,017</b>
<b>TOTAL 2020 ENCUMBRANCE</b>	<b>\$16,275</b>

# CAPITAL HIGHLIGHTS

## LEVY

### PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

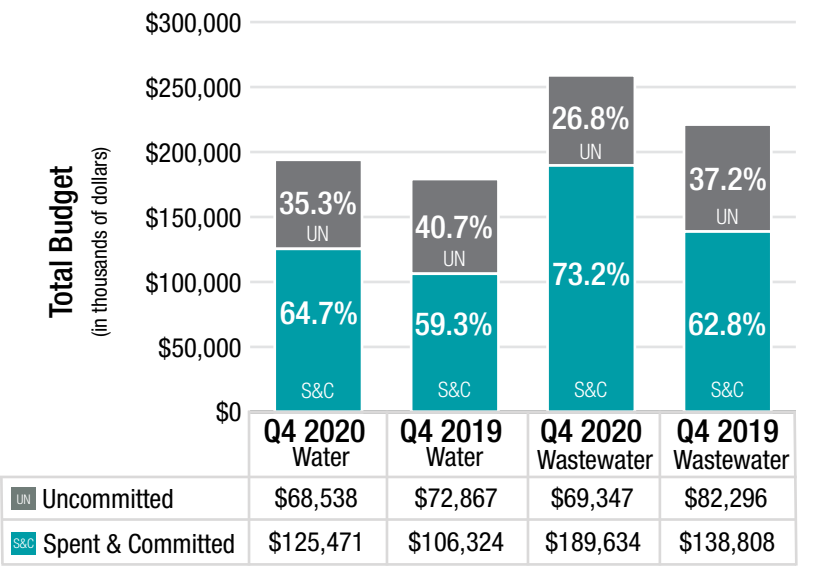
Active projects with budgets greater than \$1 million.



## WATER & WASTEWATER

### PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

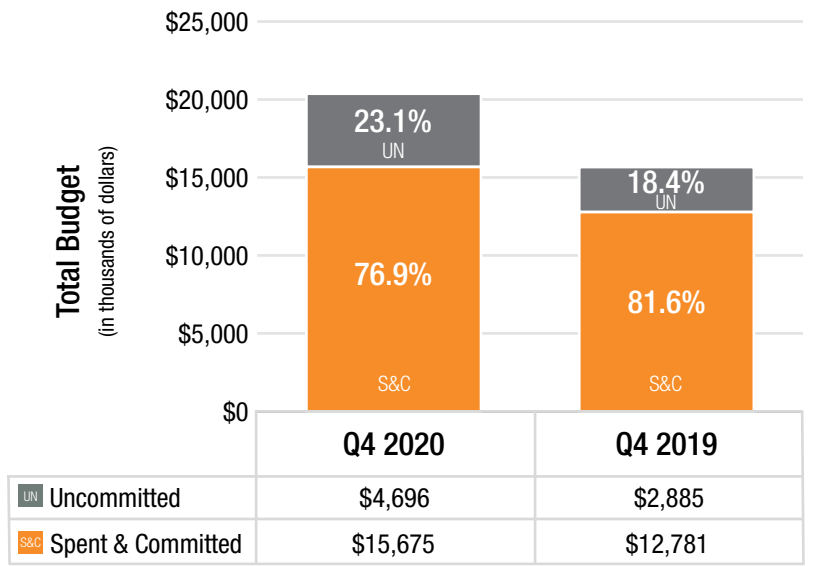
Active projects with budgets greater than \$1 million.



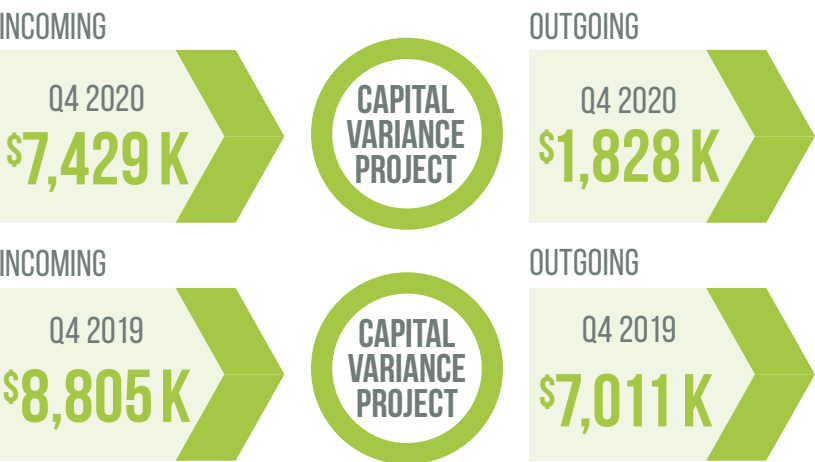
## WASTE MANAGEMENT

### PROJECT BUDGETS SPENT AND/OR COMMITTED AT QUARTER END

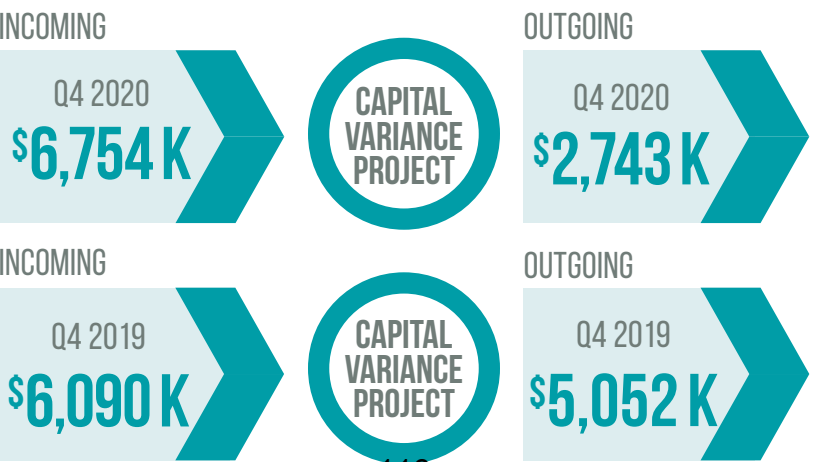
Active projects with budgets greater than \$1 million.



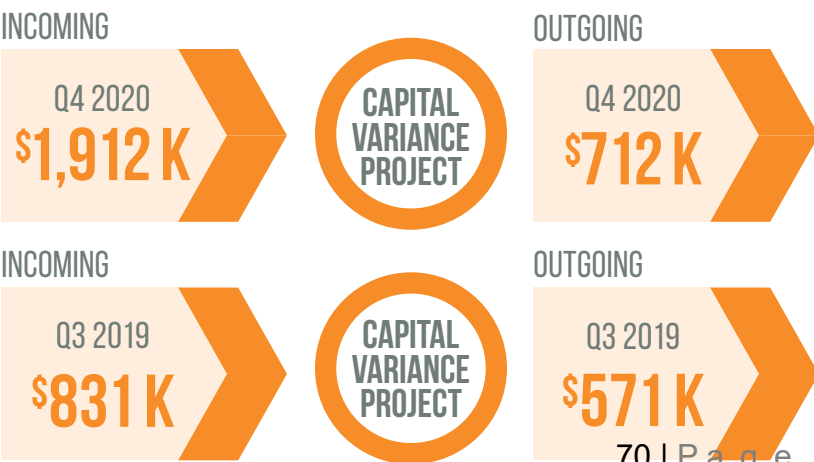
### YEAR-TO-DATE CAPITAL VARIANCE PROJECT TRANSFERS



### YEAR-TO-DATE CAPITAL VARIANCE PROJECT TRANSFERS



### YEAR-TO-DATE CAPITAL VARIANCE PROJECT TRANSFERS



# Capital Summary (in thousands of dollars)

The Corporate Services 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 Corporate Services 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 Program Reconciliation

The capital budget managed by Niagara Region has decreased by \$43,863 since Q3 2020. This decrease is primarily caused by projects closed (\$47,449) and budget reductions (\$4,397). The decrease is mitigated by gross budget adjustments (\$6,663) and transfers from capital variance project (\$1,320).

Eight capital projects of the 590 capital sub-projects, with budgets totalling approximately \$37,369 (levy \$36,224 / rate \$1,145) remain uninitiated at December 31, 2020. A summary of the levy and rate impact of Niagara Regions total capital program during the year is presented below:

Capital Program Reconciliation	Levy Programs	Rate Programs	Adjusted Program
<b>2019 Total Adjusted Program (excluding Capital Variance Projects) at December 31, 2019</b>	<b>\$754,803</b>	<b>\$466,963</b>	<b>\$1,221,766</b>
Council Approved 2020 Budget	\$270,399	\$105,125	<b>\$375,524</b>
Gross Budget Adjustment (including transfers from operating)	\$2,340	\$346	<b>\$2,686</b>
Transfer from Capital Variance Project	\$584	\$830	<b>\$1,414</b>
Budget Reductions on Active Capital Projects *	- \$5,321	- \$9,823	- <b>\$15,144</b>
Projects Closed	- \$27,952	- \$7,005	- <b>\$34,957</b>
<b>2020 Total Adjusted Program (excluding Capital Variance Projects) at July 27, 2020</b>	<b>\$994,853</b>	<b>\$556,436</b>	<b>\$1,551,289</b>
Gross Budget Adjustment (including transfers from operating)	\$3,656	\$0	<b>\$3,656</b>
Transfer from Capital Variance	\$351	\$2,198	<b>\$2,549</b>
Budget Reductions on Active Capital Projects *	- \$2,018	- \$13,300	- <b>\$15,318</b>
Projects Closed	- \$7,577	- \$2,316	- <b>\$9,893</b>
<b>2020 Total Adjusted Budget (excluding Capital Variance Projects) at October 22, 2020</b>	<b>\$989,265</b>	<b>\$543,018</b>	<b>\$1,532,283</b>
Gross Budget Adjustment (including transfers from operating)	\$6,663	\$0	<b>\$6,663</b>
Transfer from Capital Variance	\$893	\$427	<b>\$1,320</b>
Budget Reductions on Active Capital Projects *	- \$3,039	- \$1,358	- <b>\$4,397</b>
Transfer between Levy/Rate Programs	\$130	- \$130	<b>\$0</b>
Projects Closed	- \$36,516	- \$10,933	- <b>\$47,449</b>
<b>2020 Total Adjusted Budget (excluding Capital Variance Projects) at December 31, 2020</b>	<b>\$957,396</b>	<b>\$531,024</b>	<b>\$1,488,420</b>

\* 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 Q4 2020 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	Long Term Care Roof Replacement Program - 2018	\$373		\$23			\$396
Corporate Services	Energy Conservation Program - 2018	\$849	\$37				\$886
Corporate Services	Information Technology Asset Replacement - 2020	\$1,035	\$416				\$1,451
Corporate Services	Niagara Regional Police Gun Range HVAC	\$60		\$140			\$200
Corporate Services	Court Facilities Renewal	\$12,908	\$134		- \$134	Reserve - Courts	\$12,908
Corporate Services	Public Works Service Centre Structural Improvement	\$110		\$1			\$111
Corporate Services	Long-term Accommodations - NRPS Headquarters D2	\$65,627	\$43				\$65,670
Niagara Regional Housing	Niagara Falls Supportive Housing Renovation	\$0	\$3,650				\$3,650
Public Works - Levy	Roundabout - South Grimsby Road	\$5,712			- \$250	CVP - Levy \$246, DC Roads \$4	\$5,462
Public Works - Levy	Intersection - Townline Road Phase 2	\$3,231		\$450			\$3,681
Public Works - Levy	Roads Rehabilitation - RR81 Main Street	\$250	\$20	\$180			\$450
Public Works - Levy	Roads Resurfacing - 2020	\$8,345	\$72				\$8,417
Public Works - Levy	Roads Reconstruction - RR38 QEW/Fourth	\$23,156	\$2,291	\$99	- \$1,555	External Funding Contributions	\$23,991
Public Works - Levy	Intersection - RR89 Jacobsen/Burleigh	\$5,786			- \$200	CVP - Levy \$137, DC Roads \$63	\$5,586

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	Structural Rehabilitation - Reece Bridge	\$9,733			- \$400	CVP - Levy	\$9,333
Public Works - Levy	Capacity Improvements - RR54 Hwy 20/Merritt	\$7,850			- \$500	CVP - Levy \$75, DC Roads \$425	\$7,350
All Levy Departments		\$145,025	\$6,663	\$893	- \$3,039		\$149,542
Wastewater	Wastewater Treatment Plant Upgrade - Secondary Clarifier - Seaway	\$3,115			- \$320	CVP - Wastewater	\$2,795
Wastewater	Wastewater Treatment Plant Seaway Capacity Phase 2	\$300		\$50			\$350
Wastewater	Miscellaneous Program - Motor Control Centres	\$2,000		\$250			\$2,250
Wastewater	George Street Pumping Station Upgrade	\$200		\$50			\$250
Wastewater	18-SPS & FM UPG-City Hall-PC	\$300		\$37			\$337
Wastewater	Carleton Pumping Station Forcemain Upgrade	\$150		\$35			\$185
Water	Elevated Tank Rehabilitation - Thorold South	\$2,992			- \$140	CVP - Water	\$2,852
Water	Watermain Program - Lundy's Lane	\$1,000			- \$898	Debt	\$102
Water	Security Improvement - Decew Water Treatment Plant	\$190		\$5			\$195
All Rate Departments		\$10,247	\$0	\$427	- \$1,358		\$9,316
Corporate Services	2020 Code and Legislative Compliance Program	\$60	- \$60				\$0
Corporate Services	Niagara Regional Police Gun Range HVAC	\$140	\$60				\$200
Niagara Regional Police Services Board	Vehicles Replacement - 2019	\$1,454	- \$23				\$1,431
Niagara Regional Police Services Board	Vehicles Replacement - 2020	\$1,500	\$23				\$1,523

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	2020 Traffic Signals Program	\$3,000	- \$3,000				\$0
Public Works - Levy	Traffic Signal Niagara @ Welland	\$0	\$300				\$300
Public Works - Levy	Traffic Signal Prince Charles @ Fitch	\$0	\$300				\$300
Public Works - Levy	Traffic Signal Woodlawn @ Niagara	\$0	\$300				\$300
Public Works - Levy	Traffic Signal Queenston @ Eastchester	\$0	\$300				\$300
Public Works - Levy	Traffic Signal Niagara @ Lakeshore	\$0	\$300				\$300
Public Works - Levy	Traffic Signal Asset Management	\$0	\$468				\$468
Public Works - Levy	Traffic Signal Advance Design	\$0	\$50				\$50
Public Works - Levy	Traffic Signal Upgrades	\$0	\$196				\$196
Public Works - Levy	New Traffic Control Devices	\$0	\$215				\$215
Public Works - Levy	Intelligent Transportation Systems	\$0	\$572				\$572
Wastewater	Vacuum Truck Replacement	\$500	- \$130				\$370
Public Works - Levy	Vacuum Truck Replacement	\$500	\$130				\$630
All inter-project		\$7,154	\$0	\$0	\$0		\$7,154
All Departments	Total	\$162,426	\$6,663	\$1,320	- \$4,397		\$166,012



## 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 the year-end transfer report. The following 20 projects were closed between October 23 to December 31, 2020. Closed projects may be required to be opened to complete subsequent transactions received for invoices or accounting adjustments.

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Public Works - Levy	Reconstruction - RR14 Smithville Road and Millcreek Bridge	\$5,071	\$4,922	\$149	\$149	CVP Levy	13
Public Works - Levy	Property - RR14 Smithville Road and Millcreek Bridge	\$468	\$467	\$1	\$0	CVP Levy	8
Public Works - Levy	Capacity Improvements - Reconstruct RR49 McLeod, Montrose to Stanley	\$8,278	\$8,250	\$28	\$15	CVP Levy	12
Public Works - Levy	Complete Rebuild - Ontario Street @ Carlton Street	\$250	\$249	\$1	\$1	CVP Levy	5
Public Works - Levy	Complete Rebuild - Prince Charles Drive @ Maple Street	\$220	\$192	\$28	\$28	CVP Levy	5
Public Works - Levy	Interchange Sir Isaac Brock Way @ 406 Hwy	\$4,271	\$4,159	\$112	\$6	CVP Levy	4
Corporate Services	Upgrade of iDarts - 2017	\$50	\$25	\$25	\$25	CVP Levy	4
Corporate Services	SAEO Office Niagara Falls Building Renovations	\$210	\$207	\$3	\$3	CVP Levy	2
Niagara Regional Housing	New Build, Carlton Street, St. Catharines	\$14,980	\$14,967	\$13	\$13	NRH Owned Units	5
Niagara Regional Housing	Expansion, Roach Avenue, Welland	\$2,718	\$2,705	\$13	\$23	NRH Owned Units	4
<b>Total Levy Reporting Projects Closed and Removed from Project Listing</b>		<b>\$36,516</b>	<b>\$36,143</b>	<b>\$373</b>	<b>\$263</b>		
Waste Management	Landfill Gas Collection & Flaring System Decommissioning - Glenridge	\$705	\$671	\$34	\$34	CVP WMT	6
Waste Management	Line 5 - Monitoring Well Replacement	\$75	\$46	\$29	\$29	CVP WMT	6
<b>Total Waste Management Projects Closed and Removed from Project Listing</b>		<b>\$780</b>	<b>\$717</b>	<b>\$63</b>	<b>\$63</b>		
Water Works	Water Security Improvements - Rosehill	\$114	\$114	\$0	\$0	CVP WAT	6
Water Works	Water Security Improvements - Port Colborne	\$122	\$115	\$7	\$7	CVP WAT	6
Water Works	Water Security Improvements - Grimsby	\$134	\$130	\$4	\$4	CVP WAT	6
Water Works	Water Security Improvements (Raw Water Channel Fencing) - Decew	\$32	\$28	\$4	\$4	CVP WAT	6

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)
Water Works	Water Pressure Relief Valve - Four Mile Creek	\$650	\$526	\$124	\$67	CVP WAT	4
Water Works	Deconstruction of King Street Elevated Storage Tank	\$950	\$371	\$579	\$405	CVP WAT	4
Water Works	Watermain Intake Channel Modifications - DeCew - 2017	\$1,500	\$0	\$1,500	\$0	CVP WAT	4
Total Water Projects Closed and Removed from Project Listing		\$3,502	\$1,284	\$2,218	\$487		
Wastewater	Pump Station Improvement Program - South Side High Lift	\$6,651	\$6,370	\$281	\$259	CVP SEW	8
Total Wastewater Projects Closed and Removed from Project Listing		\$6,651	\$6,370	\$281	\$259		
Total Rate Projects Closed and Removed from Project Listing		\$10,933	\$8,371	\$2,562	\$809		
Total Projects Closed		\$47,449	\$44,514	\$2,935	\$1,072		



## Capital Project Closed by Adjustment (in thousands of dollars)

Capital projects may be required to be opened to complete subsequent transactions received for invoices or accounting adjustments.

Department	Project Description	Adjusted Budget	Project-to-date Actuals	Variance	Surplus	Destination of Transfer	Project Duration (Years)
Wastewater	Combined Sewer Overflow Tank Construction - Chippawa Sewer Flooding	\$4,323	\$3,364	\$959	\$169	CVP SEW	8
Wastewater	South Side Low Lift Pump Station Upgrade	\$2,500	\$649	\$1,851	\$47	CVP SEW	7
Niagara Regional Housing	Social Housing Improvement Program - 2016	\$1,200	\$1,098	\$102	\$17	NRH Owned Units	4
Closed Capital Project Adjustments		\$8,023	\$5,111	\$2,912	\$233		

## Capital Project Closed 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 project's 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.

Department	Project Description	Total Budget	Closure	Transfers	Adjusted Budget	Surplus (Deficit)	Destination of Transfer
Public Works - Levy	Annual - Traffic Signals Program - 2020	\$3,000	- \$3,000		\$0	\$0	CVP Levy
Public Works - Levy	Traffic Signal Niagara @ Welland	\$0		\$300	\$300		
Public Works - Levy	Traffic Signal Prince Charles @ Fitch	\$0		\$300	\$300		
Public Works - Levy	Traffic Signal Woodlawn @ Niagara	\$0		\$300	\$300		
Public Works - Levy	Traffic Signal Queenston @ Eastchester	\$0		\$300	\$300		
Public Works - Levy	Traffic Signal Niagara @ Lakeshore	\$0		\$300	\$300		
Public Works - Levy	Traffic Signal Asset Management	\$0		\$468	\$468		
Public Works - Levy	Traffic Signal Advance Design	\$0		\$50	\$50		
Public Works - Levy	Traffic Signal Upgrades	\$0		\$196	\$196		
Public Works - Levy	New Traffic Control Devices	\$0		\$215	\$215		
Public Works - Levy	Intelligent Transportation Systems	\$0		\$572	\$572		
Corporate Services	Region Wide - Code & Legislation Compliance - 2020	\$60	- \$60		\$0	\$0	CVP Levy
Corporate Services	Niagara Regional Police Gun Range HVAC	\$140		\$60	\$200		
<b>Capital Projects Closed Upon Transfers &amp; Capital Project Adjustments</b>		<b>\$3,200</b>	<b>- \$3,060</b>	<b>\$3,060</b>	<b>\$3,200</b>	<b>\$0</b>	

# 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 \$1,488,420 capital budget managed by Niagara Region, representing 590 sub-projects, total capital spending including commitments to date of \$941,787 and budget remaining of \$546,633, after commitments.

This chart represents (in aggregate), currently active and uninitiated projects managed by Niagara Region. Capital project detail for 181 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 and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed
Community Services	\$1,675	\$1,663	\$12	99.3%
Corporate Services	\$315,973	\$143,829	\$172,144	45.5%
Niagara Regional Housing	\$53,953	\$43,374	\$10,579	80.4%
Niagara Regional Police Services Board	\$29,884	\$27,750	\$2,134	92.9%
Planning	\$3,294	\$3,279	\$15	99.5%
Public Health	\$8,164	\$6,989	\$1,175	85.6%
Public Works - Levy	\$437,195	\$316,309	\$120,886	72.3%
Waste Management	\$20,371	\$15,675	\$4,696	76.9%
Wastewater	\$258,981	\$189,634	\$69,347	73.2%
Water Works	\$194,009	\$125,471	\$68,538	64.7%
Active projects with budgets greater than \$1 million	\$1,323,499	\$873,973	\$449,526	66.0%
Uninitiated projects with budgets greater than \$1 million	\$36,869	\$0	\$36,869	0.0%
Total projects with budgets greater than \$1 million	\$1,360,368	\$873,973	\$486,395	64.2%
Active projects with budgets less than \$1 million	\$127,552	\$67,814	\$59,738	53.2%
Uninitiated projects with budgets less than \$1 million	\$500	\$0	\$500	0.0%
Total Capital Projects	\$1,488,420	\$941,787	\$546,633	63.3%

# 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 181 projects totaling \$1,360,368 of adjusted capital budget. Project spending to date including commitments on these sub-projects amounts to \$873,973, representing 64.2 per cent of the adjusted capital budget on these active and uninitiated sub-projects.

When a surplus exists at the end of a project, the surplus funds will be transferred back to the respective Capital Variance Project (CVP). Projects forecasting a deficit will require additional funding. Project-to-date funding requests up to \$250 can be made through a CVP request at the discretion of the Commissioner of the department and the Treasurer. Requests in excess of \$250 will be makde through Council.

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
St. Catharines Child Care Addition		\$1,675	\$1,663	\$12	99.3%	\$14	\$0	\$0	\$0	2021
<b>Total Community Services</b>		<b>\$1,675</b>	<b>\$1,663</b>	<b>\$12</b>	<b>99.3%</b>	<b>\$14</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
2021 Canada Summer Games ****		\$20,037	\$19,687	\$350	98.3%	\$350	\$0	\$0	\$0	2021
911 Backup Rationalization - 2020		\$1,000	\$738	\$262	73.8%	\$763	\$0	\$0	\$0	2021
Asset Replacement - 2018		\$2,947	\$2,860	\$87	97.1%	\$287	\$0	\$0	\$0	2021
Asset Replacement - 2019		\$2,288	\$2,043	\$245	89.3%	\$287	\$0	\$0	\$0	2021
Asset Replacement - 2020		\$1,451	\$968	\$483	66.7%	\$504	\$0	\$0	\$0	2021
Court Facilities Welland *		\$12,490	\$12,358	\$132	98.9%	\$56	\$0	\$0	\$353	2021
Customer Service Strategic Priority		\$1,685	\$232	\$1,453	13.8%	\$300	\$1,220	\$0	\$0	2022
Emergency Medical Services Central Hub	Uninitiated	\$3,895	\$0	\$3,895	0.0%	\$3,895	\$0	\$0	\$0	2021
Emergency Medical Services Facility Welland		\$1,100	\$393	\$707	35.7%	\$707	\$0	\$0	\$0	2021
Environmental Centre Expansion		\$2,000	\$145	\$1,855	7.2%	\$250	\$1,605	\$0	\$0	2024
Environmental Centre Expansion	Uninitiated	\$21,177	\$0	\$21,177	0.0%	\$0	\$395	\$20,789	\$0	2024

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Expansion of Social Housing Units (Alternative Service Delivery Model)		\$1,750	\$0	\$1,750	0.0%	\$1,750	\$0	\$0	\$0	2021
Health Facilities - Niagara Falls *		\$6,069	\$5,960	\$109	98.2%	\$50	\$0	\$0	\$94	2021
Long-term Accommodations - NRPS D1		\$20,496	\$20,392	\$104	99.5%	\$2,275	\$0	\$0	\$0	2021
Long-term Accommodations - NRPS Headquarters D2		\$65,670	\$65,629	\$41	99.9%	\$378	\$0	\$0	\$0	2021
Long-term Care Home Redevelopment - 2015		\$73,000	\$10,317	\$62,683	14.1%	\$3,214	\$29,451	\$31,572	\$0	2023
Redevelopment of Linhaven Long Term Care Home - 2020		\$102,000	\$394	\$101,606	0.4%	\$10,500	\$42,000	\$49,377	\$0	2024
Regional Headquarters Generator Replacement		\$1,990	\$1,713	\$277	86.1%	\$405	\$0	\$0	\$0	2021
<b>Total Corporate Services</b>		<b>\$341,045</b>	<b>\$143,829</b>	<b>\$197,216</b>	<b>42.2%</b>	<b>\$25,971</b>	<b>\$74,671</b>	<b>\$101,738</b>	<b>\$447</b>	
Building Capital - 2018		\$4,673	\$4,629	\$44	99.1%	\$231	\$0	\$0	\$0	2021
Building Capital - 2019		\$5,536	\$5,425	\$111	98.0%	\$535	\$0	\$0	\$0	2021
Building Capital - 2020		\$3,974	\$3,434	\$540	86.4%	\$2,736	\$0	\$0	\$0	2021
Expansion, Thorold		\$1,101	\$1,101	\$0	100.0%	\$0	\$0	\$0	\$0	2022
Grounds Capital - 2020		\$1,010	\$977	\$33	96.7%	\$448	\$0	\$0	\$0	2021
Muli-Residential Intensification - Niagara Falls - 2018		\$20,900	\$18,797	\$2,103	89.9%	\$13,036	\$0	\$0	\$0	2021
Social Housing Assistance Improvement Program - 2018		\$2,683	\$2,618	\$65	97.6%	\$82	\$0	\$0	\$0	2021
Unit Capital - 2018		\$1,600	\$1,401	\$199	87.6%	\$245	\$0	\$0	\$0	2021
Unit Capital - 2019		\$5,355	\$4,833	\$522	90.2%	\$2,424	\$0	\$0	\$0	2021
Unit Capital - 2020		\$3,471	\$139	\$3,332	4.0%	\$3,331	\$0	\$0	\$0	2021

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Niagara Falls Supportive Housing Renovation		\$3,650	\$20	\$3,630	0.6%	\$3,643	\$0	\$0	\$0	2021
<b>Total Niagara Regional Housing</b>		<b>\$53,953</b>	<b>\$43,374</b>	<b>\$10,579</b>	<b>80.4%</b>	<b>\$26,711</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
Communications Unit Back-up		\$1,000	\$0	\$1,000	0.0%	\$0	\$1,000	\$0	\$0	2022
Communications Unit Back-up	Uninitiated	\$1,250	\$0	\$1,250	0.0%	\$0	\$1,250	\$0	\$0	2022
Information Technology & Equipment Replacement		\$1,100	\$1,095	\$5	99.6%	\$30	\$0	\$0	\$0	2021
Information Technology Continuity Plan		\$1,500	\$1,003	\$497	66.9%	\$497	\$0	\$0	\$0	2021
S.P.I.R.I.T. (Supporting Police in Records Information Technology)		\$8,630	\$8,482	\$148	98.3%	\$148	\$0	\$0	\$0	2021
Vehicles - 2018		\$1,386	\$1,386	\$0	100.0%	\$0	\$0	\$0	\$0	2021
Vehicles - 2019		\$1,430	\$1,430	\$0	100.0%	\$0	\$0	\$0	\$0	2022
Vehicles - 2020		\$1,523	\$1,149	\$374	75.4%	\$1,050	\$0	\$0	\$0	2021
Voice Radio System		\$13,315	\$13,205	\$110	99.2%	\$99	\$11	\$0	\$0	2022
<b>Total Niagara Regional Police Services Board</b>		<b>\$31,134</b>	<b>\$27,750</b>	<b>\$3,384</b>	<b>89.1%</b>	<b>\$1,824</b>	<b>\$2,261</b>	<b>\$0</b>	<b>\$0</b>	
Regional Headquarters Landscape Master Plan		\$3,294	\$3,279	\$15	99.5%	\$51	\$0	\$0	\$0	2021
<b>Total Planning</b>		<b>\$3,294</b>	<b>\$3,279</b>	<b>\$15</b>	<b>99.5%</b>	<b>\$51</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
Ambulance & Equipment - 2018		\$2,595	\$2,381	\$214	91.7%	\$215	\$0	\$0	\$0	2021
Ambulance & Equipment - 2019		\$2,201	\$2,112	\$89	95.9%	\$89	\$0	\$0	\$0	2021
Ambulance & Equipment - 2020		\$3,368	\$2,496	\$872	74.1%	\$1,604	\$0	\$0	\$0	2021
<b>Total Public Health</b>		<b>\$8,164</b>	<b>\$6,989</b>	<b>\$1,175</b>	<b>85.6%</b>	<b>\$1,908</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

## Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Annual - Development Projects - 2020 ***		\$1,000	\$0	\$1,000	0.0%	\$0	\$0	\$0	\$1,000	2021
Annual - Storm Sewer & Culvert Program - 2019		\$1,000	\$969	\$31	96.9%	\$634	\$0	\$0	\$0	2021
Annual - Storm Sewer & Culvert Program - 2020		\$1,100	\$708	\$392	64.4%	\$900	\$191	\$0	\$0	2022
Capacity Improvements - Charnwood/McLeod *		\$7,110	\$6,790	\$320	95.5%	\$50	\$50	\$0	\$321	2022
Capacity Improvements - New Escarpment Crossing		\$2,200	\$691	\$1,509	31.4%	\$500	\$1,009	\$0	\$0	2023
Capacity Improvements - New Escarpment Crossing	Uninitiated	\$1,000	\$0	\$1,000	0.0%	\$0	\$491	\$509	\$0	2023
Capacity Improvements - Reconstruct Hwy 406 @ Third Interchange		\$1,460	\$727	\$733	49.8%	\$100	\$250	\$383	\$0	2023
Capacity Improvements - Reconstruct QEW @ Glendale Ave Interchange		\$8,000	\$154	\$7,846	1.9%	\$2,000	\$2,000	\$3,854	\$0	2023
Capacity Improvements - Reconstruct RR49 Concession 6/Eastwest Line		\$4,575	\$3,223	\$1,352	70.4%	\$750	\$1,138	\$0	\$0	2022
Capacity Improvements - RR10 Livingston/QEW-GR		\$27,750	\$2,113	\$25,637	7.6%	\$12,000	\$12,000	\$2,028	\$0	2023
Capacity Improvements - RR54 Hwy 20/Merritt *		\$7,350	\$6,985	\$365	95.0%	\$417	\$0	\$0	\$500	2021
Capacity Improvements - RR98 Montrose Road		\$1,050	\$1,001	\$49	95.3%	\$500	\$146	\$0	\$0	2022
Environmental Assessment - RR 42 Ontario Street		\$1,900	\$610	\$1,290	32.1%	\$1,761	\$0	\$0	\$0	2021

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Fleet & Vehicle Replacement Program - 2020		\$1,520	\$0	\$1,520	0.0%	\$1,520	\$0	\$0	\$0	2021
Illumination Program - 2020		\$1,000	\$0	\$1,000	0.0%	\$400	\$600	\$0	\$0	2022
Intersection - RR20 Industrial Park/South Grimsby Road 6		\$2,898	\$2,839	\$59	98.0%	\$64	\$0	\$0	\$0	2021
Intersection - RR20 Roundabout at S Grimsby Rd		\$5,462	\$4,803	\$659	87.9%	\$659	\$0	\$0	\$0	2021
Intersection - RR20 Industrial Park toTownline Phase 2		\$3,681	\$3,629	\$52	98.6%	\$319	\$0	\$0	\$0	2021
Intersection Improvement - RR24 Victoria Ave		\$2,200	\$2,196	\$4	99.8%	\$300	\$756	\$0	\$0	2022
Intersection Improvement - RR46 Geneva Street		\$1,000	\$19	\$981	1.9%	\$750	\$231	\$0	\$0	2022
Intersection Improvement - RR46 Geneva/St. Paul *		\$5,750	\$5,323	\$427	92.6%	\$222	\$0	\$0	\$400	2021
Intersection - RR89 Jacobsen/Burleigh		\$5,586	\$5,494	\$92	98.4%	\$307	\$0	\$0	\$0	2021
Replacement of Burgoyne Bridge **		\$99,534	\$98,590	\$944	99.1%	\$101	\$0	\$0	\$879	2021
Road Equipment Upgrade - 2020		\$1,000	\$0	\$1,000	0.0%	\$1,000	\$0	\$0	\$0	2021
Roads Facility Program - Patrol Yard Improvement - 2019		\$1,000	\$14	\$986	1.4%	\$500	\$486	\$0	\$0	2022
Roads Facility Program - Patrol Yard Improvement - 2020		\$1,000	\$158	\$842	15.8%	\$500	\$491	\$0	\$0	2022
Roads Reconstruction - RR20 Station/Rice		\$3,793	\$3,477	\$316	91.7%	\$20	\$200	\$96	\$0	2023



## Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Roads Reconstruction - RR38 QEW/Fourth *		\$23,992	\$19,868	\$4,124	82.8%	\$1,000	\$1,000	\$0	\$2,663	2022
Roads Reconstruction - St Davids Road East		\$10,224	\$8,473	\$1,751	82.9%	\$6,150	\$820	\$0	\$0	2022
Roads Rehabilitation - RR27 Prince Charles Dr to Lincoln St		\$5,750	\$4,719	\$1,031	82.1%	\$1,340	\$0	\$0	\$0	2021
Roads Rehabilitation - RR63 Baldwin/Coffee Bridge		\$3,035	\$3,030	\$5	99.8%	\$61	\$0	\$0	\$0	2021
Roads Rehabilitation - RR69 Wessel/Centre Phase 3		\$1,000	\$175	\$825	17.5%	\$829	\$0	\$0	\$0	2021
Roads Rehabilitation - RR1 Albert/Lakeshore		\$2,165	\$588	\$1,577	27.1%	\$583	\$1,000	\$0	\$0	2022
Roads Rehabilitation - RR1 Dominion Road, Burleigh/Buffalo		\$12,070	\$11,291	\$779	93.5%	\$500	\$279	\$0	\$0	2022
Roads Rehabilitation - RR45 RR4/RR63		\$1,775	\$405	\$1,370	22.8%	\$1,200	\$246	\$0	\$0	2022
Roads Rehabilitation - RR56 Glendale to St Davids		\$1,330	\$1,325	\$5	99.6%	\$5	\$0	\$0	\$0	2021
Roads Rehabilitation - RR57 Thorold Stone Road Extension		\$25,300	\$11,326	\$13,974	44.8%	\$7,500	\$2,000	\$4,634	\$0	2023
Roads Rehabilitation - RR69 Effingham/Wessel Phase 2 *		\$9,118	\$7,571	\$1,547	83.0%	\$2,500	\$0	\$0	\$463	2021
Roads Rehabilitation - RR87 Townline/Four Mile Creek		\$8,500	\$5,239	\$3,261	61.6%	\$3,306	\$0	\$0	\$0	2021
Roads Rehabilitation - RR87 Third/Seventh		\$2,800	\$2,595	\$205	92.7%	\$1,326	\$0	\$0	\$0	2021

## Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Roads Rehabilitation - RR49 Hydro Power Canal to Wilson Cres Phase 2		\$1,700	\$370	\$1,330	21.7%	\$1,496	\$0	\$0	\$0	2021
Roads Rehabilitation - RR 43 Bridge Street - 2019		\$1,250	\$389	\$861	31.1%	\$750	\$355	\$0	\$0	2022
Roads Resurfacing - 2013 *		\$4,933	\$4,797	\$136	97.2%	\$69	\$0	\$0	\$136	2021
Roads Resurfacing - 2018		\$9,510	\$9,439	\$71	99.3%	\$127	\$0	\$0	\$0	2021
Roads Resurfacing - 2019		\$8,939	\$8,929	\$10	99.9%	\$526	\$0	\$0	\$0	2021
Roads Resurfacing - 2020		\$8,417	\$8,335	\$82	99.0%	\$3,596	\$0	\$0	\$0	2021
Storm Pumping Station Improvements - McLeod Rd at Stanley Ave - 2017		\$2,050	\$1,793	\$257	87.4%	\$1,854	\$0	\$0	\$0	2021
Structural Rehabilitation - 2016 Program		\$3,700	\$3,053	\$647	82.5%	\$750	\$385	\$0	\$0	2022
Structural Rehabilitation - 2019 Program		\$1,000	\$972	\$28	97.2%	\$81	\$0	\$0	\$0	2021
Structural Rehabilitation - 2020 Program		\$1,000	\$25	\$975	2.5%	\$984	\$0	\$0	\$0	2021
Structural Rehabilitation - Main Street Bridge *		\$4,703	\$4,434	\$269	94.3%	\$60	\$0	\$0	\$209	2021
Structural Rehabilitation - Ontario Power Generation Bridges over Gibson Lake *		\$8,100	\$8,007	\$93	98.8%	\$0	\$0	\$0	\$104	2021
Structural Rehabilitation - Reece Bridge		\$9,333	\$9,267	\$66	99.3%	\$146	\$0	\$0	\$0	2021
Structural Rehabilitation - RR81 St Paul West CNR Bridge		\$2,250	\$696	\$1,554	30.9%	\$1,794	\$0	\$0	\$0	2021

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Structural Replacement - RR81 20 Mile Arch Bridge		\$5,020	\$445	\$4,575	8.9%	\$196	\$1,500	\$3,226	\$0	2024
Structure Rehabilitation - Schisler Road Bridge		\$2,000	\$328	\$1,672	16.4%	\$1,750	\$122	\$0	\$0	2022
Transportation Infrastructure Means Protection *		\$4,000	\$3,086	\$914	77.2%	\$40	\$0	\$0	\$894	2021
<b>Public Works - Roads &amp; Fleet</b>		<b>\$385,883</b>	<b>\$291,483</b>	<b>\$94,400</b>	<b>75.5%</b>	<b>\$66,793</b>	<b>\$27,746</b>	<b>\$14,730</b>	<b>\$7,569</b>	
GO Transit		\$31,598	\$9,532	\$22,066	30.2%	\$22,138	\$0	\$0	\$0	2023
GO Transit	Uninitiated	\$8,402	\$0	\$8,402	0.0%	\$3,994	\$2,318	\$2,090	\$0	2023
<b>Total GO Transit</b>		<b>\$40,000</b>	<b>\$9,532</b>	<b>\$30,468</b>	<b>23.8%</b>	<b>\$26,132</b>	<b>\$2,318</b>	<b>\$2,090</b>	<b>\$0</b>	
Inter-Municipal Transit Capital Acquisition - 2017		\$20,714	\$15,294	\$5,420	73.8%	\$6,500	\$1,766	\$0	\$0	2022
<b>Total IMT Transit</b>		<b>\$20,714</b>	<b>\$15,294</b>	<b>\$5,420</b>	<b>73.8%</b>	<b>\$6,500</b>	<b>\$1,766</b>	<b>\$0</b>	<b>\$0</b>	
<b>Total Public Works - Levy</b>		<b>\$446,597</b>	<b>\$316,309</b>	<b>\$130,288</b>	<b>70.8%</b>	<b>\$99,425</b>	<b>\$31,830</b>	<b>\$16,820</b>	<b>\$7,569</b>	
Bridge St - Public Drop Off Depot Improvement	Uninitiated	\$1,145	\$0	\$1,145	0.0%	\$0	\$1,050	\$95	\$0	2023
Glenridge - Leachate Collection System		\$1,210	\$376	\$834	31.1%	\$211	\$790	\$74	\$0	2023
Humberstone - Infrastructure Upgrades		\$10,706	\$9,036	\$1,670	84.4%	\$750	\$1,000	\$1,117	\$0	2024
Niagara Road 12 - Cell 4 Construction & ManHole Rehabilitation *		\$3,455	\$3,390	\$65	98.1%	\$5	\$0	\$0	\$77	2021
Niagara Road 12 & Park Road - Pump Station Upgrades *		\$1,677	\$1,654	\$23	98.6%	\$5	\$0	\$0	\$66	2021
Recycling Centre - Facility Improvements Groundwater		\$1,123	\$1,039	\$84	92.5%	\$50	\$42	\$0	\$0	2022

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Recycling Centre - Fibre Line Enhancements		\$2,200	\$180	\$2,020	8.2%	\$2,018	\$1	\$0	\$0	2022
<b>Total Waste Management</b>		<b>\$21,516</b>	<b>\$15,675</b>	<b>\$5,841</b>	<b>72.9%</b>	<b>\$3,039</b>	<b>\$2,883</b>	<b>\$1,286</b>	<b>\$143</b>	
Combined Sewer Overflow - Grimsby		\$1,725	\$222	\$1,503	12.9%	\$0	\$1,503	\$0	\$0	2022
Decommissioning Wastewater Treatment Plant - Niagara-on-the-Lake		\$12,700	\$593	\$12,107	4.7%	\$200	\$1,000	\$11,151	\$0	2025
Digester & Sludge Program - 2018 *****		\$2,550	\$2,203	\$347	86.4%	\$650	\$583	\$0	- \$250	2022
Digester & Sludge Program - 2020		\$1,250	\$560	\$690	44.8%	\$400	\$505	\$0	\$0	2022
Forcemain Replacement Bridgeport Sewage Pump Station		\$3,250	\$569	\$2,681	17.5%	\$2,600	\$204	\$0	\$0	2022
Forcemain Replacement Jordan Valley Sewage Pump Station		\$3,175	\$366	\$2,809	11.5%	\$250	\$2,000	\$838	\$0	2023
Lagoon Upgrade program - Stevensville/Douglastown		\$4,100	\$447	\$3,653	10.9%	\$2,000	\$1,846	\$0	\$0	2022
Miscellaneous Program - Centrifuge Components		\$1,211	\$1,210	\$1	99.9%	\$1	\$0	\$0	\$0	2022
Miscellaneous Program - Chemical System Upgrades - 2017		\$1,900	\$1,626	\$274	85.6%	\$1,500	\$306	\$0	\$0	2022
Miscellaneous Program - Chemical System Upgrades - 2018		\$2,200	\$275	\$1,925	12.5%	\$148	\$1,900	\$0	\$0	2022
Miscellaneous Program - Garner Road		\$5,242	\$5,109	\$133	97.5%	\$136	\$0	\$0	\$0	2021

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Miscellaneous Program - Motor Control Centres		\$2,250	\$1,739	\$511	77.3%	\$2,095	\$0	\$0	\$0	2021
Pump Station Capacity Expansion Program - Odour Control - Smithville		\$1,500	\$888	\$612	59.2%	\$300	\$359	\$0	\$0	2022
Pump Station Improvement Program - Design		\$5,711	\$5,664	\$47	99.2%	\$95	\$0	\$0	\$0	2021
Pump Station Improvement Program - Haulage Road		\$2,150	\$2,068	\$82	96.2%	\$437	\$20	\$0	\$0	2022
Pump Station Improvement Program - Lakeside		\$2,500	\$2,232	\$268	89.3%	\$1,458	\$20	\$0	\$0	2022
Pump Station Improvement Program - NOTL, Garrison Rd, William St		\$3,285	\$3,140	\$145	95.6%	\$25	\$25	\$95	\$0	2021
Pump Station Improvement Program - Park Lane		\$1,400	\$1,045	\$355	74.6%	\$977	\$0	\$0	\$0	2021
Pump Station Improvement Program - Riverview SPS		\$1,305	\$905	\$400	69.4%	\$581	\$0	\$0	\$0	2021
Pump Station Improvement Program - Wellandvale		\$3,446	\$3,012	\$434	87.4%	\$1,000	\$433	\$0	\$0	2022
Pump Station Improvement Program - Woodsvlew		\$5,420	\$478	\$4,942	8.8%	\$309	\$2,800	\$2,000	\$0	2023
Pump Station Improvement Program - Shirley Road		\$2,400	\$419	\$1,981	17.5%	\$1,036	\$1,036	\$0	\$0	2022
Pump Station Improvement Program - East Side Port Colborne		\$4,500	\$305	\$4,195	6.8%	\$2,102	\$2,102	\$0	\$0	2022
Pump Station Improvement Program - Laurie Ave		\$4,700	\$624	\$4,076	13.3%	\$165	\$4,300	\$0	\$0	2022

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Sewer & Forcemain Program - Dain City		\$11,525	\$4,749	\$6,776	41.2%	\$6,633	\$1,658	\$0	\$0	2022
Sewer & Forcemain Program - Highway 406 Trunk		\$1,274	\$1,273	\$1	100.0%	\$1	\$0	\$0	\$0	2021
Sewer & Forcemain Program - Stamford Centre *		\$10,562	\$10,233	\$329	96.9%	\$235	\$0	\$0	\$850	2021
Sewer & Forcemain Program - Tupper Dr Trunk		\$2,910	\$1,781	\$1,129	61.2%	\$2,709	\$0	\$0	\$0	2021
Sewer Trunk Rehabilitation - Stamford - Phase 2		\$7,950	\$6,139	\$1,811	77.2%	\$7,711	\$0	\$0	\$0	2021
Sewer Relining Program		\$1,336	\$1,336	\$0	100.0%	\$3	\$0	\$0	\$0	2021
Wastewater Treatment Plant Capacity Expansion - Niagara-on-the-Lake		\$47,895	\$47,521	\$374	99.2%	\$50	\$50	\$414	\$0	2021
Wastewater Treatment Plant Capacity Expansion - South Niagara Falls		\$4,900	\$2,757	\$2,143	56.3%	\$2,933	\$0	\$0	\$0	2021
Wastewater Treatment Plant Upgrade - Garner Road		\$6,940	\$6,689	\$251	96.4%	\$1,513	\$0	\$0	\$0	2021
Wastewater Treatment Plant Upgrade - Niagara Falls		\$2,350	\$2,313	\$37	98.4%	\$362	\$0	\$0	\$0	2021
Wastewater Treatment Plant Upgrade - Port Weller		\$5,900	\$3,389	\$2,511	57.4%	\$500	\$100	\$3,132	\$0	2023
Wastewater Treatment Plant Upgrade - Port Weller 2017 *		\$1,310	\$1,290	\$20	98.5%	\$0	\$0	\$0	\$24	2021
Wastewater Treatment Plant Upgrade - Welland		\$22,373	\$22,184	\$189	99.2%	\$3,861	\$429	\$0	\$0	2022
Wastewater Treatment Plant Upgrade - Welland Phase 2		\$2,400	\$432	\$1,968	18.0%	\$1,670	\$716	\$0	\$0	2022

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Wastewater Treatment Plant Upgrade - Aeration - Seaway		\$1,236	\$1,228	\$8	99.4%	\$8	\$0	\$0	\$0	2021
Wastewater Treatment Plant Upgrade - Bar Screen - Port Weller		\$3,230	\$2,892	\$338	89.5%	\$1,100	\$151	\$0	\$0	2022
Wastewater Treatment Plant Upgrade - Fine Bubble Aeration - Port Dalhousie		\$39,500	\$32,974	\$6,526	83.5%	\$15,780	\$15,780	\$6,526	\$0	2023
Wastewater Treatment Plant Upgrade - Grit System - Grimsby ***		\$1,725	\$1,614	\$111	93.5%	\$0	\$0	\$0	\$212	2021
Wastewater Treatment Plant Upgrade - Primary Digester #2 - Niagara Falls		\$1,000	\$552	\$448	55.2%	\$513	\$250	\$115	\$0	2025
Wastewater Treatment Plant Upgrade - Secondary Clarifier - Seaway *		\$2,795	\$2,591	\$204	92.7%	\$213	\$0	\$0	\$185	2021
<b>Total Wastewater</b>		<b>\$258,981</b>	<b>\$189,634</b>	<b>\$69,347</b>	<b>73.2%</b>	<b>\$64,260</b>	<b>\$40,076</b>	<b>\$24,271</b>	<b>\$1,021</b>	
Elevated Tank - New - Pelham		\$2,820	\$225	\$2,595	8.0%	\$2,697	\$0	\$0	\$0	2021
Elevated Tank - New - Fort Erie		\$1,755	\$516	\$1,239	29.4%	\$350	\$1,238	\$0	\$0	2022
Elevated Tank - Corrosion Protection - Virgil *		\$3,524	\$2,845	\$679	80.7%	\$2,517	\$0	\$0	\$500	2021
Elevated Tank Rehabilitation - Thorold South		\$2,852	\$2,796	\$56	98.0%	\$2	\$59	\$0	\$0	2022
Meter Replacement Program		\$3,550	\$2,096	\$1,454	59.1%	\$1,200	\$500	\$38	\$0	2023
Miscellaneous Program - Evaluation & Replacement *		\$1,100	\$1,093	\$7	99.4%	\$0	\$0	\$0	\$37	2021



Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Miscellaneous Program - Granular Activated Carbon Replacement		\$4,260	\$3,287	\$973	77.2%	\$2,532	\$0	\$0	\$0	2021
Miscellaneous Program - System Storage - Grimsby		\$22,914	\$19,955	\$2,959	87.1%	\$13,000	\$555	\$0	\$0	2022
Miscellaneous Program - System Storage - Port Colborne		\$11,850	\$11,790	\$60	99.5%	\$196	\$0	\$0	\$0	2021
Pumping Station Upgrades - Shoalts Drive		\$1,400	\$6	\$1,394	0.4%	\$0	\$1,045	\$348	\$0	2023
Transmission Main over Welland River		\$4,080	\$6	\$4,074	0.1%	\$407	\$0	\$3,667	\$0	2024
Water Treatment Plant Raw Water Intake - Niagara Falls		\$2,700	\$2,213	\$487	82.0%	\$2,346	\$0	\$0	\$0	2021
Water Treatment Plant Roadway & Parking Lot - Grimsby		\$1,880	\$986	\$894	52.5%	\$1,614	\$20	\$0	\$0	2022
Water Treatment Plant Upgrade - Decew Falls - 2016		\$22,250	\$12,008	\$10,242	54.0%	\$10,219	\$5,121	\$5,121	\$0	2023
Water Treatment Plant Upgrade - Niagara Falls - 2015		\$3,495	\$3,043	\$452	87.1%	\$2,320	\$808	\$94	\$0	2023
Water Treatment Plant Upgrade - Niagara Falls - 2017		\$12,952	\$12,622	\$330	97.4%	\$695	\$0	\$0	\$0	2021
Water Treatment Plant Upgrade - Port Colborne		\$13,600	\$1,920	\$11,680	14.1%	\$7,000	\$5,605	\$0	\$0	2022
Water Treatment Plant Upgrade - Rosehill		\$15,000	\$14,495	\$505	96.6%	\$1,134	\$0	\$0	\$0	2021
Water Treatment Plant Upgrade - Rosehill - 2017		\$2,686	\$336	\$2,350	12.5%	\$254	\$2,100	\$130	\$0	2025



## Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Water Treatment Plant Upgrade - Welland - 2017		\$5,000	\$2,133	\$2,867	42.7%	\$1,521	\$2,867	\$0	\$0	2022
Water Treatment Plant Upgrade - Niagara Falls - 2018		\$4,565	\$143	\$4,422	3.1%	\$2,500	\$1,500	\$472	\$0	2023
Water Treatment Plant Upgrade - Decew Falls Plant 2 - 2020		\$2,000	\$0	\$2,000	0.0%	\$200	\$400	\$1,400	\$0	2024
Watermain Security Study - Decew Water Treatment Plant to Townline Rd E		\$1,000	\$310	\$690	31.0%	\$305	\$690	\$0	\$0	2022
Watermain Replacement - Vineland 19th Street and Glen Road		\$2,500	\$0	\$2,500	0.0%	\$2,500	\$0	\$0	\$0	2021
Watermain Program - Along CNR Grimsby		\$16,825	\$12,038	\$4,787	71.6%	\$0	\$5,827	\$0	\$0	2022
Watermain Program - Barrick Road		\$1,965	\$1	\$1,964	0.0%	\$0	\$1,571	\$393	\$0	2023
Watermain Program - Fort Erie, Dominion Road *		\$10,615	\$10,053	\$562	94.7%	\$177	\$0	\$0	\$400	2021
Watermain Program - Hwy406 Cross Trans		\$1,911	\$1,905	\$6	99.7%	\$6	\$0	\$0	\$0	2021
Watermain Program - Welland Canal Extension		\$4,620	\$0	\$4,620	0.0%	\$4,620	\$0	\$0	\$0	2021
Watermain Program - Welland East and West		\$6,200	\$4,831	\$1,369	77.9%	\$1,653	\$0	\$0	\$0	2021
Watermain Program - St. Davids Rd Phase 2		\$2,140	\$1,819	\$321	85.0%	\$2,101	\$20	\$0	\$0	2022
<b>Total Water Works</b>		<b>\$194,009</b>	<b>\$125,471</b>	<b>\$68,538</b>	<b>64.7%</b>	<b>\$64,066</b>	<b>\$29,926</b>	<b>\$11,663</b>	<b>\$937</b>	

Capital Project Forecast (in thousands of dollars) – Continued

Department Total Projects	Project Status	Adjusted Budget	Project-to-date Actuals and Commitments	Budget Remaining	Percentage of Budget Spent and/or Committed	2021 Forecasted Expenditures	2022 Forecasted Expenditures	2023 and Beyond Forecasted Expenditures	Forecasted Surplus / Deficit	Estimated Year of Completion
Total Projects with remaining budgets greater than \$1 million		\$1,360,368	\$873,973	\$486,395	64.2%	\$287,269	\$181,647	\$155,778	\$10,117	

- (\*) At the time of report preparation, the surplus either has been returned or is anticipated to be returned to respective reserves or CVP in 2020 or early 2021.
- (\*\*) Gross expenditure surplus on this project will be used to offset external revenue shortfall.
- (\*\*\*) Project close form has been received subsequent to the date that report was prepared. Project to be closed and surplus transferred back to CVP in Q1 2021.
- (\*\*\*\*) This project includes the Region’s initial planned contribution to the project being managed by the Host Society. The Canada Summer Games project is currently under review and will be consolidated into the Region’s operations. The full value of the project to be managed by the Region will be reflected in our 2021 financial reports.
- (\*\*\*\*\*) Request for additional funding from CVP has been made.

## 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 through either requesting extra budget dollars from the Capital Variance Project (CVP), or by transferring excess capital project budget dollars to the CVP through a budget reduction.

Transfers to the CVP 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 balances of the CVPs 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 in the Levy and Wastewater CVPs have been identified as a funding source for the 2021 Capital Budget and will be transferred to the reserve at year-end. The excess funds in the Waste Management and Water CVP will be transferred to the respective capital reserves for use in the long-term capital strategy.

Capital Variance Project Reconciliation	Levy Programs	Waste Management	Wastewater	Water Works	Total Programs
<b>Balance at December 31, 2019*</b>	<b>\$1,000</b>	<b>\$582</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$3,582</b>
Transfer to Active Capital Projects	- \$584	- \$6	- \$388	- \$436	- \$1,414
Budget Reductions on Active Capital Projects	\$1,261	\$975	\$4,561	\$150	\$6,947
Transfers (to)/from Closed Capital Projects	\$2,400	\$291	\$264	\$203	\$3,158
Adjustments to Previously Closed Projects	\$41				\$41
<b>Balance at July 27, 2020</b>	<b>\$4,118</b>	<b>\$1,842</b>	<b>\$5,437</b>	<b>\$917</b>	<b>\$12,314</b>
Transfer to Active Capital Projects	- \$351	- \$706	- \$1,292	- \$200	- \$2,549
Budget Reductions on Active Capital Projects	\$1,674	\$450			\$2,124
Transfers (to)/from Closed Capital Projects	\$968	\$133	\$146	\$8	\$1,255
<b>Balance at October 22, 2020</b>	<b>\$6,409</b>	<b>\$1,719</b>	<b>\$4,291</b>	<b>\$725</b>	<b>\$13,144</b>
Transfer to Active Capital Projects	- \$893		- \$422	- \$5	- \$1,320
Budget Reductions on Active Capital Projects	\$858		\$320	\$140	\$1,318
Transfers (to)/from Closed Capital Projects	\$227	\$63	\$259	\$487	\$1,036
Adjustments to Previously Closed Projects			\$216		\$216
<b>Balance at December 31, 2020</b>	<b>\$6,601</b>	<b>\$1,782</b>	<b>\$4,664</b>	<b>\$1,347</b>	<b>\$14,394</b>
Committed to approved 2021 capital budget	- \$4,000		- \$3,000		- \$7,000
Transfer to reserve per Capital Asset Management Policy	- \$1,601	- \$782	- \$664	- \$347	- \$3,394
<b>Uncommitted Balance at December 31, 2020</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$4,000</b>

\* Due to limited funding availability in the Waste Management Capital reserve for the 2020 budget, funds were committed from the CVP, drawing it

# Investment Report (in thousands of dollars)

Investment income during Q4 on the primary portfolio amounted to \$4,596, which includes investment portfolio income and interest on cash balances.

## Investment Performance

### Investment Income Before Transfers to Reserves:

Unfavourable investment income in Q4 of \$893 is a result of the declining bond yield environment, investment calls from corporate bonds and the Region choosing to maintain higher cash balances in high-interest savings accounts as a mitigation strategy. Investment income before transfers for 2020 at year-end is unfavourable by \$1,577 when compared to budget, as the bond yield environment remained low throughout the year.

Budget vs Actual/Forecast before Reserve Transfers	Q1 YTD Actuals	Q2 YTD Actuals	Q3 YTD Actuals	Q4 YTD Actuals	Total
Budget	\$5,143	\$5,283	\$5,439	\$5,489	\$21,354
Actual	\$5,219	\$5,028	\$4,934	\$4,596	\$19,777
Variance	\$76	\$-255	\$-505	\$-893	\$-1,577

### Year-to-date cumulative portfolio return:

Q1*	Q2*	Q3*	Q4
3.05%	2.88%	2.76%	2.64%

\*Previous quarter’s forecasted annualized returns were re-stated for Q4

### Investment Income After Transfers to Reserves:

Investment income after transfers for 2020 is unfavourable by \$4,809 as a result of interest income transferred to development charges and rate reserves at a higher rate than budgeted in alignment with the reserve and reserve fund policy.

Budget vs Actual/Forecast after Reserve Transfers	Q1 YTD Actuals	Q2 YTD Actuals	Q3 YTD Actuals	Q4 YTD Actuals	Total
Budget	\$5,143	\$5,283	\$5,439	\$5,489	\$21,354
Net Budget Transfers	\$-1,325	\$-1,325	\$-1,325	\$-1,325	\$-5,300
Budget (Net)	\$3,818	\$3,958	\$4,114	\$4,164	\$16,054
Actual	\$5,219	\$5,028	\$4,934	\$4,596	\$19,777
Net Actual Transfers	\$-1,012	\$-128	\$-5,515	\$-1,877	\$-8,532
Actual (Net)	\$4,207	\$4,900	\$-581	\$2,719	\$11,245
Variance	\$389	\$942	\$-4,695	\$-1,445	\$-4,809

Note: Foreign exchange losses of \$69 are included in investment income. Staff monitor foreign exchange rates during the year to take advantage of favourable opportunities and minimize losses with changes in the rates. Amounts reflected in this report for investment performance above do not include the NRH investment portfolio since these are managed separately.

For completeness, the value of the NRH investments is shown in the total investment holdings.

## Investment Term Holdings

Funds	Book Value	Weight
Cash Equivalent<1Yr	\$42,093	4.7%
2 Year	\$20,965	2.4%
3 Year	\$23,035	2.6%
4 Year	\$19,580	2.2%
5+ Year	\$545,865	61.2%
NRH Investments	\$6,477	1.0%
Subtotal (Investments)	\$658,015	74.1%
Cash	\$212,199	23.8%
Sinking Fund (Incl.Cash)	\$18,382	2.1%
Total Portfolio	\$888,596	100.0%

Investment Detail (in thousands of dollars)

Institution	Type of Investment	Balance of Investment by Institution	Percentage Holdings *	Policy Percentage Limits
Bank of Montreal	Corporate	\$70,400	10.54%	15.00%
Bank of Nova Scotia	Corporate	\$35,000	5.24%	15.00%
Canadian Imperial Bank of Commerce	Corporate	\$71,000	10.63%	15.00%
National Bank of Canada	Corporate	\$69,500	10.41%	15.00%
Royal Bank of Canada	Corporate	\$49,500	7.41%	15.00%
<b>Total</b>	<b>Corporate</b>	<b>\$295,400</b>	<b>44.24%</b>	<b>50.00%</b>
City of Hamilton	Municipal	\$9,167	1.37%	5.00%
City of Montreal	Municipal	\$3,025	0.45%	5.00%
City of Ottawa	Municipal	\$5,342	0.80%	5.00%
City of Quebec	Municipal	\$2,305	0.35%	5.00%
City of Saskatoon	Municipal	\$3,332	0.50%	5.00%
City of Toronto	Municipal	\$9,199	1.38%	5.00%
County of Wellington	Municipal	\$852	0.13%	5.00%
Municipal Finance Authority of BC	Municipal	\$5,018	0.75%	5.00%
New Brunswick Municipal Finance Authority	Municipal	\$5,508	0.82%	5.00%
Region of Halton	Municipal	\$1,519	0.23%	5.00%
Region of Peel	Municipal	\$3,515	0.53%	5.00%
Region of Waterloo	Municipal	\$13,088	1.96%	5.00%
Region of York	Municipal	\$9,695	1.45%	5.00%
Region of Durham	Municipal	\$2,233	0.33%	5.00%
York Region District School Board	Municipal	\$4,159	0.62%	5.00%
York Sinking Fund Debenture	Municipal	\$1,793	0.27%	5.00%
<b>Total</b>	<b>Municipal</b>	<b>\$79,750</b>	<b>11.94%</b>	<b>25.00%</b>
Newfoundland and Labrador Hydro	Provincial	\$758	0.11%	25.00%
Ontario Hydro	Provincial	\$22,504	3.37%	25.00%
Province of Alberta	Provincial	\$1,357	0.20%	25.00%
Province of British Columbia	Provincial	\$3,756	0.56%	25.00%
Province of Manitoba	Provincial	\$38,979	5.84%	25.00%
Province of New Brunswick	Provincial	\$2,379	0.36%	25.00%
Province of Newfoundland	Provincial	\$64,133	9.60%	25.00%
Province of Nova Scotia	Provincial	\$17,542	2.63%	25.00%
Province of Ontario	Provincial	\$42,355	6.34%	25.00%
Province of Prince Edward Island	Provincial	\$4,004	0.60%	25.00%
Province of Quebec	Provincial	\$71,222	10.67%	25.00%
Province of Saskatchewan	Provincial	\$5,209	0.78%	25.00%
Quebec Hydro	Provincial	\$14,457	2.17%	25.00%
<b>Total</b>	<b>Provincial</b>	<b>\$288,655</b>	<b>43.23%</b>	<b>75.00%</b>
<b>Region of Niagara Debentures</b>	<b>Municipal</b>	<b>\$3,934</b>	<b>0.59%</b>	<b>100.00%</b>
<b>Total Niagara Region Investments</b>		<b>\$667,739</b>	<b>100.00%</b>	<b>100.00%</b>
<b>NRH Investments</b>		<b>\$6,477</b>		
<b>TOTAL Region (excl Cash) &amp; NRH</b>	<b>All</b>	<b>\$674,216</b>		
General Chequing **	Cash	\$91,649		
Savings	Cash	\$120,550		
Sinking Fund	Cash	\$2,181		
<b>Total</b>		<b>\$214,380</b>		
<b>TOTAL including Cash</b>		<b>\$888,596</b>		

\* Note: Holdings by security percentages exclude cash balances and NRH investments.

\*\*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 or the NRH general operating account and payroll trust accounts. Balances include USD funds converted at quarter end spot rate of 1.2732.

# Debt Report (in thousands of dollars)

S&P (Standard & Poor's) has had Niagara rated AA with 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 13, 2020. The ratings reflect S&P's opinion of Niagara's exceptional liquidity and budgetary performance, strong financial management, and moderate debt burden. 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.

Standard and Poor uses an assessment scale of 1 to 5, with an assessment score of 1 being exceptional and 5 being the weakest score.

Key Rating Factor	Institutional Framework	Economy	Financial Management	Budgetary Performance	Liquidity	Debt Burden
Standard & Poor’s Assessment	2	3	2	2	1	2

Department	Total Debt as at December 31, 2019 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at December 31, 2020 including Sinking Fund Assets	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2020	Annual Repayment Limits**
General Government	\$21,122	\$6,350	- \$1,988	- \$59	\$25,425	\$0	\$25,425	
Police	\$87,489	\$1,214	- \$4,113	- \$219	\$84,371	\$2,250	\$86,621	
Transportation	\$131,585	\$24,766	- \$13,042	- \$253	\$143,056	\$30,848	\$173,904	
Public Health	\$14,657	\$0	- \$1,990	\$0	\$12,667	\$3,037	\$15,704	
Community Services	\$19,538	\$15,335	- \$2,608	\$0	\$32,265	\$129,187	\$161,452	
NRH	\$36,357	\$3,300	- \$4,282	\$0	\$35,375	\$2,519	\$37,894	
Planning	\$32	\$0	- \$32	\$0	\$0	\$0	\$0	
<b>Total Levy</b>	<b>\$310,780</b>	<b>\$50,965</b>	<b>- \$28,055</b>	<b>- \$531</b>	<b>\$333,159</b>	<b>\$167,841</b>	<b>\$501,000</b>	
Wastewater	\$56,797	\$4,395	- \$2,347	- \$1,121	\$57,724	\$27,901	\$85,625	
Water	\$11,114	\$14,605	- \$376	- \$279	\$25,064	\$7,644	\$32,708	
Waste Management	\$795	\$0	- \$795	\$0	\$0	\$0	\$0	
<b>Total Rate</b>	<b>\$68,706</b>	<b>\$19,000</b>	<b>- \$3,518</b>	<b>- \$1,400</b>	<b>\$82,788</b>	<b>\$35,545</b>	<b>\$118,333</b>	



## Debt Report (in thousands of dollars) - Continued

Department	Total Debt as at December 31, 2019 including Sinking Fund Assets	Year to Date Debt Issued	Year to Date Principal Payments	Sinking Fund Contributions and Asset Earnings	Total Debt as at December 31, 2020 including Sinking Fund Assets	Unissued Debt*	Total Debt & Unissued Debt as at December 31, 2020	Annual Repayment Limits**
<b>Total Niagara Region</b>	<b>\$379,486</b>	<b>\$69,965</b>	<b>- \$31,573</b>	<b>- \$1,931</b>	<b>\$415,947</b>	<b>\$203,386</b>	<b>\$619,333</b>	<b>8.59%</b>
Fort Erie	\$6,333	\$0	- \$809	\$0	\$5,524	\$0	\$5,524	2.39%
Grimsby	\$3,140	\$0	- \$355	\$0	\$2,785	\$0	\$2,785	2.75%
Lincoln	\$6,676	\$1,756	- \$615	\$0	\$7,817	\$0	\$7,817	3.09%
Niagara-on-the-Lake	\$3,609	\$1,402	- \$531	\$0	\$4,480	\$0	\$4,480	1.99%
Niagara Falls	\$48,560	\$8,400	- \$3,890	\$0	\$53,070	\$0	\$53,070	3.69%
Pelham	\$32,252	\$3,450	- \$2,237	\$0	\$33,465	\$0	\$33,465	13.77%
Port Colborne	\$27,246	\$5,000	- \$1,975	\$0	\$30,271	\$0	\$30,271	7.99%
St. Catharines	\$118,033	\$13,444	- \$12,706	- \$262	\$118,509	\$0	\$118,509	9.41%
Thorold	\$950	\$0	- \$120	\$0	\$830	\$0	\$830	0.51%
Wainfleet	\$1,708	\$0	- \$190	\$0	\$1,518	\$0	\$1,518	1.17%
Welland	\$49,199	\$5,217	- \$6,265	\$0	\$48,151	\$0	\$48,151	9.82%
West Lincoln	\$18,496	\$0	- \$662	\$0	\$17,834	\$0	\$17,834	7.11%
NPCA	\$216	\$0	- \$216	\$0	\$0	\$0	\$0	
Separate School Board	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Debt Assumed for Others (External)</b>	<b>\$316,418</b>	<b>\$38,669</b>	<b>- \$30,571</b>	<b>- \$262</b>	<b>\$324,254</b>	<b>\$0</b>	<b>\$324,254</b>	
<b>Total Niagara Region &amp; External</b>	<b>\$695,904</b>	<b>\$108,634</b>	<b>- \$62,144</b>	<b>- \$2,193</b>	<b>\$740,201</b>	<b>\$203,386</b>	<b>\$943,587</b>	

\*Unissued debt information from the local area municipalities is not provided to Niagara Region

\*\*2019 FIR data used for ARL calculation for all municipalities with the exception of Niagara Falls, Grimsby, Lincoln, and Wainfleet that relied on 2018 data.

# Debt Report (in thousands of dollars) - Continued

## 2020 Debt Issuances

- By-law 2020-45: Capital Markets \$34,186, 10 years, 1.43% for Niagara Region and municipalities of Welland and St. Catharines
- By-law 2020-58: Infrastructure Ontario \$3,450, 20 years, 1.98% for Pelham
- By-law 2020-75: Infrastructure Ontario \$5,000, 30 years, 2.29% for Port Colborne
- By-law 2020-76: Infrastructure Ontario \$1,402, 20 years, 1.99% for Niagara-on-the-Lake
- By-law 2020-77: Infrastructure Ontario \$8,400, 20 years, 1.99% for Niagara Falls
- By-law 2020-78: Infrastructure Ontario \$1,756, 20 years, 1.96% for Lincoln
- By-law 2020-87: Infrastructure Ontario \$35,755, 30 years, 2.39% for Niagara Region
- By-law 2020-88: Infrastructure Ontario \$15,335, 25 years, 2.29% for Niagara Region
- By-law 2020-89: Infrastructure Ontario \$3,350, 10 years, 1.53% for Niagara Region



## 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 Q4 Financial Update.

Customer Name	Over 120	Explanation of Account	Status
Bell Canada	\$72	Cost sharing invoice for work completed during the Church Street transportation project. Invoice and payment approved in late December 2020; payment expected in February 2021.	Collection to continue
City of Niagara Falls	\$73	2018 RDC invoice in dispute with developer (\$60), applied for NFP grant, which was denied. Collection efforts to continue, which may include collecting through property tax. 2019 RDC's (\$13) for one multiple permit for which staff have followed up with the City building department on status.	Collection to continue
GFL Environmental Inc	\$39	Recycling end market sales from July 2020. Communication issue around the submission and receipt of their invoices which has been resolved; payment expected in February 2021.	Collection to continue
Merritton Mills Redevelopment Corp	\$262	Receivable of 2007 tipping fees for the last of four redeveloped brownfield sites. Niagara Region will offset the tipping fees against the Tax Increment Grant (TIG) being paid on the development, which was initiated in 2019 and is expected to be fully recovered by 2024. In the interim, the Niagara Region is holding a Letter of Credit (LOC) as security for the full amount of the receivable.	2019 TIG agreements Collection to continue
Town of Grimsby	\$401	2018 RDC invoice in dispute with developer (\$401), Grimsby to collect additional amounts outstanding through property tax (Grimsby currently proceeding with legal action). Staff will continue to work with Grimsby building staff to determine expected remittance dates.	Collection to continue
Town of Lincoln	\$1,104	RDC balance owing (\$296) from developer that made payment at prior year rates. Lincoln building staff have followed up with the developer and Region will take necessary corrective action if not received. Timing difference (\$808) between when Region receives permit information and when permit is issued and payment made by developer. Region staff will continue to work with Lincoln staff to create a better process flow for permit and remittance information.	Collection to continue
Town of NOTL	\$43	RDC balance outstanding due to timing difference between when Region receives permit information and when permit is issued and payment made by developer. Region staff will continue to work with NOTL staff to create a better process flow for permit and remittance information.	Collection to continue
TOTAL	\$1,994		

# 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") and includes all unfunded liabilities, impacts of amortization and capital fund activity. This report is unaudited and prepared with information as at February 19, 2021. Small changes will occur between this version and the final audited financial statements published in May 2021 as final adjustments relating to capital accounting are processed in March.

	Dec. 31, 2020	Dec. 31, 2019
<b>FINANCIAL ASSETS</b>		
Cash	\$ 226,144	\$ 135,681
Investments (page 96)	658,015	635,596
Accounts receivable	78,204	80,140
Other current assets	948	417
Tangible capital assets held for sale	2,178	1,760
Debt Recoverable from others (page 99)	324,254	316,419
	<b>1,289,743</b>	<b>1,170,013</b>
<b>FINANCIAL LIABILITIES</b>		
Accounts payable and accrued liabilities	160,551	129,782
Employee future benefits and post-employment liabilities	116,148	109,462
Deferred revenue	235,356	219,750
Landfill closure and post-closure liability	67,872	61,277
Unfunded contaminated sites	576	0
Long-term liabilities (page 99)	740,201	695,904
Capital lease obligation	4,262	4,352
	<b>1,324,926</b>	<b>1,220,527</b>
Net debt	<b>(35,183)</b>	<b>(50,514)</b>
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets	1,904,611	1,823,929
Inventory	8,485	7,498
Prepaid expenses	21,220	18,609
	<b>1,934,316</b>	<b>1,850,036</b>
Accumulated surplus	<b>\$ 1,899,133</b>	<b>\$ 1,799,522</b>

## ACCUMULATED SURPLUS RECONCILIATION:

	Dec. 31, 2020	Dec. 31, 2019
Invested in tangible capital assets	\$ 1,484,172	\$ 1,440,091
Capital fund – unexpended capital financing	323,960	271,407
Operating fund	(9,660)	(10,886)
Unfunded landfill closure & post-closure liability	(67,872)	(61,277)
Unfunded contaminated sites liability	(576)	0
Unfunded employee future benefits & post-employment liabilities	(114,340)	(108,148)

	Dec. 31, 2020	Dec. 31, 2019
Total surplus	1,615,684	1,531,187
Total reserves and reserves funds (page 59)	283,449	268,335
Total accumulated surplus	\$ 1,899,133	\$ 1,799,522

# Explanation of Statement of Operations

The statements of operations provided in the preceding pages summarize the Niagara Region’s financial activity as of December 31, 2020. These statements have been compiled by Corporate 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.

## Definition of Column Headings

**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 June. 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. It is intended to project expected organization results at the end of the current year based on information available. As noted, actual operating results may vary from the forecasted information presented (not applicable for quarter 4).

**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.

## Definition of 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

## Definition of 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.

## Definition of 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). This includes the allocation of the costs of staffing resources that have been strategically redeployed due to the COVID-19 pandemic from one department to another. The pre-established rate is intended to recover the costs incurred by the service providing department (time and material).

## Definition of 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.

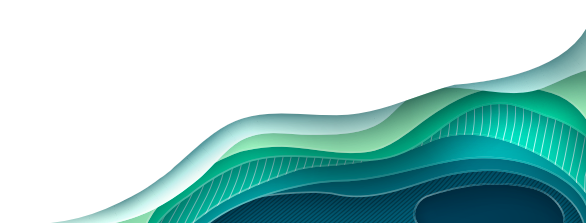
**Transfer from Reserves** – transfers of funds in the current year to the operating program from a reserve. At a corporate level the net of the transfers from reserves and the transfers to reserves represents our total contribution to reserves or draw on reserves in the year.

**Expense Allocation to Capital** – eligible costs recorded and managed in the operating program allocated to the capital program.

## Definition of 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.



## Appendix 5: COVID-19 2020 Financial Impact Summary (in thousands)

The information available and estimated to date has been summarized into the following key categories.

1. Total COVID Gross Cost: This category represents all costs tracked and associated with the emergency response including costs that can be accommodated within our approved 2020 budget. It is important to note that while the Region does have an established base budget to support some of these expenditures, it is not what was originally contemplated in the base budget and may result in delays in work plans and/or backlogs after the emergency is complete.
2. Net COVID Cost: This category considers confirmed funding sources that have been matched to eligible expenditures.
3. Net Deficit/(Surplus): This category removes the costs that can be supported by our approved base budget. It also considers strategic and other mitigations (offset by other non-COVID pressures) the Region has been able to identify and put in place to help manage the cost of the emergency.

	Total
Redeployed Resources	
EOC Dedicated Resources <sup>1</sup>	\$ 4,952
Lost Productivity – Staff Unable to Work <sup>2</sup>	3,289
Redeployed Resources <sup>3</sup>	11,936
Emergency Child Care Costs <sup>4</sup>	602
Total redeployed resources	20,780
Costs incremental to base budget	
Additional labour related costs <sup>5</sup>	11,117
Pandemic Pay & PSW Wage Enhancement <sup>6</sup>	5,669
Purchases made <sup>7</sup>	14,346
Total costs incremental to base budget	31,132
Lost Revenue <sup>8</sup>	14,382
Cost Savings <sup>9</sup>	(17,306)
<b>Total COVID Gross Cost</b>	<b>48,987</b>
Confirmed Funding Matched to Expenses <sup>10</sup>	(47,911)
<b>Net COVID Cost to Region</b>	<b>1,076</b>
Strategic and Other Mitigations <sup>11</sup>	(21,824)
Redeployed resources	(20,780)
<b>Net Deficit/(Surplus)</b>	<b>\$ (41,528)</b>

- <sup>1</sup> Mar 13 to June 29 - Assumes 100% of salary and benefit costs to any staff member fully activated in the Regional EOC, Public Health EOC, and EMS EOC . As of June 30<sup>th</sup>, all EOC members have estimated their ongoing time commitment and costs have been estimated accordingly.
- <sup>2</sup> Staff unable to work due to self-isolation, needing to care for family members or being sick directly associated with COVID-19.
- <sup>3</sup> Corporate cost of staff redeployed from their main role to new roles to support the pandemic.
- <sup>4</sup> Emergency child care services were provided as requested by the province. Costs include base staffing and supplies used while delivering emergency childcare in April through June.
- <sup>5</sup> Additional salary, benefits and overtime costs related to managing the emergency. Overtime (banked and paid) represents 21% of the additional labour-related cost, which averages to an additional 20 FTE each week of the pandemic.
- <sup>6</sup> Final pandemic pay from April 24 to August 13 and PSW wage enhancement from October 1 to December 31. The total is allocated by department as follows: Seniors Services \$4.3 million thousand, Homelessness Services \$0.4 million, Emergency Medical Services \$1 million, Public Health Programs \$0.04 million.
- <sup>7</sup> Additional purchase commitments made to directly support the emergency (e.g. cleaning supplies and services, personal protective equipment, emergency shelter, screening, advertising). As of February 16, 2021, the Region has executed 43 special circumstance purchases over \$10 thousand for a total value of \$7.3 million. These purchases consist mainly of personal protective equipment, cleaning supplies/services, emergency shelter, homelessness agency support and screening services. Staff will continue to rely on the special circumstance provisions in the procurement by-law on an as-required basis and report back to Council as needed.
- <sup>8</sup> Estimated loss of expected revenue sources (e.g. rental income on owned units, transit fare revenue, business licensing revenue, development applications, parental fees, POA infraction revenue, investment income).
- <sup>9</sup> Estimated cost savings directly related to the COVID measures (e.g. reduced travel costs, reduced electricity, cancelled events). Fuel savings in EMS and transportation estimated at \$0.45 million.
- <sup>10</sup> Funding received has been matched to eligible expenditures.
- <sup>11</sup> Strategic mitigations put in place by the Region (e.g. gapping of vacant positions, reduced non-emergency repair work, reduced transit service costs, other non-COVID related savings). This category is offset by other non-COVID related pressures.



Appendix 6 - COVID-19 2020 Financial Impact by Department (in thousands)

Department	Redeployed Resources	Costs Incremental to Base Budget	Lost Revenue	Cost Savings	Total Gross Cost	Confirmed Funding Matched to Expenses	Net Cost to Region	Strategic & Other Mitigations	Costs Supported by Base Budget	Net Deficit/ (Surplus)
General Government	\$ -	\$ 6	\$ 1,668	\$ (4,943)	\$ (3,270)	\$ (18,928)	\$ (22,198)	\$ 3,826	\$ -	\$ (18,372)
Corporate Administration	1,124	166	-	(2,161)	(870)	-	(870)	(1,958)	(1,124)	(3,952)
Governance	79	3	-	(168)	(87)	-	(87)	(35)	(79)	(201)
Corporate Services	964	1,112	297	(14)	2,359	-	2,359	(3,103)	(964)	(1,708)
Court Services	20	5	996	(426)	596	-	596	(213)	(20)	362
Planning	250	10	340	-	600	-	600	(807)	(250)	(457)
Niagara Regional Housing	3	306	-	(108)	201	-	201	(753)	(3)	(555)
NRPS *	1,551	795	3,972	(1,142)	5,176	-	5,176	(3,270)	(1,551)	355
Transportation	191	133	3,599	(6,226)	(2,303)	(86)	(2,389)	(7,203)	(191)	(9,782)
Public Health										
Public Health	8,189	4,981	165	-	13,334	(2,412)	10,922	(2,951)	(8,189)	(218)
EMS	2,334	3,124	36	(322)	5,172	(3,124)	2,048	1,567	(2,334)	1,281
Sub-total Public Health	10,522	8,105	201	(322)	18,507	(5,536)	12,971	(1,384)	(10,522)	1,064
Community Services										
Childrens Services	923	4,043	200	-	5,166	(4,931)	236	683	(923)	(5)
Seniors Services **	4,234	12,277	1,127	(831)	16,807	(14,628)	2,179	(55)	(4,234)	(2,110)
SAEO	163	41	-	-	203	-	203	(2,226)	(163)	(2,186)
Homelessness Services	530	3,805	-	-	4,335	(3,803)	532	(1,024)	(530)	(1,022)
Sub-total Community Services	5,850	20,166	1,327	(831)	26,512	(23,362)	3,150	(2,623)	(5,850)	(5,322)
Indirect allocation levy related deficit	-	-	-	-	-	-	-	1,263	-	1,263
<b>Total Levy Supported</b>	<b>20,555</b>	<b>30,805</b>	<b>12,401</b>	<b>(16,340)</b>	<b>47,421</b>	<b>(47,911)</b>	<b>(490)</b>	<b>(16,261)</b>	<b>(20,555)</b>	<b>(37,306)</b>
Waste Management	49	141	853	(595)	448	-	448	(1,697)	(49)	(1,298)
Water/Wastewater	175	186	1,127	(372)	1,117	-	1,117	(2,603)	(175)	(1,661)
Indirect allocation rate related surplus	-	-	-	-	-	-	-	(1,263)	-	(1,263)
<b>Total Rate Supported</b>	<b>225</b>	<b>327</b>	<b>1,981</b>	<b>(967)</b>	<b>1,566</b>	<b>-</b>	<b>1,566</b>	<b>(5,563)</b>	<b>(225)</b>	<b>(4,222)</b>
<b>Total</b>	<b>\$ 20,780</b>	<b>\$ 31,132</b>	<b>\$ 14,382</b>	<b>\$ (17,306)</b>	<b>\$ 48,987</b>	<b>\$ (47,911)</b>	<b>\$ 1,076</b>	<b>\$ (21,824)</b>	<b>\$ (20,780)</b>	<b>\$ (41,528)</b>

\*NRPS figures reflect yearend results presented to NRPS Board in February 2021.

\*\* The incremental costs in seniors services is 33% labour-related, 34% pandemic pay-related and 33% supplies/PPE/screening-related. While there has been incremental staffing needs in the long-term care homes, the hours per bed per day is 3.55 from April 1 to December 31 2020 remains under the recommended level of 4.

**Appendix 7 - Confirmed COVID-19 Funding Announcements (in thousands)**

<b>Description</b>	<b>Amount</b>	<b>2020 Operating</b>	<b>2021 Operating</b>	<b>Capital</b>
Social Services Relief Fund - Phase 1 (Note 1)	\$ 2,408	\$ 1,802	\$ 606	\$ -
Reaching Home Funding (Note 1)	1,253	905	348	-
Social Services Relief Fund - Phase 2 (Note 1)	3,014	674	340	2,000
Community Response Fund	62	62	-	-
Reaching Home Funding - Phase 2 (Note 1)	1,705	-	1,705	-
School Focused Nursing Initiative (Note 2)	1,827	678	1,149	-
Case and contact management funding	32	-	32	-
EMS Emergency Funding	2,006	2,006	-	-
EMS IPAC	201	145	56	-
Public Health Emergency Funding	1,682	1,682	-	-
Transit Bus Cleaning	27	27	-	-
Safe Restart - Transit Funding (Note 3)	59	59	-	-
Safe Restart - Child Care Funding	4,533	4,030	503	-
Children's Services Fee Subsidy Funding Reallocation	901	901	-	-
Long-term Care - Emergency Funding	9,570	9,570	-	-
Long-term Care - Infection Prevention & Control Funding	774	774	-	-
Long-term Care - PSW Wage Enhancement	1,384	692	692	-
Pandemic Pay (Note 4)	4,976	4,976	-	-
Sub-total of program specific funding	36,414	28,983	5,431	2,000
Safe Restart - Municipal Phase 1 Funding	12,185	12,185	-	-
Safe Restart - Municipal Phase 2 Application Based Funding	9,184	6,743	2,441	-
<b>Total</b>	<b>\$ 57,783</b>	<b>\$ 47,911</b>	<b>\$ 7,872</b>	<b>\$ 2,000</b>

Note 1: Social Services Relief Fund covers eligible expense from April 1, 2020 to March 31, 2021 and Reaching Home Funding covers eligible expense from April 1, 2020 to June 30, 2021.

Note 2: Estimated based on 20 FTE notice provided.

Note 3: Funding allocation was \$609,693 in Phase 1 and \$772,490 in phase 2. Based on terms of funding and no net eligible expenditures, the Region expects to return most of this funding.

Note 4: Pandemic payments from April 24 to August 13. Including payments to 3rd party agencies.

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## NIAGARA REGIONAL POLICE SERVICE Police Services Board Report

### PUBLIC AGENDA

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**Subject:** Niagara Regional Service and Board Financial Variance Overview  
for the Year Ending December 31, 2020

**Report To:** Chair and Members, Niagara Police Services Board Finance  
Committee

**Report Date:** 2021-02-05

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### Recommendation(s)

That subject to the approval by Regional Municipality of Niagara (Region) Council of the Consolidated Regional Year End Transfer Report, the Niagara Police Services Board approves the:

1. Transfer of \$69,084 from the Accumulated Sick Leave Reserve to offset the additional pay-out of Sick Credits and;
2. Transfer of \$2,250 from the OPVTA Reserve to offset a slight deficit from current year operations.

### Key Facts

- The purpose of the report is to provide an analysis of the 2020 year-end financial results of the Service and Board as per the Financial Reporting, Control and Procurement of Goods and Services By-Law 384-2019.
- The Niagara Region requires that all Operating Departments and Agencies, Boards and Commissions (ABCs) report on variances between actual operating results and approved budgets as part of the Year End Results and Transfer Report to Council.
- For the year ending December 31, 2020, the Service and Board have a combined net expenditure before indirect allocations deficit of \$283,492 or 0.2% above the 2020 approved budget resulting from normal operations and the net impact of COVID-19 expenses.

### Financial Considerations

Approval of the recommendations would provide for the transfer of reserve funds from the Services reserves to offset budget shortfalls.

## Analysis

The year-end variance summary (Appendix 1) provides a synopsis of the combined financial operations for the Police Service and the Board for the year ended December 31, 2020, including net COVID unbudgeted costs. The combined Service and Board net expenditure deficit before indirect allocations is \$283,492. A summary of the financial impact of COVID-19 pandemic on the Service operations follows.

In March 2020, in response to the growing COVID-19 pandemic, the Service initiated the Pandemic Business Continuity plan to support the emergency orders mandated by government and health agencies. Activities included the purchase of additional and alternative infection control supplies and personal protective equipment (PPE), introduction of social distancing protocols, and the introduction of administrative leave for identified members out of the workplace due to COVID-19 related restrictions.

For the year ending December 31, 2020, gross costs related to COVID-19 totalled \$5,049,868. Included in this total is \$1,551,136 related to permanent members on administrative leave or rotating shifts. These costs represent a loss of productive time, however, the expense is supported by the base budget. As such, the net incremental unbudgeted costs related to COVID-19 as of December 31, 2020 are \$3,498,732. A financial impact summary, which includes supported salary costs, incremental direct costs, as well as savings as a result of mitigation strategies implemented by the Service, is provided as Appendix 2.

The Services' COVID-19 costs have been included in the Regions applications for Phase 1 and Phase 2 of the Safe Restart Agreement program. The Region received \$12.1M in Phase 1 funding to help with costs incurred in 2020, as well as \$9.184M in Phase 2. Any excess funds after accounting for the 2020 net COVID expenses will be transferred to the Taxpayer Relief Reserve to offset pandemic-related costs experienced in 2021. As a result, the Region has not allocated any of the Safe Restart funding received directly to the ABCs; therefore there is no funding reported in the Services financial results. Since the Service received no direct funding from the Safe Restart Program then any deficit as a result of COVID-19 will be funded by the Region's Taxpayer Relief Reserve.

Through the course of the year, the Service was able to achieve a \$2,966,751 surplus from normal operations. These savings were achieved mainly from uniform hiring lags, benefit claims experience, 2020 NRPA wage settlement and fuel rate savings. This surplus from normal operations offset a significant portion of the \$3,498,732 costs attributed to COVID-19 resulting in a net year-end deficit of \$531,981 for the Service.

For the year ending December 31, 2020, the Police Service Board (PSB) Office ended their fiscal year with a \$248,489 surplus. This was mainly the result of savings to the legal expense budget as a number of outstanding legal matters were deferred to 2021. At the presentation of the PSB 2021 Budget, the Board approved in principle the transfer of any year-end surplus funds from the 2020 Operating Budget to the Boards Contingency

Reserve fund to mitigate future expenses related to legal matters. Any unbudgeted transfers to Reserves must be approved by Regional Council as recommended by the Region's Treasurer. Under Region Reserve Policy C-F-013, "*ABC's must first consult with Niagara Region's Treasurer to gain agreement on the recommendations for reserve transactions outside of the approved budget.*" Under the recommendation of the Region Treasurer, the PSB surplus of \$248,489 is to be used to partially offset the Services' deficit rather than be transferred to the PSB Reserve Fund to mitigate future legal expenses.

For the year ending December 31, 2020, the Service and Board have a combined Net Expenditure before Indirect Allocations deficit of \$283,492. This deficit includes the recommended transfers from Reserves as detailed in the body of this report. The table below illustrates the combined net deficit resulting from normal operations and the cost impact of COVID-19.

	Surplus /(Deficit)
Niagara Regional Police Service -Normal Operations	\$ 2,966,751
Net Incremental Costs related to COVID-19	(3,498,732)
<b>Service Net Expenditure before Indirect Allocations</b>	<b>(531,981)</b>
Police Service Board	248,489
<b>Service and Board Net Expenditure before Indirect Allocations</b>	<b>\$ (283,492)</b>

A detailed discussion of the actual performance to budget by major expense category including the COVID-19 impact and results of normal operations follows.

#### Compensation:

For the year ending December 31, 2020, Compensation costs were below the approved budget by \$2,762,136, which represents 1.8% of the total Compensation budget. This favorable variance is the net result of savings realized within uniform salaries due to hiring lags, employee benefits and the 2020 NRPA wage settlement, partially offset by increased spending of civilian salaries to backfill operationally essential civilian positions, WSIB claims experience, and sick leave payouts from greater than budgeted retirements.

The incremental unbudgeted cost impact on compensation attributable to COVID-19 is \$310,392. These costs were incurred at the onset of the pandemic when staff were assigned to assist in the implementation of the emergency orders or to replace members off on administrative leave based on Public Health recommendations throughout the year. In addition, some savings in uniform salaries were realized as a result of COVID-19 restrictions including savings in court time as a result of courts operating at reduced and modified capacity, as well as savings in special duty expense due to cancelled events however these savings are fully offset by a reduction in revenue.

Administrative:

For the year ending December 31, 2020, Administrative costs were below the approved budget by \$679,307, which represents 16.1% of the total administrative budget. This favorable variance is the result of savings in legal expenses for the Police Services Board, as well as COVID-19 related savings in staff development due to reduced travel and cancelled events, conferences and training as well as savings in administrative mileage and travel expenses. These savings were offset partially by PPE purchases including gloves, masks and disinfectant purchased at the onset of the pandemic for frontline staff.

Operational & Supply:

For the year ending December 31, 2020, Operational & Supply costs were above the approved budget by \$345,535, which represents 15.2% of the total operational & supply budget. This unfavorable variance is the result of two major special investigations, as well as increased uniform expenses required to outfit the significant number of constables hired during the year as a result of retirements and the 40 Officer Program Change. Also included in Operational & Supply is COVID-19 supply costs for PPE, IT hardware to equip members to work from home, building renovations such as Plexiglas barriers and signage, and deep cleaning decontamination costs.

Occupancy & Infrastructure:

For the year ending December 31, 2020, Occupancy & Infrastructure costs were below the approved budget by \$94,032, which represents 26.1% of the total occupancy and infrastructure budget. This favorable variance is the result of savings in leases for the IT disaster recovery site which is being charged through indirect allocations, as well as minor building renovations based requests and projects completed during the year.

Equipment, Vehicles & Technology:

For the year ending December 31, 2020, Equipment, Vehicles & Technology costs were below the approved budget by \$345,535, which represents 5.0% of the total equipment, vehicles & technology budget. This favorable variance is mainly the result of savings in fuel costs due to lower than budgeted fuel rates throughout the year.

Revenues & Recoveries:

For the year ending December 31, 2020, Revenues & Recoveries were below the approved budget by \$3,917,632, which represents 20.0% of the total revenues and recoveries budget. This unfavorable variance is the result of a shortfall of third party revenue received from the City of Niagara Falls due to the Casino closures as well as reductions in fees for service, special duty and secondment revenues as a result of closures and/or event cancellations imposed by the COVID-19 emergency orders.

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Transfers to/from Reserves:

For the year ending December 31, 2020, staff are recommending two unbudgeted transfers from reserve funds as illustrated in the table below. These transfers have been reviewed and approved by the Region's Treasurer. Further, these reserve transfers have been included in the financial results reported above.

	Amount
OPVTA Reserve	2,250
Accumulated Sick Leave	69,084
<b>Total</b>	<b>\$ 71,334</b>

OPVTA Reserve Fund:

Staff recommend a transfer of \$2,250 from the reserve fund to offset a slight expenditure deficit from OPVTA operations. The deficit is the result of lost revenue from lower than budgeted membership levels during the year.

Accumulated Sick Leave Reserve Fund:

Staff recommend a transfer of \$69,084 from the reserve fund to offset the greater than budgeted payouts experienced in the 2020 fiscal year. The Accumulated Sick Leave reserve fund is used to partially fund the liability set aside to pay-out the unused sick leave for members in the accumulated sick leave program which was grandfathered starting in 1990.

Police Service Board Contingency Reserve Fund:

Service staff recommended to transfer \$100,000 of the \$284,489 year-end surplus to the PSB Contingency Reserve Fund to mitigate known outstanding legal matters; however, this recommendation was not supported by the Region's Treasurer.

In accordance with the Region's Reserve Policy C-F-013, "*ABC's must first consult with Niagara Region's Treasurer to gain agreement on the recommendations for reserve transactions outside of the approved budget.*" Further, the Region Treasurer explained using the PSB surplus to offset the Services deficit, as opposed to a transfer to the PSB Contingency Reserve, would reduce the burden of the Service deficit \$531,981, due from COVID-19, on the underfunded Taxpayer Relief Reserve fund. The Safe Restart funding will be used to fund any net COVID expenses and any excess funding will be transferred to the Taxpayer Relief Reserve. This Reserve is currently underfunded at only 3.5% of gross operating expenditures when compared to the target levels of a minimum of 10% to a maximum of 15% of gross operating expenditures as set by the Reserve Policy. In comparison, the PSB Contingency fund balance is currently at 21.6% of the gross annual

operating expenses which exceeds the Reserve Policy target. The Region Treasurer further explained the transfer of the Board surplus to the PSB Contingency Reserve would increase the combined deficit of the Service and Board, which would require additional funding from the Region's Taxpayer Relief Reserve to offset the impact of COVID-19; this recommendation was made despite the risk to the Board to cover all future legal costs resulting from arbitrations and legal indemnification matters.

As a result of these factors, the Service has not included an additional recommended reserve transfer of \$100,000 to the PSB Contingency Reserve.

Appendix 3 summarizes the Service's year-end reserve funds as at December 31, 2020.

#### Conclusion:

The detailed variance analysis has been prepared based on results of operations at December 31, 2020. The Services year-end deficit of \$283,492 represents 0.2% of the total budget. This deficit includes incremental COVID-19 related costs of \$3.5M which were predominantly offset through savings from mitigation strategies and normal operations.

#### **Alternatives Reviewed**

The alternative is to not approve the transfers from reserves, which will increase the deficit of the Service or to further request a transfer to the PSB Contingency reserve against the recommendation of the Region's Treasurer.

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

To ensure compliance to the Financial Reporting, Control and Procurement of Goods and Services in the Niagara Regional Police Service By-Law 384-2019.

#### **Relevant Policy Considerations**

- Section 289 of the Municipal Act requires municipalities to prepare a balanced budget that includes all of the expenditures and revenues for the taxation year.
- Niagara Region Policy- C-F-013 Reserve and Reserve Funds Policy.

#### **Other Pertinent Reports**

- Minute No. 91/2020 - NRPS Financial Variance Overview – Year Ending March 31, 2020



- Minute No. 151/2020 - NRPS Financial Variance Overview – Year Ending June 30, 2020
- 2020/11/26 Public 7.6 - NRPS Financial Variance Overview – Year Ending September 30, 2020

*This report was prepared by Courtney Woods, Financial Analyst, in consultation with Laura Rullo, Manager, Finance, reviewed by Richard Frayne, Superintendent Corporate Services and recommended by Bill Fordy, Deputy Chief of Police, Support Services.*



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**Submitted by:**

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

**Appendices**

- Appendix 1 Niagara Regional Police Service and Board Year End Variance Summary
- Appendix 2 Financial Impact of COVID-19 ending December 31, 2020
- Appendix 3 Niagara Regional Police Service and Board 2020 Year End Reserves Schedule

**Niagara Regional Police Service and Board**  
**Appendix 1: 2020 Operating Statement of Revenue and Expenses**

	2019 Actual	2020 Actual	2020 Budget	Variance Surplus/(Deficit)	Variance %
<b>Gross Expenditures</b>					
Compensation	150,262,861	154,297,907	157,060,043	2,762,136	1.8%
Administrative	3,825,672	3,540,769	4,220,076	679,307	16.1%
Operational & Supply	2,476,288	2,622,415	2,276,880	(345,535)	-15.2%
Occupancy & Infrastructure	311,149	266,688	360,720	94,032	26.1%
Equipment, Vehicles & Technology	6,199,488	6,658,565	7,010,762	352,196	5.0%
Financial Expenditures	6,118	5,697	1,000	(4,697)	-469.7%
Intercompany Charges	145,905	152,166	177,533	25,367	14.3%
Transfers To/From Reserve Funds	3,491,918	2,828,666	2,900,000	71,334	2.5%
<b>Total - Gross Expenditures</b>	<b>166,719,399</b>	<b>170,372,874</b>	<b>174,007,013</b>	<b>3,634,140</b>	<b>2.1%</b>
<b>Revenues</b>					
Provincial Grants	(9,651,756)	(9,641,503)	(9,736,790)	(95,286)	1.0%
Fees for Service	(6,456,194)	(2,176,514)	(6,068,250)	(3,891,736)	64.1%
Other Revenues	(2,328,766)	(2,241,415)	(2,185,763)	55,652	-2.6%
Recoveries	(1,568,469)	(1,571,729)	(1,557,991)	13,738	-0.9%
<b>Total - Revenues &amp; Recoveries</b>	<b>(20,005,186)</b>	<b>(15,631,161)</b>	<b>(19,548,794)</b>	<b>(3,917,632)</b>	<b>20.0%</b>
<b>Net Expenditures Before Indirect Allocations</b>	<b>\$ 146,714,213</b>	<b>\$ 154,741,713</b>	<b>\$ 154,458,220</b>	<b>\$ (283,492)</b>	<b>-0.2%</b>

## Appendix 2: COVID-19 Pandemic Financial Impact for Period Ending December 31, 2020

	Expenses as of Date	Actual
<b>Direct Costs Supported by Approved Operating Budget</b>		
1. Permanent Members on Administrative Leave	Dec 26	1,165,282
2. Members on Rotating Shifts	Dec 26	127,331
Associated Benefit Costs	Dec 26	258,523
<b>Direct Costs Supported by Approved Operating Budget</b>		<b>1,551,136</b>
<b>Incremental Direct Costs related to COVID-19</b>		
3. Personnel Costs Specific to COVID-19 Activities	Dec 26	310,392
4. Other Supply Costs	Dec 31	357,628
5. Lost Revenue	Dec 31	3,972,225
<b>Total - Incremental Direct Costs related to COVID-19</b>		<b>4,640,246</b>
<b>6. Savings Related to COVID-19</b>	Dec 31	<b>(1,141,514)</b>
<b>Total Gross Costs related to COVID-19</b>		<b>5,049,868</b>
<b>Less Direct Costs Supported by Approved Operating Budget</b>		<b>(1,551,136)</b>
<b>Net Incremental Costs related to COVID-19</b>		<b>3,498,732</b>

1. Permanent member on administrative leave due to COVID-19 restrictions where possible these members are working from home and are only replaced when operationally essential.
2. Positions identified where working from home is not possible and rotating shifts were implemented to support COVID-19 restrictions.
3. Temporary member salaries incurred due to self isolation from travel/contact during initial onset of pandemic. Overtime costs incurred to implement initial phase of pandemic and overtime to cover staff off due to isolation or symptomatic.
4. Includes the purchase of additional and alternative infection control supplies, personal protective equipment and other costs resulting from implementation of COVID-19 measures
5. Anticipated loss of third party revenues; including \$3.2M from City of Niagara Falls OLG Transfer Payments, special duty and fees for services in Records Unit.
6. Savings realized from cancelation of conference/workshop including travel related costs, special duty labor costs and overtime from court attendance

**Niagara Regional Police Service and Board**  
**Appendix 3 - Reserve Fund Balance - As at December 31, 2020**

<b>Description</b>	<b>Fund 20050 - 20550</b>	<b>Balance at 31-Dec-2019</b>	<b>Trf. From Operation</b>	<b>Trf. To Operation</b>	<b>Trf. To Capital RE2</b>	<b>Report &amp; YE</b>	<b>Balance at 31/12/2020</b>
Accumulated Sick Leave	562	1,679,575	-	(250,000)	-	(69,084)	1,360,491
Vehicles and Equipment Replacement	506	24,044	1,500,000	-	(1,500,000)		24,044
Future Benefit Liabilities	563	4,152,398	-	-	-	-	4,152,398
WSIB	564	3,269,590	200,000	-	-	-	3,469,590
Contingency Reserve	534	454,332	250,000	-	-	-	704,332
Capital Levy	507	561,163	1,200,000	-	(1,504,500)	27,497	284,160
PSB Contingency	535	242,119	-	-	-		242,119
OPTVA Reserve	505	109,297	-	-	-	(2,250)	107,047
<b>TOTAL</b>		<b>10,492,518</b>	<b>3,150,000</b>	<b>(250,000)</b>	<b>(3,004,500)</b>	<b>(43,837)</b>	<b>10,344,181</b>



**Mailing Address:**  
P.O. Box 344  
Thorold ON L2V 3Z3

**Street Address:**  
Campbell East  
1815 Sir Isaac Brock Way  
Thorold ON

Phone: 905-682-9201  
Toll Free: 1-800-232-3292  
(from Grimsby and beyond Niagara region only)

Main Fax: 905-687-4844  
Fax – Applications: 905-935-0476  
Fax – Contractors: 905-682-8301  
Web site: [www.nrh.ca](http://www.nrh.ca)

February 19, 2021

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

Dear Ms. Norio,

At their February 19, 2021 meeting, the Niagara Regional Housing Board of Directors passed the following motion as recommended in attached report NRH 3-2021:

1. That the unaudited summarized results for Niagara Regional Housing (NRH) as detailed in Appendix 1, **BE RECEIVED**.
2. That the transfer of the NRH 2020 year-end operating surplus of \$555,286 to the Niagara Region, to be addressed through the Niagara Region's consolidated levy yearend transfer report, **BE APPROVED**.
3. That this report **BE FORWARDED** to the March 10, 2021 Corporate Services Committee (CSC) meeting.

Your assistance is requested in moving report NRH 3-2021 through proper channels for approval.

Sincerely,

A handwritten signature in black ink, appearing to read 'Walter Sendzik', with a long horizontal flourish extending to the right.

Councillor Walter Sendzik  
Chair

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**Subject:** 2020 Year-End Transfer Report

**Report to:** Board of Directors of Niagara Regional Housing

**Report date:** Friday, February 19, 2021

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## Recommendations

1. That the unaudited summarized results for Niagara Regional Housing (NRH) as detailed in Appendix 1, **BE RECEIVED**.
2. That the transfer of the NRH 2020 year-end operating surplus of \$555,286 to the Niagara Region, to be addressed through the Niagara Region's consolidated levy yearend transfer report, **BE APPROVED**.
3. That this report **BE FORWARDED** to the March 10, 2021 Corporate Services Committee (CSC) meeting.

## Key Facts

- For the year ended December 31, 2020, NRH operated at a surplus before indirect allocations of \$555,286 or 2 percent of NRH's overall net budget.
- The purpose of this report is to obtain approval from the NRH Board to transfer the year-end surplus to the Niagara Region to allow Council to consider the full impact of all consolidated levy results and direct any remaining surplus/deficit in accordance with the Niagara Region's Operating Surplus/Deficit Policy C-F-022.
- Consistent with the principles in the surplus/deficit policy and the strategy adopted in the Council approved 2021 levy operating budget, any levy surplus is expected to be used to fund net pressures related to the COVID-19 pandemic. This includes \$412,457 in anticipated one-time incremental cost pressures related to the COVID-19 pandemic included in NRH's 2021 operating budget.
- An amount of \$1.15 million of the 2020 NRH budget has been transferred to the encumbrance reserve as of December 31, 2020. For an amount to be encumbered, a spending obligation has been made against the 2020 budget, however the product or service has not been received in the year. The funding will be transferred to the 2021 operating budget when the product or service is received.

## Financial Considerations

A summarized explanation of the 2020 year end operating surplus of \$555,286 can be found in the *December 31, 2020 Operating Statement* in Appendix 1.

Incorporated in the year-end operating surplus of \$555,286 is \$1,148,945 in encumbrances that will be transferred back to the NRH operating budget for the 2021 year. Encumbrances arise when an obligation to purchase a good or service (in the form of a purchase order or contract) has occurred, but the goods or services have not been received by year end. A full list of encumbrances for Regional Departments and ABCs will be presented for information to Corporate Services Committee (CSC) on March 10, 2021.

NRH encumbrance requests are summarized as follows:

Encumbrance	Amount
Provider Capital Loan & Grant Program Grants	\$ 462,223
K3D Thermostat Technology for providers	316,880
Affordable Housing Master Plan	210,460
Housing provider capital repairs program	128,463
Integrated Housing Solution Software implementation	30,919
<b>Total</b>	<b>\$ 1,148,945</b>

## Analysis

At the time of writing this report, the Niagara Region is consolidating its overall levy results and expects a consolidated levy surplus which includes Provincial Safe Restart Funding to be used to fund the net pressures related to the COVID-19 pandemic – both for 2020 actual expenditures and 2021 expenditures. This strategy was adopted in the Council approved 2021 levy operating budget for Regional Departments as well as Agencies, Boards and Commissions in order to mitigate any 2021 taxpayer impact associated with those incremental costs. This strategy is also consistent with the NRH Board approved 2021 Operating Budget which included incremental costs due to the COVID-19 pandemic of \$412,457 for increased cleaning, PPE and security at owned units being fully funded by Provincial Safe Re-start funding.

In accordance with the Niagara Region's Operating Surplus/Deficit Policy C-F-022, the Niagara Region would recommend any unused 2020 surplus be allocated to areas identified as underfunded per the Reserve and Reserve Fund Policy C-F-013.

The Corporate Year-End Results and Transfer Report will be considered at CSC on March 10, 2021 and ratified at the Regional Council meeting on March 25, 2021.

### **Alternatives Reviewed**

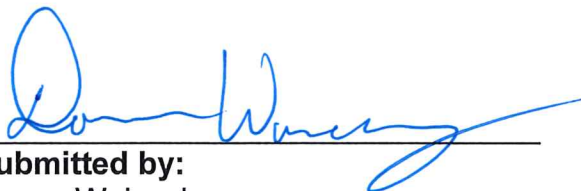
Staff's recommendation is in alignment with the Niagara Region's 2021 levy budget strategy and its Operating Surplus/Deficit policy, however the Board may direct staff to consider alternatives for the \$555,286 year-end operating surplus position.

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

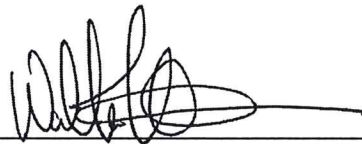
Providing formal financial reporting to the NRH Board and Council and the public supports the Council strategic priority of Sustainable and Engaging Government.

### **Other Pertinent Reports**

20-193-4.6 - Proposed 2021 Operating Budget  
CSD 5-2021 - 2021 Levy Operating Budget



**Submitted by:**  
Donna Woiceshyn  
Chief Executive Officer



**Approved by:**  
Walter Sendzik  
Chair

*This report was prepared in consultation with Donovan D'Amboise, Program Financial Specialist.*

### **Appendices**

Appendix 1                      December 31, 2020 Operating Statement



Niagara Reginal Housing Operating Statement As of December 31, 2020					
	Actual	Budget	Budget to Actual Variance \$	Budget to Actual Variance %	Explanation of Variance
<b>Expenses</b>					
Salaries & Wages	4,025,743.46	4,128,665.85	102,922.39	2.5%	
Benefits & WSIB	965,549.21	961,244.51	(4,304.70)	-0.4%	
Additional Compensation	0.00	0.00	0.00	0.0%	
Other Compensation Expense	(108,231.67)	0.00	108,231.67	0.0%	
External Support Services	159,170.39	124,800.00	(34,370.39)	-27.5%	
<b>Compensation</b>	<b>5,042,231.39</b>	<b>5,214,710.36</b>	<b>172,478.97</b>	<b>3.3%</b>	The favourable variance of \$172 is primarily due to a health and dental benefit surplus due to lower claims resulting from COVID-19 pandemic-related closures and restrictions (\$108) and savings from not filling non-essential vacant positions due to COVID-19 (\$83).
External Professional Services	281,310.86	542,796.10	261,485.24	48.2%	
Staff Development	22,372.22	64,768.01	42,395.79	65.5%	
Office, Printing & Postage	32,374.42	22,550.02	(9,824.40)	-43.6%	
Advertising & Promotion	11,794.90	18,750.00	6,955.10	37.1%	
Travel & Meals	68,226.88	90,250.00	22,023.12	24.4%	
Telephone & Communications	119,913.16	98,200.22	(21,712.94)	-22.1%	
Insurance	35,713.57	50,000.00	14,286.43	28.6%	
Fees & Charges Expense	6,860.60	6,000.00	(860.60)	-14.3%	
General Administrative Costs	50,712.48	113,764.99	63,052.51	55.4%	
<b>Administrative</b>	<b>629,279.09</b>	<b>1,007,079.34</b>	<b>377,800.25</b>	<b>37.5%</b>	The favourable variance of \$378 is primarily due to \$320 in savings on consulting expenses to the end of the year. \$210 for the Affordable Housing Master Plan was committed and is included in the 2020 encumbrance reported in Transfer to Funds.
Program Specific Supp & Mat'l	41,927.38	5,000.00	(36,927.38)	-738.5%	
Program Specific Purch Service	67,862.91	135,000.00	67,137.09	49.7%	
<b>Operational &amp; Supply</b>	<b>109,790.29</b>	<b>140,000.01</b>	<b>30,209.72</b>	<b>21.6%</b>	

<b>Niagara Reginal Housing Operating Statement As of December 31, 2020</b>					
	<b>Actual</b>	<b>Budget</b>	<b>Budget to Actual Variance \$</b>	<b>Budget to Actual Variance %</b>	<b>Explanation of Variance</b>
<i>Property Taxes &amp; Rent</i>	5,208,782.69	5,197,102.48	(11,680.21)	-0.2%	
<i>Property &amp; Infrastructure Mtce</i>	5,007,208.80	4,629,702.61	(377,506.19)	-8.2%	
<i>Grounds</i>	1,140,712.55	1,158,090.01	17,377.46	1.5%	
<i>Utilities</i>	4,492,724.16	4,764,914.36	272,190.20	5.7%	
<b>Occupancy &amp; Infrastructure</b>	<b>15,849,428.20</b>	<b>15,749,809.45</b>	<b>(99,618.75)</b>	<b>-0.6%</b>	<i>The unfavourable variance of \$100 is primarily due to \$264 in incremental costs associated with increased security at owned units and cleaning of high-touch surfaces and common areas due to COVID-19, as well as \$96 in higher than budgeted regular maintenance costs. The unfavourable variance is offset partially by savings seen in utilities of \$272, mainly for natural gas due to recent upgrades in hot water systems and a mild winter.</i>
<i>Minor Equipment</i>	9,813.87	25,000.00	15,186.13	60.7%	
<i>Equipment R&amp;M</i>	37,139.31	500.00	(36,639.31)	-7327.8%	
<i>IT Licences &amp; Support</i>	149,141.34	251,218.76	102,077.42	40.6%	
<b>Equipment, Vehicles, Technology</b>	<b>196,094.52</b>	<b>276,718.77</b>	<b>80,624.25</b>	<b>29.1%</b>	<i>The favourable variance of \$81 is primarily from savings on licensing fees due to a delay in the implementation of Integrated Housing Solutions software. \$31 for implementation costs of the software was committed and is included in the 2020 encumbrances reported in Transfer to Funds.</i>
<i>Other Benefits</i>	418,519.09	739,711.72	321,192.63	43.4%	
<i>Housing</i>	29,422,412.30	30,768,238.99	1,345,826.69	4.4%	

Niagara Reginal Housing Operating Statement As of December 31, 2020					
	Actual	Budget	Budget to Actual Variance \$	Budget to Actual Variance %	Explanation of Variance
<b>Community Assistance</b>	<b>29,840,931.39</b>	<b>31,507,950.71</b>	<b>1,667,019.32</b>	<b>5.3%</b>	<i>The favourable variance of \$1,667 is due to delayed spend in ministry-funded programs (\$841) and K3D heat control system upgrades for providers encumbered from the 2019 budget (\$317), both delayed primarily due to COVID-19 restrictions. The variance associated with ministry-funded programs is offset by a reduction in Federal &amp; Provincial Grants, as revenue is recognized to align with timing of the programs and their related administrative costs. Also contributing to the positive variance is \$431 in lower than budgeted subsidy payments to non-profit and co-op housing providers and \$128 lower than budgeted provider capital repair grants. This is offset by \$200 in grants provided in the year under the capital loan and grant program. A combined \$908 for the K3D heat control system upgrades for providers, provider capital grants, and grants under the capital loan and grant program was committed and is included in the 2020 encumbrance reported in Transfer to Funds.</i>
<i>Rebates &amp; Exemptions</i>	<i>71.22</i>	<i>0.00</i>	<i>(71.22)</i>	<i>0.0%</i>	
<b>Partnership, Rebate, Exemption</b>	<b>71.22</b>	<b>0.00</b>	<b>(71.22)</b>	<b>0.0%</b>	
<i>Principal</i>	<i>1,694,866.10</i>	<i>1,694,866.02</i>	<i>(0.08)</i>	<i>0.0%</i>	
<i>Interest</i>	<i>(0.60)</i>	<i>0.00</i>	<i>0.60</i>	<i>0.0%</i>	
<i>Bad Debt, Losses &amp; Recoveries</i>	<i>147,306.86</i>	<i>272,100.00</i>	<i>124,793.14</i>	<i>45.9%</i>	
<b>Financial Expenditures</b>	<b>1,842,172.36</b>	<b>1,966,966.02</b>	<b>124,793.66</b>	<b>6.3%</b>	<i>The favourable variance of \$125 is primarily the result of lower than anticipated write-offs on uncollectable tenant rents on owned units.</i>

Niagara Reginal Housing Operating Statement As of December 31, 2020					
	Actual	Budget	Budget to Actual Variance \$	Budget to Actual Variance %	Explanation of Variance
<b>Total Expenses</b>	<b>\$53,509,998.46</b>	<b>\$55,863,234.65</b>	<b>\$2,353,236.19</b>	<b>4.2%</b>	
<b>Revenues</b>					
<i>Federal &amp; Provincial Grants</i>	<i>(12,785,198.77)</i>	<i>(13,713,766.01)</i>	<i>(928,567.24)</i>	<i>0.0%</i>	
<b>Federal &amp; Provincial Grants</b>	<b>(12,785,198.77)</b>	<b>(13,713,766.01)</b>	<b>(928,567.24)</b>	<b>0.0%</b>	<i>The unfavourable variance of \$929 is due to timing of ministry-funded programs and related administrative costs, as revenue is recognized based on actual expenses incurred.</i>
<i>Other Revenues/Reimbursements</i>	<i>(16,336,107.95)</i>	<i>(16,051,611.08)</i>	<i>284,496.87</i>	<i>0.0%</i>	
<b>Other Revenue</b>	<b>(16,336,107.95)</b>	<b>(16,051,611.08)</b>	<b>284,496.87</b>	<b>0.0%</b>	<i>The favourable variance of \$285 is due primarily to \$308 in higher than anticipated rental revenues for NRH-owned units.</i>
<b>Total Revenues</b>	<b>(\$29,121,306.72)</b>	<b>(\$29,765,377.09)</b>	<b>(\$644,070.37)</b>	<b>0.0%</b>	
<b>Intercompany Charges</b>					
<i>Allocation Between Departments</i>	<i>70,414.69</i>	<i>65,479.54</i>	<i>(4,935.15)</i>	<i>-7.5%</i>	
<b>Intercompany Charges</b>	<b>70,414.69</b>	<b>65,479.54</b>	<b>(4,935.15)</b>	<b>-7.5%</b>	
<b>Net Expenditure (Revenue) Before Transfers &amp; Indirect Allocations</b>	<b>\$24,459,106.43</b>	<b>\$26,163,337.10</b>	<b>\$1,704,230.67</b>	<b>6.5%</b>	
<b>Transfers</b>					
<i>Transfers From Funds</i>	<i>(1,001,582.63)</i>	<i>(1,001,582.59)</i>	<i>0.04</i>	<i>0.0%</i>	
<i>Transfers To Funds</i>	<i>4,331,872.14</i>	<i>3,182,927.00</i>	<i>(1,148,945.14)</i>	<i>-36.1%</i>	
<b>Transfers Between Funds</b>	<b>3,330,289.51</b>	<b>2,181,344.41</b>	<b>(1,148,945.10)</b>	<b>-52.7%</b>	<i>The unfavourable variance of \$1,149 relates to the 2020 encumbrances.</i>

Niagara Reginal Housing Operating Statement As of December 31, 2020						
	Actual	Budget	Budget to Actual Variance \$	Budget to Actual Variance %	Explanation of Variance	
<b>Net Expenditure (Revenue) Before Indirect Allocations</b>	<b>\$27,789,395.94</b>	<b>\$28,344,681.50</b>	<b>\$555,285.56</b>	<b>2.0%</b>	<i>Niagara Regional Housing (NRH) operated at a surplus before indirect allocations of \$555</i>	
<b>Indirect Allocations &amp; Debt</b>						
<i>Indirect Allocation</i>	<i>1,897,124.28</i>	<i>1,991,647.29</i>	<i>94,523.01</i>	<i>4.7%</i>		
<i>Capital Financing Allocation</i>	<i>6,102,287.31</i>	<i>6,107,425.94</i>	<i>5,138.63</i>	<i>0.1%</i>		
<b>Indirect Allocations &amp; Debt</b>	<b>7,999,411.59</b>	<b>8,099,073.23</b>	<b>99,661.64</b>	<b>1.2%</b>		
<b>Net Expenditure (Revenue) After Transfers &amp; Indirect Allocations</b>	<b>\$35,788,807.53</b>	<b>\$36,443,754.73</b>	<b>\$654,947.20</b>	<b>1.8%</b>		

**Minute Item No. 9.1**

**Confidential CAORC-C 5-2021**

**A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization under s. 239(2) of the Municipal Act, 2001 - Summary of External Search Firm Reference Check**

That Confidential CAORC-C 5-2021, being a memorandum from A.-M. Norio, Regional Clerk, dated April 6, 2021, respecting A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization under s. 239(2) of the Municipal Act, 2001 - Summary of External Search Firm Reference Check, **BE RECEIVED.**

**THE REGIONAL MUNICIPALITY OF NIAGARA  
CHIEF ADMINISTRATIVE OFFICER RECRUITMENT COMMITTEE  
MINUTES - OPEN SESSION**

**CAORC 4-2021  
Tuesday, April 6, 2021  
Economic Development Boardroom/Video Conference  
Niagara Region Headquarters, Campbell West  
1815 Sir Isaac Brock Way, Thorold, ON**

Committee Members    Regional Chair Bradley (Committee Chair)  
Present in the  
Boardroom:

Committee Members    Foster, Huson, Redekop, Witteveen  
Present via Video  
Conference:

Staff Members                D. Gibbs, Director, Legal & Court Services, F. Meffe, Director,  
Present in the                Human Resources, A.-M. Norio, Regional Clerk  
Boardroom:

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**1.    CALL TO ORDER**

Regional Chair Bradley called the meeting to order at 3:31 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    Chief Administrative Officer Recruitment Process Overview**

Kartik Kumar, Partner, and Jacquie Ford, Legacy Executive Search Partners, provided an overview respecting the Chief Administrative Officer (CAO) Recruitment Process. Topics of the presentation included:

- Legacy Executive Search Partners Experience Overview
- Legacy's Six Phase Methodology
- Proposed Timeline

- Sample CAO Advertisement
- Sample CAO Position Profile
- Core Competency Matrix Sample
- Candidate Assessment Sample
- Out of Pocket Expenses
- Recommendations for Interview Locales

Committee members discussed the presentation materials and requested consideration be included for diversity, equity and inclusion goals and that personality profiling be included as an important part of the process.

**6. ITEMS FOR DISCUSSION**

Committee members discussed the Draft Chief Administrative Officer Competency Matrix (CAORC-C 6-2021), Position Profile (CAORC-C 7-2021), and Job Advertisement (CAORC-C 8-2021). Committee members requested that a survey be conducted with Council to seek their feedback on the traits and competencies of a Chief Administrative Officer candidate. It was suggested that the position profile should highlight the positive things that are happening at Niagara Region and in the community (i.e. Glendale District Plan, South Niagara Water Treatment Plant).

Next steps - Committee members to review pages 10-16 of the position profile and provide feedback to be incorporated into the survey to be sent to all Council members and Commissioners. The survey to Council will include the core competency matrix and executive competency library and request feedback on challenges and opportunities facing the Region along with identifying key projects that should be included in the position profile. The survey results will be provided to the Committee for consideration at the next meeting and subsequently provided to Council for final approval.

**7. OTHER BUSINESS**

There were no items of other business.

**8. CLOSED SESSION**

Committee did not resolve into closed session.



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

9.1 **Confidential CAORC-C 5-2021**

A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization under s. 239(2) of the Municipal Act, 2001 - Summary of External Search Firm Reference Check

Moved by Councillor Witteveen  
Seconded by Councillor Foster

That Confidential CAORC-C 5-2021, being a memorandum from A.-M. Norio, Regional Clerk, dated April 6, 2021, respecting A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization under s. 239(2) of the Municipal Act, 2001 - Summary of External Search Firm Reference Check, **BE RECEIVED.**

**Carried**

10. **NEXT MEETING**

The next meeting will be held on Tuesday, April 20, 2021 at 3:30 p.m.

11. **ADJOURNMENT**

There being no further business, the meeting adjourned at 4:34 p.m.

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Jim Bradley  
Regional Chair

---

Ann-Marie Norio  
Regional Clerk

# Niagara Region

## ▼ CAO Recruitment



Date: Tuesday, April 6th, 2021 | 3:30 P.M  
Kartik Kumar, Partner



Legacy Partners is built on a solid foundation of over 50 years in leadership consulting.

We are the former PricewaterhouseCoopers Executive Search team.



Kartik Kumar Lead Search Consultant as well as a Partner, and Head of the Municipal and Public Sector Practice.



CAO/ City Manager searches conducted in 2019, 2020 and 2021

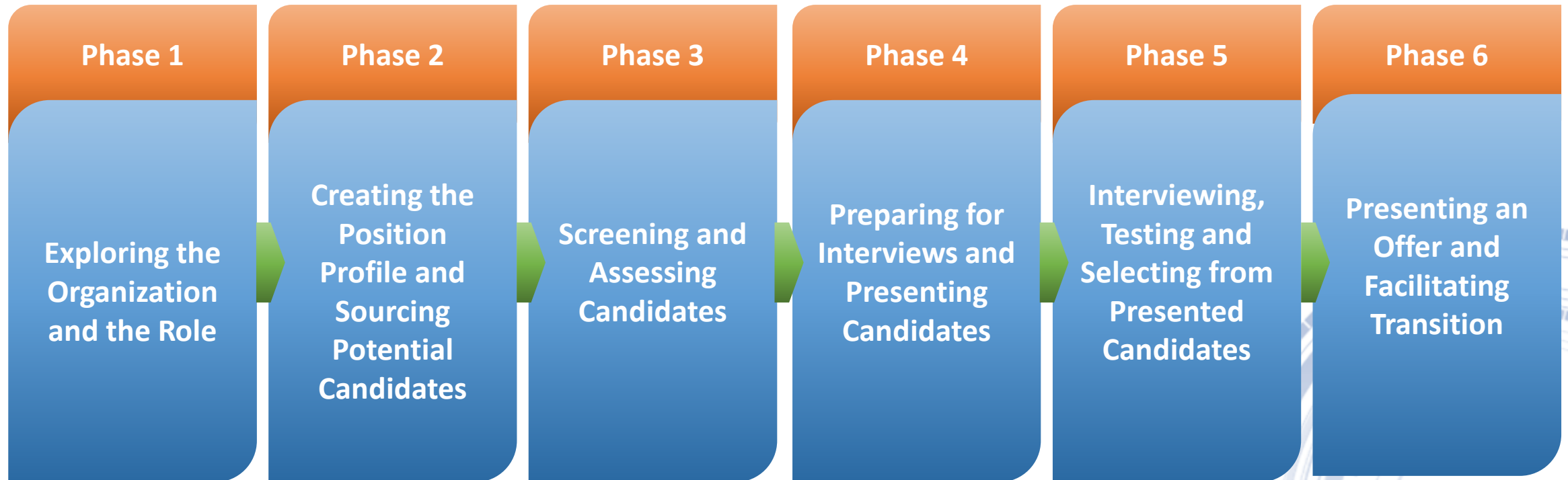
Chief Administrative Officer- Region of Waterloo, City Manager- City of Burlington, Chief Administrative Officer- City of Pickering, City Manager- City of Cambridge, Chief Administrative Officer- City of Kingston, Chief Administrative Officer- Township of Uxbridge, Chief Administrative Officer- Town of Tillsonburg, Chief Administrative Officer- Town of Niagara-on-the-Lake.



Over 15 years of executive search experience working for clients in municipal government, and the public and not-for-profit sectors.










Works closely with Councils, Boards, Administrators and key stakeholders to articulate the very essence of the clients' culture.



Our goal is to be *true advisers* to our clients,  
during all phases of the search.

Timeline Detail:

TASK	MAR	APR	MAY	JUN	JUL	AUG
Search Commencement						
Posting of Advertisement						
Application Deadline						
Long List Meeting						
Shortlist Interviews						
Final Interviews						
Offer Negotiations						



## CHIEF ADMINISTRATIVE OFFICER

**Niagara Region** is one of Canada's most world – renowned destinations.

Strategically located between the great lakes of Erie and Ontario, it is home to a culturally and economically diverse urban and rural population of more than 430,000. The Region works collaboratively with 12 area municipalities and community partners to efficiently deliver innovative programs and services that support and advance the well-being of individuals, families and communities. Niagara has long been among the prominent tourism regions in Canada as it features some of Canada's most fertile agricultural land, the majesty of Niagara Falls, Canada's most developed wine industry and year-round theatre festivals and cultural events. As a must-visit destination Niagara hosts over 13 million tourists, who spend over \$2.6 billion generating a significant amount of business activity, jobs and other economic benefits. Dynamic modern cities, affordable housing, excellent schools and higher education institutions, libraries, parks, modern infrastructure investments and unique natural beauty are some of the reasons why residents chose to call Niagara region home.

The Chief Administrative Officer (CAO) is the most senior administrative leadership position in the Niagara Region and provides objective professional advice and decision support to the Regional Chair and Council in developing strategies, policies and services that address the unique needs of the Region. The CAO provides vision, leadership and guidance on the general direction and management of the organization as well as in the implementation of strategic initiatives and delivery of responsive services to the citizens and businesses of Niagara.

The ideal candidate for CAO has a relevant university degree, a deep understanding and working knowledge of public sector administration, municipal finance and governance within a two-tier government structure. In addition, you will have experience working with associated municipal agencies such as police services, social housing, boards, commissions, provincial and federal government entities. As a leader, you seek to engage our approximately 3,600 employees and inspire excellence as you demonstrate by example the region's corporate values. As a successful senior executive, you are a proven consensus-builder with strong change management skills and the ability to influence a diverse group of stakeholders. You are an innovation advocate and embrace new ideas to securely enable efficient operations of citizen services. You have implemented strategic plans, large complex initiatives and created opportunities for economic prosperity.

Explore this career defining opportunity to lead one of Canada's most iconic regions in the delivery of better government and better outcomes for the citizens you serve.

Please submit your resume and related information online to Kartik Kumar Legacy Executive Search Partners at [niagararegioncao@lesp.ca](mailto:niagararegioncao@lesp.ca) by **<date to be finalised>**.

We sincerely thank all candidates for their interest; however, **only** those selected for an interview will be contacted.

*Niagara Region is an equal opportunity employer. In accordance with the Accessibility for Ontarians with Disabilities Act (2005), upon request, accommodation will be provided by both Legacy Executive Search Partners and Niagara Region throughout the recruitment, selection and/or assessment process to applicants with disabilities.*



## Niagara Region CAO

### Position Profile

April, 2021



3080 Yonge Street, Suite 6060 | Toronto, ON | M4N 3N1 | 416-271-4397 | [www.LESP.ca](http://www.LESP.ca)

**Legacy Executive Search Partners**  
3080 Yonge Street, Suite 6060  
Toronto, ON M4N 3N1

#### Introduction

I am delighted to present this Candidate Brief for the **Chief Administrative Officer** position prepared on behalf of the Niagara Region and the Selection Committee.

The Candidate Brief includes background information on The Niagara Region, the Position Profile, Duties and Responsibilities, Position Specifications, the Timeline and Organizational Charts.

Please feel free to contact me if you would like additional details about the position or need clarification on any aspect of the search process. Further information about The Niagara Region can be found at [www.niagararegion.ca](http://www.niagararegion.ca).

On behalf of Legacy Partners and the Region of Niagara, I would like to thank you for your interest in this position and assure you of my prompt and fullest attention at all times.

Yours Sincerely,

Sincerely,

**Kartik Kumar, Partner**  
 Legacy Partners  
EXECUTIVE SEARCH  
3080 Yonge Street, Suite 6060  
Toronto, Ontario, M4N 3N1  
Cell: 416.271.4397  
Website: [www.lesp.ca](http://www.lesp.ca)

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## Region of Niagara: Overview



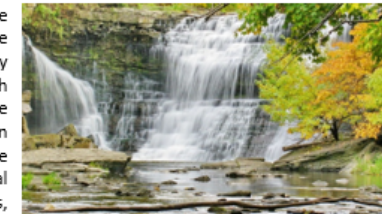
The **Regional Municipality of Niagara**, also known as the Niagara Region, is ideally located within Southern Ontario's Golden Horseshoe between Toronto and the US border. The region is comprised of 12 municipalities: Niagara Falls, Port Colborne, Thorold, Welland, St. Catharines, Fort Erie, Grimsby, Lincoln, Niagara-on-the-Lake, Pelham, Wainfleet and West Lincoln. Niagara is approximately 120 km away by car to Toronto or sit back and relax on the Niagara Seasonal GO Train Service starting in 2021. There are

5 international border crossings into the United States as well as 7 airports within a one-hour drive that provide easy access from Niagara Canada to anywhere in the world.

The municipal government of Niagara region is made up of 32 representatives from the 12 area municipalities. The region has three urban centres, St. Catharines, Niagara Falls and Welland.

The regional headquarters is in Thorold, with over 3,600 employees at 100 work locations operating as a robust, efficient team to support and advance the quality of life for over 430,000 residents of the region.

Niagara offers residents an almost unbeatable quality of life, thanks to affordable home ownership, great schools and post-secondary education institutions, world class health services and a stress-free commute. The region has all the amenities of a large urban centre while still maintaining the signature warmth and character of a smaller rural community. Breathtaking natural landscapes, the majestic Niagara Falls, water-filled fun on Lake Erie, Lake Ontario, the Niagara River and the Welland Canal, world-class wineries, Niagara trails, the Shaw Festival Theatre, 40 golf courses, scenic cycling and hiking trails, Canada's largest casino, fantastic shopping and concerts that make every weekend feel like an adventure.



Niagara is Ontario's second most competitive region for doing business. With over \$100 billion worth of trade making its way through the region each year, it is no wonder Niagara was Ontario's first designated Foreign Trade Z provincial and federal government. Manufacturing is big business in Niagara.



## Position Summary:

### CAO - Niagara Region - Job Description

#### Job Summary

Reporting to Regional Council, the Chief Administrative Officer (CAO) is responsible for exercising general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality. As the senior appointed official of the regional municipality, the Chief Administrative Officer shall lead and direct the members of the Corporate Leadership Team in carrying out the responsibilities of the Region, in accordance with the policies, plans and by-laws approved and established by Council, including the CAO Roles and Responsibilities By-law.

#### Responsibilities

Oversees the development and implementation of the Region's corporate multi-year business and financial strategies in support of Council objectives to ensure the efficient and effective delivery of services to the citizens of Niagara.

- Administers the business affairs of the Region and reviews the annual department business plans to ensure alignment to the Region's strategic direction and in support of Council's objectives.
- Establishes success indicators, measurement tools and standards to assess service delivery performance and stakeholder satisfaction, ensuring performance expectations are monitored and issues addressed.
- Ensures operational processes, policies and protocols are established and compliance is monitored, assessing changes in legislative/regulatory requirements, identifying potential areas of vulnerability and risk, and recommending to Council approaches to resolve issues and mitigate risks.
- Identifies controversial and politically sensitive issues that may impact the organization's success and reputation, assessing potential risks and developing strategies to address issues.
- Identifies and develops opportunities and strategies for cost efficiencies and improving quality and services delivered, ensuring continued alignment with Council's priorities.
- Provides Council with long-term financial impacts to the Region and taxpayers of current decisions / budgets.
- Monitors financial trends and opportunities in the external environment, assessing the impact on Council's objectives and the organization's viability.
- Ensures the integrity and accuracy of financial reporting systems and ensure the proper maintenance of sound financial controls.
- Engages the Corporate Leadership Team in budget strategies, decision-making and communicating service impacts to Council.

Develops, manages, and approves annual and multi-year Capital and Operating budgets for the business units reporting to the CAO, ensuring support of Council's objectives, financial transparency and accountability, budget adherence, and identifying and explaining variances and financial reporting is effectively managed in compliance with corporate financial policies. Authorize, administer, and reinforce the use of sound procedures relating to the acquisition of goods and services for the organization in accordance with the procurement policy and procedures. Approve the delegation of corporate/department budget ownership outside of established guidelines for commissioners and directors.

Accountable for strategic, long range people resource planning for the organization, supporting corporate culture and strategy, ensuring an engaged workforce resulting in optimal people performance by determining ideal organizational structures and systems that facilitate public sector values of transparency, accountability, inclusion and citizen-focused service.

- Implements the organization's people strategy of continuous improvement, learning and development, accountability for results, attraction and retention of top performers and recognition of achievements.
- Ensures employee performance, career development, and succession planning activities are created to facilitate employee growth and development.
- Recommends to Council the appointment, suspension, or dismissal of Commissioners.

Develops and manages relationships with internal and external stakeholders, ensuring strategic initiatives and governance, financial and performance expectations are managed and fulfilled.

- Provides advice and guidance to the Regional Chair, councillors, and Committees of Council in the development of public policy, ensuring that Council is provided with complete, impartial and accurate information for the purposes of making informed decisions and by-law approvals.
- Develops, establishes, liaises, and maintains relationships with the Federal and Provincial governments, the Region's local municipalities, other government agencies, and the residents of the Region in general.
- Represents and speaks on behalf of the Corporation in a manner consistent with the policies of Council to ensure the best interests of the Regional Municipality of Niagara are met.

#### Special Requirements

- In accordance with the Corporate Criminal Record Check policy, the position requires the incumbent to undergo a Criminal Records Check and submit a Canadian Police Clearance certificate.
- Supports emergency operations under the incident management structure in the position of Emergency Operations Centre (EOC) Director, or will designate an alternate, and will have overall authority and responsibility for the activities of the EOC.
- Regional staff strive to enable the strategic priorities of council and the organization through the completion of their work. Staff carry out their work by demonstrating the corporate values of service, honesty, choice, partnership and respect.

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## Supervision

- Number of Direct Reports: 9-14
- Number of Indirect Reports: 2,000+
- Titles of Direct Reports
  - Commissioners of Departments
  - Regional Clerk
  - Directors
  - Executive Assistant & Administrative Lead

## Working Conditions

- Typical office environment.
- Attend all meetings of Council and its Committees as required.
- Business travel required.
- Frequent evening and weekend commitments

## The Ideal Candidate:

### Overview

The CAO is responsible for providing corporate leadership for the general management of the corporation as well as participating in the overall stewardship of the municipality.



An Ideal CAO must be a high energy, dynamic and collaborative leader. In addition to having superior tact and diplomacy skills, they will have a strong sense of fairness and compassion, exceptional interpersonal and trust building skills, and the ability to build and support strong teams. They should also have proven ability to build strong relationships with Elected Officials, Regional Boards, Commissions, Agencies, other Municipalities, and the Provincial and Federal Governments.

They must work collaboratively with the 12 Local Area Municipalities (LAMs), along with other key partners such as Agencies, Boards, and Commissions (ABCs) in a productive and highly efficient and respectful manner.

In summary, they must have the ability to invite and welcome diverse perspectives in a respectful environment and unleash the potential, so that great ideas can emerge in order to address the challenges within the community together.

## Qualifications and Experience: (Key Competencies)

Competency 1	Minimum of a Post-secondary degree in Political Science, Public Administration, Business Administration or in a field directly related to municipal functions. Master's degree and an Executive Diploma in Municipal Management as recognized by the Association of Municipal Manager, Clerks and Treasurers of Ontario (AMCTO) is preferred.
Competency 2	Ideally 7-10 years experience in the Municipal Government/ Broader Public Sector/ Private sector; Strong business acumen and a solid understanding of private sector business strategies; prior CAO/City Manager experience in a large municipality/ Broader Public Sector organization is a definite asset.
Competency 3	Proven experience with organizational change-management within a complex unionized environment with competing priorities, and an ability to balance and understand both the priorities of the Region and its member cities and towns; strong collaboration and advocacy skills and a solid understanding of the Niagara Region and appreciation of the two-tier system of governance are key requirements.
Competency 4	Proven experience and achievement in organizational development through building large and diverse teams of at least 1000 employees; Strong strategic planning, teambuilding and delegation skills are key requirements.
Competency 5	Excellent oral and written communication skills and the ability to interact diplomatically and effectively with internal and external stakeholders, including Area Municipalities, other Regional Governments, Provincial Government, Federal Government, and the media and public at large; an ideal balance between vision, drive, direct and diplomatic communication style with strong consensus and relationship building skills is a key requirement.
Competency 6	Proven experience in fiscal and financial matters demonstrated by previously handling a budget of over a \$ 1 Billion. A solid understanding of fortune 500 companies and how to attract them to the Region. Minimum of 10 years senior municipal management experience leading large and complex portfolios and implementing multi-year business and financial strategies are preferred.

## Executive Competency Library

### Strategist

Develops a long-range course of action that aligns to Council Strategic Priorities. Has strong knowledge about the strengths and weaknesses of their organization. Understands and acts upon rapidly changing environmental trends, opportunities, and threats.

- Sees the big picture, constantly imagines future scenarios and creates strategies to move organization forward.
- Is able to clearly and vividly articulate their desired future state in a way that is understood and meaningful to others.
- Uses financial information and data/information from multi sources to support decision making and planning.
- Understands risks and accepts and pursues actions within an acceptable level of risk.
- Takes a collaborative approach to developing strategy to gather best thinking and ensure input and alignment from key internal and external stakeholders.

### Change Leader

Always communicates a compelling rationale for change. Makes required adaptive responses both feasible and desirable to all stakeholders. Creates genuine motivation and commitment from others to act as sponsors of innovation and change, allocating required resources to support change.

- Serves as a catalyst for change. Continuously seeks ways to improve performance and the strategic orientation of the organization
- Effectively and consistently communicates messages about the need for change and the vision of the organization after the change
- Ensures provision of adequate resources for change efforts. Includes funding, technology and human resources
- Holds others accountable for cross organization cooperation and collaboration to support change.

### Relationship Builder

Establishes relationships with, and influences a complex network of others, whose cooperation is required for organizational success. Stakeholders might include Council members, local area municipalities, provincial or federal representatives/employees, residents, current or future business partners, labour representative's Regional employees and other stakeholders.

- Takes responsibility for the development and the quality of internal and external stakeholder relationships.
- Understands stakeholder needs and concerns over the short and longer term to enable support and cooperation.
- Ability to apply different communication approaches for interacting and communicating to align to the thinking and perception preferences of others.

- Assesses personal behaviour from a cultural, technical and/or political perspective to objectively evaluate own impact.

### Organization Guardian

Consistently holds self and others accountable for the continued growth and health of the organization. Makes decisions, often difficult, that are in the best interests of the Region.

Continuously promotes the Region both internally and externally.

- Does everything possible to continually grow a positive reputation for Niagara Region both internally and externally.
- Ensures accountability for continuous improvement for the purpose of cost effectiveness and quality of service.
- Champions and facilitates cross departmental integration.
- Ensures that innovation, collaboration, and best practices are reflected in products and services provided by the Region.

### Business Acumen

The ability to manage human, financial, and information resources strategically with the purpose of enabling Council Business Plan and health of organization both over the short and longer term.

- Has a strong understanding of the Region's financial processes. Oversees the development and management of annual and multiyear budget.
- Protects physical assets and ensures the fulfillment of all regulatory requirements.
- Builds and manages workforce based on organizational goals, budget considerations, and resourcing requirements. Ensures integrity in all people practices.
- Ensures effective use of technology and technology systems to achieve results.

### Navigates Complexity

Logically works through complex situations, problems, issues, and opportunities with the purpose of creating positive solutions or actions.

- Breaks down a complex situation into manageable parts in a systematic way.
- Seeks to understand root causes of difficult problems.
- Recognizes several likely causes of events, and/or consequences of actions.
- Deals constructively with problems that do not have a clear solution or outcome.
- Evaluates pros and cons, risks and benefits of different solution options.



## Drives Engagement

Creates an environment where current and future employees consider the Region to be the employer of choice in Niagara. Current employees are motivated to do their best to help the organization achieve its objectives.

- Communicates vision and priorities to employees in a way that generates excitement, enthusiasm and commitment.
- Models desired behaviour including corporate values.
- Uses multiple strategies to promote organizational morale and productivity.
- Consistently keeps employees informed of key organizational information, activities and other elements that have an impact on the collective group.
- Invites input from others at all levels from across the organization.
- Makes people feel that their contributions are valued.

## Niagara Region Stakeholder Input Summary

### Summary of strengths based on stakeholder input:

Corporate	
	<ul style="list-style-type: none"> <li>• Large reserves</li> <li>• Well-positioned for future growth and opportunities from an economic perspective</li> <li>• Dynamic opportunities exist and exciting transformation possibilities to grow Niagara's Region's economy and community assets/services.</li> <li>• Industry is transforming to create different economic outputs and cement the message of the Region being open for business.</li> <li>• Emerging economic transformation with the rare opportunity to plan and not let growth determine outcomes.</li> <li>• Efforts to attract foreign investors.</li> <li>• The newly established culture of 12 Municipalities working together for the good of the Region is very productive and has made a big difference.</li> <li>• Two-tier Region has created a new spirit of cooperation.</li> <li>• Mayors are very close and have a partner in the Region that can now facilitate projects.</li> <li>• Generation of new politicians have stepped forward and are instituting change.</li> <li>• Focused strategic priorities and a drive for results.</li> <li>• Clear budgets.</li> <li>• Good track record of cost containment.</li> <li>• Acknowledgeable Commissioners and accessible to Councillors for advice and information.</li> <li>• Passionate Councillors.</li> <li>• Clear direction from Council on key issues.</li> <li>• Relationships with stakeholders, community partners, and other levels of government are positive.</li> <li>• Team willingness to adapt to new ways of doing business.</li> </ul>

	<ul style="list-style-type: none"> <li>• Previous CAO set the example of excellent leadership and built relationships with staff, community partners, and municipalities.</li> <li>• The previous CAO has done heavy lifting restructuring and leadership changes, and the Region is poised for change.</li> <li>• This position will appeal to a leader interested in exciting transformation as the communities are in transition.</li> <li>• Former CAO brought a collaborative approach to the Region.</li> <li>• Strong, talented, enthusiastic, and leading-edge staff support through EDOs.</li> <li>• Shared work history of senior staff/strong senior team/excellent collaboration</li> <li>• A work culture that supports change and continuous improvement</li> <li>• Immense pride and passion for the community</li> <li>• The new ERP system was delivered on time and budget.</li> <li>• Better customer service is being encouraged across the Region.</li> <li>• Strong long-term care and EMS in the Region</li> <li>• Excellent public works and public health services</li> <li>• Improvements in inter-municipal transit</li> <li>• Discussions over merging inter-municipal transit, including the airport.</li> <li>• More provincial recognition and support than in the past</li> <li>• The Region is catching the eye of the GTA.</li> <li>• Expansion of Go Transit</li> </ul>
Regional	<ul style="list-style-type: none"> <li>• Natural assets base</li> <li>• Fantastic weather</li> <li>• Local produce</li> <li>• Attractive lifestyle in Niagara Region</li> <li>• Availability to social services: excellent health care</li> <li>• Great post-secondary institutions</li> <li>• Easy access to big cities and the US border</li> <li>• Access to the high-speed train to New York City</li> <li>• Access to Niagara Falls restaurants and entertainment.</li> <li>• Beginnings of economic resurgence</li> <li>• Economic diversity</li> <li>• Potential for economic growth</li> <li>• The economic and residential boom is underway.</li> <li>• Opportunity to drive transformational change.</li> <li>• Francophone presence and cultural diversity</li> <li>• Low cost of living</li> <li>• Affordable housing</li> <li>• Active real estate market</li> <li>• Strong sense of community, including volunteer ethic.</li> <li>• Highly engaged community partners</li> <li>• Recreational opportunities</li> </ul>

## Summary of Opportunities and Challenges based on stakeholder input.

- Confusion and tension exist regarding the relative roles of the Chair and the CAO.
- An opportunity exists for Council to work with the CAO to clarify the respective Chair and CAO roles.
- Strong and insightful CAO has the opportunity to forge a productive relationship with the [Chair](#).
- Support good governance.
- Provide clarity concerning governance roles and responsibilities vs. administrative roles and responsibilities.
- Build an environment of trust and respect.
- Develop a clear role definition for the incoming CAO with Council and Staff
- Help Council to focus on their discussions to avoid off-the-rail discussions around the [table](#)
- Help Council to focus on policy review and development.
- Opportunity to focus on the business of Council collectively.
- Demonstrate respect for Regional Council.
- Opportunity for a good communicator to win the support of the Council through open lines of communication.
- Continue with the OneTeam culture that has driven the Region to new ways of doing business both internally and externally.
- Continue momentum around local municipalities and Region collaborating.
- Reduce representation of Mayors at Regional Council
- Continue to build collaborative relationships with the municipalities.
- Opportunity to build on the awareness of upper- and lower-tier tensions towards collaboration.
- Opportunity to develop a wider Regional sense and reduce parochialism.
- The CAO needs to be visible in each unique municipality at events to support Regional solidarity.
- Renewed focus on respectful interactions of Council and senior staff
- Provide leadership of staff to identify strengths in growth and visionary efforts and identify an effective succession plan.
- Challenge to increase diversity among senior staff.
- Changes in staff allow opportunities to develop new staff and foster new growth.
- Opportunity to support and mentor staff as there is a significant turnover in the Region.
- Maintain good staff competencies through skills training and clarity of roles.
- Create an atmosphere where staff are applauded and recognized for their contributions.
- There is an opportunity for the CAO to lead senior staff in supporting and responding to Council in timely and effective ways.
- Improve the fiscal accountability of the Regional organization.
- Challenge to keep infrastructure needs on-time and on budget.
- Move the strategic priorities forward: community systems, employment, growth, infrastructure, investment, and taxation.
- Balancing fiscal constraint with social support
- Continued focus on a balanced economic development among the Region and the municipalities.
- Investigate cost structures for water and emergency services.
- Consolidate regional services, where possible.

- Conduct a review of community services to ensure funding is being used to the best advantage.
- Ensure that financial health is in order.
- Perform a better job of selling Niagara Region.
- Convert strengths into economic revitalization.
- There is a need for business culture.
- Be open-minded to attract business opportunities and extend outreach.
- Enhance the focus on jobs and economic development.
- Help people understand that the organization is there to serve people and not for profit.
- Strength in social services
- Make housing more affordable.
- Increase cultural diversity.
- Improve regional transportation model and support for a mobile workforce.
- Go Train and transit coming to Niagara Region represents an opportunity that requires a coordinated strategy.
- Opportunity to enhance relationships with key stakeholders.
- Opportunity to promote the Niagara Region provincially and create strong networks with Queen's Park.
- Maintain and enhance relationships with LAMs.
- Fostering better media coverage

## The Timeline

The Niagara Region is looking to make an appointment at the earliest opportunity. It is anticipated that the application deadline would be around **<date to be finalized>**

I trust that this Position Profile and full Candidate Brief have enabled you to decide whether the position of CAO at The Niagara Region is one that interests you. If you wish to be considered for the position, please forward a cover letter and your resume by email to Kartik Kumar at [niagararegioncao@lesp.ca](mailto:niagararegioncao@lesp.ca). Please be assured that any information that is shared with Legacy Executive Search Partners will be treated in the strictest confidence and shared only with the client for the purposes of this search.

Thank you once again for your interest.

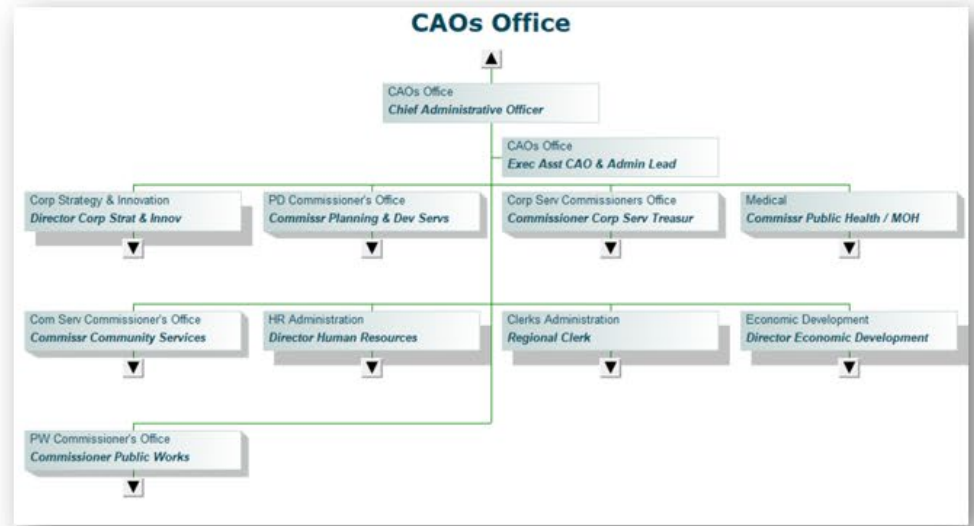
# Appendix

Niagara Region Organizational Chart



## Org Charts for The Niagara Region

Please click on the **Org Chart below** to access additional Niagara Region Departmental Org Charts



# Core Competency Matrix Sample- Long List presentation

<b>Competency 1</b>	Minimum of a Post-secondary degree in Political Science, Public Administration, Business Administration or in a field directly related to municipal functions. Master's degree and an Executive Diploma in Municipal Management as recognized by the Association of Municipal Manager, Clerks and Treasurers of Ontario (AMCTO) is preferred.
<b>Competency 2</b>	Ideally 7-10 years experience in the Municipal Government/ Broader Public Sector/ Private sector; Strong business acumen and a solid understanding of private sector business strategies; prior CAO/City Manager experience in a large municipality/ Broader Public Sector organization is a definite asset.
<b>Competency 3</b>	Proven experience with organizational change-management within a complex unionized environment with competing priorities, and an ability to balance and understand both the priorities of the Region and its member cities and towns; strong collaboration and advocacy skills and a solid understanding of the Niagara Region and appreciation of the two-tier system of governance are key requirements.
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<b>Competency 6</b>	Proven experience in fiscal and financial matters demonstrated by previously handling a budget of over a \$ 1 Billion. A solid understanding of fortune 500 companies and how to attract them to the Region. Minimum of 10 years senior municipal management experience leading large and complex portfolios and implementing multi-year business and financial strategies are preferred.





‘John’ presents himself as an approachable consensus-builder, inspirational and dynamic leader with approximately 10 years of progressive experience within the municipal sector. He has served in multiple capacities, including his current role as a Chief Executive Officer at \_\_\_\_\_, and at his previous roles as a Chief Executive Officer at \_\_\_\_\_. He also sits on the Board and is the Chair at \_\_\_\_\_ Arts Council and a Treasurer at Ontario Library Association. He has excellent communication skills and a strong reputation of being a “collaborative and a participative leader” in his community.

John has a Masters in Library and Information Studies from McGill University and represents the future generation of library leaders. He has as long and fruitful career ahead of him.

Starting his career as a Youth Service Librarian at \_\_\_\_\_ Public Library, his leadership skills were soon recognized and he was promoted to a Manager, Children & Popular Services. He was eventually recruited as a Director of Operations at \_\_\_\_\_. Eventually, when the Director of Collections role opened up at \_\_\_\_\_, he was promoted based on an open competition. John quickly established himself in the new role; and he did so by building strong relationships with The Board, the Town and the external community.

His personable nature and open-minded approach, won over many Board members, community leaders, and team members, and he became extremely successful within a short period of time. He also built his team from scratch and seems to have done a great job in terms of breaking silos and building confidence amongst his team members. John believes in an open door policy and does not appear to have any preconceived notions about what leadership is all about. He believes in building bridges and listening to better understand the issues. He also believes that there is a lot of similarities between \_\_\_\_\_ and \_\_\_\_\_, as they appear to both have a strong cultural component to their services. The Town is the key stakeholder in both municipalities and they both have a unionized environment.

John represents the newer generation of CEO’s within the municipalities sector who have a long-term career ahead. He clearly believes in a consensus building, a participative but assertive leadership style and considers himself a leader who builds trust and empowers his team. He is extremely driven and expects quality, professionalism, and accountability from his staff, but would also stand up for them, when required. He has an open and honest way of communicating with his staff and is always open to learning new ideas from them. He also has strong knowledge and experience in the area of building successful management systems and processes required in the municipal sector.

Legacy Partners believes that John Smith possesses the necessary personality, experience, interpersonal skills to excel as a Chief Executive Officer in a community like and serve the community over a long period of time. His career path has always shown a positive growth trajectory and he would be ready to take on the challenge. He appears to be quite well respected by his current Board and other stakeholders (and has been offered more responsibilities as and when they arose). This role will pose as an ideal career progression and a welcome challenge as \_\_\_\_\_ is a much larger system and John would be able to utilize all his experience and take it to the next level. He will relocate to \_\_\_\_\_ with his family if selected for this role. His wife is a Director for another not for profit organization and if selected, she would look for something closer to \_\_\_\_\_.

## “Out of Pocket Expenses” Estimated

### Advertisement Costs:

Approximately \$4,000, including HST.

The websites included are: Municipal World, LinkedIn, Institute of Public Administrators of Canada (IPAC), Associations of Municipalities of Ontario (AMO), Ontario Municipal Administrators Association (OMAA) and Canadian Association of Municipal Administrators (CAMACAM).

*Optional:* Video Profile production

### Other related costs:

#### Costs for candidates:

##### First Interview:

Flights and accommodation for out of province candidates- up to \$2,000 per candidate

##### Second Interview:

Flights and Accommodation- up to \$ 2000 per candidate, Meals- \$40 per diem



Possible recommendations for interview locations:

We usually choose an independent location like a hotel or conference centre.

*For example:* White Oaks where we can arrange for candidates to enter one way and exit the other to honour all privacy needs.

Thank you for your time.



Questions?



CAO – Niagara Region - Competency Matrix						
Candidates	Minimum of a Post-secondary degree in Political Science, Public Administration, Business Administration or in a field directly related to municipal functions. Master's degree in preferred. Executive Diploma in Municipal Management as recognized by the Associate of Municipal Manager, Clerks and Treasurers of Ontario (AMCTO) is preferred.	Ideally 7-10 years experience in the Municipal Government/ Broader Public Sector/ Private sector; Strong business acumen and a solid understanding of private sector business strategies; prior CAO/ City Manager experience in a large municipality/ Broader Public Sector organization is a definite asset	Proven experience in organizational change-management within a complex unionized environment with competing priorities, and an ability to balance and understand both the priorities of the Region and its member cities and towns; strong collaboration and advocacy skills and a solid understanding of the Niagara Region and appreciation of the two-tier system of governance are key requirements.	Proven experience and achievement in organizational development through building large and diverse teams of at least 1000 employees; Strong strategic planning, teambuilding and delegation skills are key requirements.	Excellent oral and written communication skills and the ability to interact diplomatically and effectively with internal and external stakeholders, including Area Municipalities, other Regional Governments, Provincial Government, Federal Government and the media and public at large; an ideal balance between vision, drive, direct and diplomatic communication style with strong consensus and relationship building skills is a key requirement.	Proven Experience in fiscal and financial matters demonstrated by previously handling a budget of over a \$ 1 Billion. A solid understanding of fortune 500 companies and how to attract them to the Region. Minimum of 10 years senior municipal management experience leading large and complex portfolios and implementing multi-year business and financial strategies are preferred.
Candidate Name						





# Niagara Region CAO

## Position Profile

April, 2021



3080 Yonge Street, Suite 6060 | Toronto, ON | M4N 3N1 | 416-271-4397 | [www.LESP.ca](http://www.LESP.ca)

**Legacy Executive Search Partners**

3080 Yonge Street, Suite 6060  
Toronto, ON M4N 3N1

## Introduction

I am delighted to present this Candidate Brief for the **Chief Administrative Officer** position prepared on behalf of the Niagara Region and the Selection Committee.

The Candidate Brief includes background information on The Niagara Region, the Position Profile, Duties and Responsibilities, Position Specifications, the Timeline and Organizational Charts.

Please feel free to contact me if you would like additional details about the position or need clarification on any aspect of the search process. Further information about The Niagara Region can be found at [www.https://www.niagararegion.ca](https://www.niagararegion.ca).

On behalf of Legacy Partners and the Region of Niagara, I would like to thank you for your interest in this position and assure you of my prompt and fullest attention at all times.

Yours Sincerely,



Sincerely,

**Kartik Kumar, Partner**



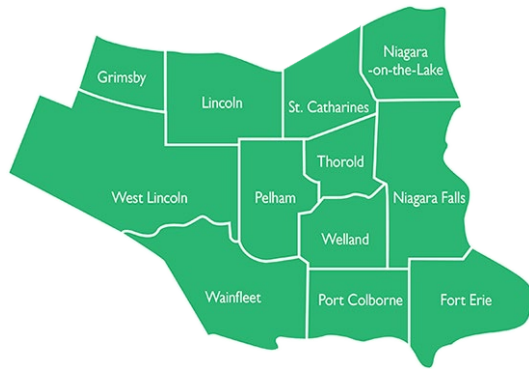
3080 Yonge Street, Suite 6060  
Toronto, Ontario, M4N 3N1  
Cell: 416.271.4397  
Website: [www.lesp.ca](http://www.lesp.ca)

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## Region of Niagara: Overview



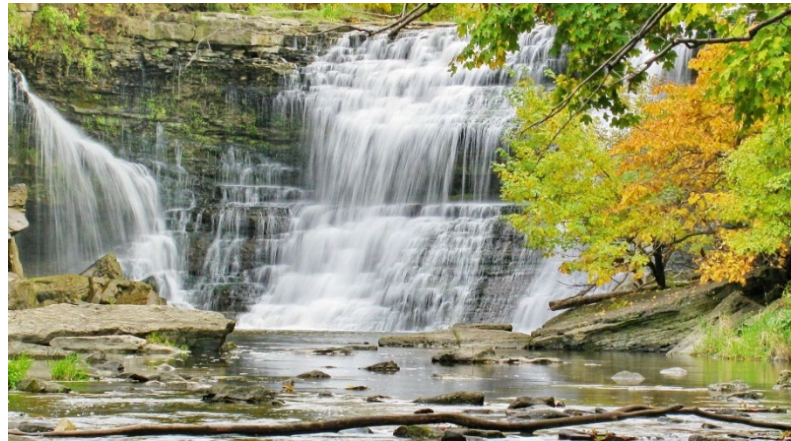
The **Regional Municipality of Niagara**, also known as the Niagara Region, is ideally located within Southern Ontario's Golden Horseshoe between Toronto and the US border. The region is comprised of 12 municipalities: Niagara Falls, Port Colborne, Thorold, Welland, St. Catharines, Fort Erie, Grimsby, Lincoln, Niagara-on-the-Lake, Pelham, Wainfleet and West Lincoln. Niagara is approximately 120 km away by car to Toronto or sit back and relax on the Niagara Seasonal GO Train Service starting in 2021. There are

5 international border crossings into the United States as well as 7 airports within a one-hour drive that provide easy access from Niagara Canada to anywhere in the world.

The municipal government of Niagara region is made up of 32 representatives from the 12 area municipalities. The region has three urban centres, St. Catharines, Niagara Falls and Welland.

The regional headquarters is in Thorold, with over 3,600 employees at 100 work locations operating as a robust, efficient team to support and advance the quality of life for over 430,000 residents of the region.

Niagara offers residents an almost unbeatable quality of life, thanks to affordable home ownership, great schools and post-secondary education institutions, world class health services and a stress-free commute. The region has all the amenities of a large urban centre while still maintaining the signature warmth and character of a smaller rural community. Breathtaking natural landscapes,



the majestic Niagara Falls, water-filled fun on Lake Erie, Lake Ontario, the Niagara River and the Welland Canal, world-class wineries, Niagara trails, the Shaw Festival Theatre, 40 golf courses, scenic cycling and hiking trails, Canada's largest casino, fantastic shopping and concerts that make every weekend feel like an adventure.

Niagara is Ontario's second most competitive region for doing business. With over \$100 billion worth of trade making its way through the region each year, it is no wonder Niagara was Ontario's first designated Foreign Trade Z provincial and federal government. Manufacturing is big business in Niagara.

The sector employs over 17,000 people and it accounts for the largest portion of the region's GDP. Fondly known as Ontario's fruit basket, Agriculture is a fundamental pillar of Niagara's economy. In 2016, agriculture in Niagara contributed \$1.41 billion to regional GDP and contributed 19,900 jobs. Niagara is home to over 1,800 farms and agricultural operations.

With over 90 wineries in the region, Niagara is responsible for 90% of grape production in Ontario and is the largest wine producing region in Canada, making up 80% of Canada's total grape and wine production.

Tourism is huge in Niagara.

- Niagara Falls.
- Niagara-on-the-Lake.
- The Shaw Festival.
- The Niagara Wine Route.
- Canada's largest casino.

Niagara's tourist attractions, festivals and special events attract more than 13 million tourists who spend over \$2 billion annually making a significant contribution to the local economy.

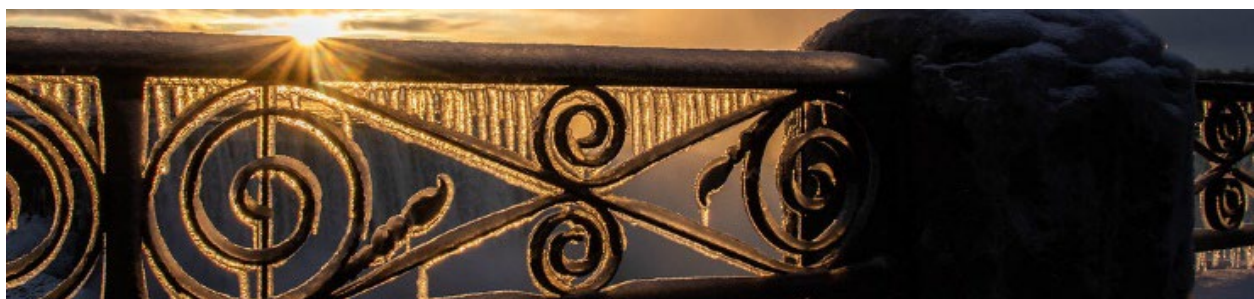
Niagara Region is a moment that takes your breath away, a memory that lingers. Every night of the year the three waterfalls that make up Niagara Falls are illuminated creating an unforgettable stunning masterpiece. However, it is the passion, the warmth, and the devotion of the citizens of Niagara that truly light up the region. It is just that special.

#### Source material:

Niagara region website: <https://niagararegion.ca/default.aspx>

Niagara region economic development: <https://niagaracanada.com/>

Newcomers to Niagara website: <https://welcomeniagaracanada.com/>



## 2019 - 2022 Council Strategic Plan

### About the Plan

Niagara Regional Council has developed the 2019 - 2022 Strategic Plan. The plan provides focus and direction for the organization's work over the next four years. It includes four priority areas with objectives that define how we'll achieve these priorities.

To complement the Strategic Plan, an implementation plan was created. It contains the projects and actions that Niagara Region, as an organization, will execute to reach the objectives identified by Council.

The plan can be accessed here (click on the image below):



## Position Summary:

### CAO - Niagara Region - Job Description

#### Job Summary

Reporting to Regional Council, the Chief Administrative Officer (CAO) is responsible for exercising general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality. As the senior appointed official of the regional municipality, the Chief Administrative Officer shall lead and direct the members of the Corporate Leadership Team in carrying out the responsibilities of the Region, in accordance with the policies, plans and by-laws approved and established by Council, including the CAO Roles and Responsibilities By-law.

#### Responsibilities

Oversees the development and implementation of the Region's corporate multi-year business and financial strategies in support of Council objectives to ensure the efficient and effective delivery of services to the citizens of Niagara.

- Administers the business affairs of the Region and reviews the annual department business plans to ensure alignment to the Region's strategic direction and in support of Council's objectives.
- Establishes success indicators, measurement tools and standards to assess service delivery performance and stakeholder satisfaction, ensuring performance expectations are monitored and issues addressed.
- Ensures operational processes, policies and protocols are established and compliance is monitored, assessing changes in legislative/regulatory requirements, identifying potential areas of vulnerability and risk, and recommending to Council approaches to resolve issues and mitigate risks.
- Identifies controversial and politically sensitive issues that may impact the organization's success and reputation, assessing potential risks and developing strategies to address issues.
- Identifies and develops opportunities and strategies for cost efficiencies and improving quality and services delivered, ensuring continued alignment with Council's priorities.
- Provides Council with long-term financial impacts to the Region and taxpayers of current decisions / budgets.
- Monitors financial trends and opportunities in the external environment, assessing the impact on Council's objectives and the organization's viability.
- Ensures the integrity and accuracy of financial reporting systems and ensure the proper maintenance of sound financial controls.
- Engages the Corporate Leadership Team in budget strategies, decision-making and communicating service impacts to Council.

Develops, manages, and approves annual and multi-year Capital and Operating budgets for the business units reporting to the CAO, ensuring support of Council's objectives, financial transparency and accountability, budget adherence, and identifying and explaining variances and financial reporting is effectively managed in compliance with corporate financial policies. Authorize, administer, and reinforce the use of sound procedures relating to the acquisition of goods and services for the organization in accordance with the procurement policy and procedures. Approve the delegation of corporate/department budget ownership outside of established guidelines for commissioners and directors.

Accountable for strategic, long range people resource planning for the organization, supporting corporate culture and strategy, ensuring an engaged workforce resulting in optimal people performance by determining ideal organizational structures and systems that facilitate public sector values of transparency, accountability, inclusion and citizen-focused service.

- Implements the organization's people strategy of continuous improvement, learning and development, accountability for results, attraction and retention of top performers and recognition of achievements.
- Ensures employee performance, career development, and succession planning activities are created to facilitate employee growth and development.
- Recommends to Council the appointment, suspension, or dismissal of Commissioners.

Develops and manages relationships with internal and external stakeholders, ensuring strategic initiatives and governance, financial and performance expectations are managed and fulfilled.

- Provides advice and guidance to the Regional Chair, councillors, and Committees of Council in the development of public policy, ensuring that Council is provided with complete, impartial and accurate information for the purposes of making informed decisions and by-law approvals.
- Develops, establishes, liaises, and maintains relationships with the Federal and Provincial governments, the Region's local municipalities, other government agencies, and the residents of the Region in general.
- Represents and speaks on behalf of the Corporation in a manner consistent with the policies of Council to ensure the best interests of the Regional Municipality of Niagara are met.

### Special Requirements

- In accordance with the Corporate Criminal Record Check policy, the position requires the incumbent to undergo a Criminal Records Check and submit a Canadian Police Clearance certificate.
- Supports emergency operations under the incident management structure in the position of Emergency Operations Centre (EOC) Director, or will designate an alternate, and will have overall authority and responsibility for the activities of the EOC.
- Regional staff strive to enable the strategic priorities of council and the organization through the completion of their work. Staff carry out their work by demonstrating the corporate values of service, honesty, choice, partnership and respect.



### Supervision

- Number of Direct Reports: 9-14
- Number of Indirect Reports: 2,000+
- Titles of Direct Reports
  - Commissioners of Departments
  - Regional Clerk
  - Directors
  - Executive Assistant & Administrative Lead

### Working Conditions

- Typical office environment.
- Attend all meetings of Council and its Committees as required.
- Business travel required.
- Frequent evening and weekend commitments

## The Ideal Candidate:

### Overview

The CAO is responsible for providing corporate leadership for the general management of the corporation as well as participating in the overall stewardship of the municipality.



An Ideal CAO must be a high energy, dynamic and collaborative leader. In addition to having superior tact and diplomacy skills, they will have a strong sense of fairness and compassion, exceptional interpersonal and trust building skills, and the ability to build and support strong teams. They should also have proven ability to build strong relationships with Elected Officials, Regional Boards, Commissions, Agencies, other Municipalities, and the Provincial and Federal Governments.

They must demonstrate collaborative working relationships with the 12 Local Area Municipalities (LAMs), along with other key partners such as Agencies, Boards, and Commissions (ABCs).

In summary, they must have the ability to invite and welcome diverse perspectives in a respectful environment and unleash the potential, so that great ideas can emerge in order to address the challenges within the Region together.

## Qualifications and Experience: (Key Competencies)

Competency 1	Minimum of a Post-secondary degree in Political Science, Public Administration, Business Administration or in a field directly related to municipal functions. Master's degree and an Executive Diploma in Municipal Management as recognized by the Association of Municipal Manager, Clerks and Treasurers of Ontario (AMCTO) is preferred.
Competency 2	Ideally 7-10 years experience in the Municipal Government/ Broader Public Sector/ Private sector; Strong business acumen and a solid understanding of private sector business strategies; prior CAO/City Manager experience in a large municipality/ Broader Public Sector organization is a definite asset.
Competency 3	Proven experience with organizational change-management within a complex unionized environment with competing priorities, and an ability to balance and understand both the priorities of the Region and its member cities and towns; strong collaboration and advocacy skills and a solid understanding of the Niagara Region and appreciation of the two-tier system of governance are key requirements.
Competency 4	Proven experience and achievement in organizational development through building large and diverse teams of at least 1000 employees; Strong strategic planning, teambuilding and delegation skills are key requirements.
Competency 5	Excellent oral and written communication skills and the ability to interact diplomatically and effectively with internal and external stakeholders, including Area Municipalities, other Regional Governments, Provincial Government, Federal Government, and the media and public at large; an ideal balance between vision, drive, direct and diplomatic communication style with strong consensus and relationship building skills is a key requirement.
Competency 6	Proven experience in fiscal and financial matters demonstrated by previously handling a budget of over a \$ 1 Billion. A solid understanding of fortune 500 companies and how to attract them to the Region. Minimum of 10 years senior municipal management experience leading large and complex portfolios and implementing multi-year business and financial strategies are preferred.

## Executive Competency Library

### Strategist

Develops a long-range course of action that aligns to Council Strategic Priorities. Has strong knowledge about the strengths and weaknesses of their organization. Understands and acts upon rapidly changing environmental trends, opportunities, and threats.

- Sees the big picture, constantly imagines future scenarios and creates strategies to move organization forward.
- Is able to clearly and vividly articulate their desired future state in a way that is understood and meaningful to others.
- Uses financial information and data/information from multi sources to support decision-making and planning.
- Understands risks and accepts and pursues actions within an acceptable level of risk.
- Takes a collaborative approach to developing strategy to gather best thinking and ensure input and alignment from key internal and external stakeholders.

### Change Leader

Always communicates a compelling rationale for change. Makes required adaptive responses both feasible and desirable to all stakeholders. Creates genuine motivation and commitment from others to act as sponsors of innovation and change, allocating required resources to support change.

- Serves as a catalyst for change. Continuously seeks ways to improve performance and the strategic orientation of the organization
- Effectively and consistently communicates messages about the need for change and the vision of the organization after the change
- Ensures provision of adequate resources for change efforts. Includes funding, technology and human resources
- Holds others accountable for cross organization cooperation and collaboration to support change.

### Relationship Builder

Establishes relationships with, and influences a complex network of others, whose co-operation is required for organizational success. Stakeholders might include Council members, local area municipalities, provincial or federal representatives/employees, residents, current or future business partners, labour representative's Regional employees and other stakeholders.

- Takes responsibility for the development and the quality of internal and external stakeholder relationships.
- Understands stakeholder needs and concerns over the short and longer term to enable support and cooperation.
- Ability to apply different communication approaches for interacting and communicating to align to the thinking and perception preferences of others.



- Assesses personal behaviour from a cultural, technical and/or political perspective to objectively evaluate own impact.

### **Organization Guardian**

Consistently holds self and others accountable for the continued growth and health of the organization. Makes decisions, often difficult, that are in the best interests of the Region.

Continuously promotes the Region both internally and externally.

- Does everything possible to continually grow a positive reputation for Niagara Region both internally and externally.
- Ensures accountability for continuous improvement for the purpose of cost effectiveness and quality of service.
- Champions and facilitates cross departmental integration.
- Ensures that innovation, collaboration, and best practices are reflected in products and services provided by the Region.

### **Business Acumen**

The ability to manage human, financial, and information resources strategically with the purpose of enabling Council Business Plan and health of organization both over the short and longer term.

- Has a strong understanding of the Region's financial processes. Oversees the development and management of annual and multiyear budget.
- Protects physical assets and ensures the fulfillment of all regulatory requirements.
- Builds and manages workforce based on organizational goals, budget considerations, and resourcing requirements. Ensures integrity in all people practices.
- Ensures effective use of technology and technology systems to achieve results.

### **Navigates Complexity**

Logically works through complex situations, problems, issues, and opportunities with the purpose of creating positive solutions or actions.

- Breaks down a complex situation into manageable parts in a systematic way.
- Seeks to understand root causes of difficult problems.
- Recognizes several likely causes of events, and/or consequences of actions.
- Deals constructively with problems that do not have a clear solution or outcome.
- Evaluates pros and cons, risks and benefits of different solution options.

## Drives Engagement

Creates an environment where current and future employees consider the Region to be the employer of choice in Niagara. Current employees are motivated to do their best to help the organization achieve its objectives.

- Communicates vision and priorities to employees in a way that generates excitement, enthusiasm and commitment.
- Models desired behaviour including corporate values.
- Uses multiple strategies to promote organizational morale and productivity.
- Consistently keeps employees informed of key organizational information, activities and other elements that have an impact on the collective group.
- Invites input from others at all levels from across the organization.
- Makes people feel that their contributions are valued.

## Niagara Region Stakeholder Input Summary

Summary of strengths based on stakeholder input:

Corporate	<ul style="list-style-type: none"> <li>• Large reserves</li> <li>• Well-positioned for future growth and opportunities from an economic perspective</li> <li>• Dynamic opportunities exist and exciting transformation possibilities to grow Niagara's Region's economy and community assets/services.</li> <li>• Industry is transforming to create different economic outputs and cement the message of the Region being open for business.</li> <li>• Emerging economic transformation with the rare opportunity to plan and not let growth determine outcomes.</li> <li>• Efforts to attract foreign investors.</li> <li>• The newly established culture of 12 Municipalities working together for the good of the Region is very productive and has made a big difference.</li> <li>• Two-tier Region has created a new spirit of cooperation.</li> <li>• Mayors are very close and have a partner in the Region that can now facilitate projects.</li> <li>• Generation of new politicians have stepped forward and are instituting change.</li> <li>• Focused strategic priorities and a drive for results.</li> <li>• Clear budgets.</li> <li>• Good track record of cost containment.</li> <li>• Acknowledgeable Commissioners and accessible to Councillors for advice and information.</li> <li>• Passionate Councillors.</li> <li>• Clear direction from Council on key issues.</li> <li>• Relationships with stakeholders, community partners, and other levels of government are positive.</li> <li>• Team willingness to adapt to new ways of doing business.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Previous CAO set the example of excellent leadership and built relationships with staff, community partners, and municipalities.</li> <li>• The previous CAO has done heavy lifting restructuring and leadership changes, and the Region is poised for change.</li> <li>• This position will appeal to a leader interested in exciting transformation as the communities are in transition.</li> <li>• Former CAO brought a collaborative approach to the Region.</li> <li>• Strong, talented, enthusiastic, and leading-edge staff support through EDOs.</li> <li>• Shared work history of senior staff/strong senior team/excellent collaboration</li> <li>• A work culture that supports change and continuous improvement</li> <li>• Immense pride and passion for the community</li> <li>• The new ERP system was delivered on time and budget.</li> <li>• Better customer service is being encouraged across the Region.</li> <li>• Strong long-term care and EMS in the Region</li> <li>• Excellent public works and public health services</li> <li>• Improvements in inter-municipal transit</li> <li>• Discussions over merging inter-municipal transit, including the airport.</li> <li>• More provincial recognition and support than in the past</li> <li>• The Region is catching the eye of the GTA.</li> <li>• Expansion of Go Transit</li> </ul>
Regional	<ul style="list-style-type: none"> <li>• Natural assets base</li> <li>• Fantastic weather</li> <li>• Local produce</li> <li>• Attractive lifestyle in Niagara Region</li> <li>• Availability to social services: excellent health care</li> <li>• Great post-secondary institutions</li> <li>• Easy access to big cities and the US border</li> <li>• Access to the high-speed train to New York City</li> <li>• Access to Niagara Falls restaurants and entertainment.</li> <li>• Beginnings of economic resurgence</li> <li>• Economic diversity</li> <li>• Potential for economic growth</li> <li>• The economic and residential boom is underway.</li> <li>• Opportunity to drive transformational change.</li> <li>• Francophone presence and cultural diversity</li> <li>• Low cost of living</li> <li>• Affordable housing</li> <li>• Active real estate market</li> <li>• Strong sense of community, including volunteer ethic.</li> <li>• Highly engaged community partners</li> <li>• Recreational opportunities</li> </ul>

## Summary of Opportunities and Challenges based on stakeholder input.

- Confusion and tension exist regarding the relative roles of the Chair and the CAO.
- An opportunity exists for Council to work with the CAO to clarify the respective Chair and CAO roles.
- Strong and insightful CAO has the opportunity to forge a productive relationship with the Chair
- Support good governance.
- Provide clarity concerning governance roles and responsibilities vs. administrative roles and responsibilities.
- Build an environment of trust and respect.
- Develop a clear role definition for the incoming CAO with Council and Staff
- Help Council to focus on their discussions to avoid off-the-rail discussions around the table
- Help Council to focus on policy review and development.
- Opportunity to focus on the business of Council collectively.
- Demonstrate respect for Regional Council.
- Opportunity for a good communicator to win the support of the Council through open lines of communication.
- Continue momentum around local municipalities and Region collaborating.
- Reduce representation of Mayors at Regional Council
- Continue to build collaborative relationships with the municipalities.
- Opportunity to build on the awareness of upper- and lower-tier tensions towards collaboration.
- Opportunity to develop a wider Regional sense and reduce parochialism.
- The CAO needs to be visible in each unique municipality at events to support Regional solidarity.
- Renewed focus on respectful interactions of Council and senior staff
- Provide leadership of staff to identify strengths in growth and visionary efforts and identify an effective succession plan.
- Challenge to increase diversity among senior staff.
- Changes in staff allow opportunities to develop new staff and foster new growth.
- Opportunity to support and mentor staff as there is a significant turnover in the Region.
- Maintain good staff competencies through skills training and clarity of roles.
- Create an atmosphere where staff are applauded and recognized for their contributions.
- There is an opportunity for the CAO to lead senior staff in supporting and responding to Council in timely and effective ways.
- Improve the fiscal accountability of the Regional organization.
- Challenge to keep infrastructure needs on-time and on budget.
- Move the strategic priorities forward: community systems, employment, growth, infrastructure, investment, and taxation.
- Balancing fiscal constraint with social support
- Continued focus on a balanced economic development among the Region and the municipalities.
- Investigate cost structures for water and emergency services.
- Consolidate regional services, where possible.
- Conduct a review of community services to ensure funding is being used to the best advantage.

- Ensure that financial health is in order.
- Perform a better job of selling Niagara Region.
- Convert strengths into economic revitalization.
- There is a need for business culture.
- Be open-minded to attract business opportunities and extend outreach.
- Enhance the focus on jobs and economic development.
- Help people understand that the organization is there to serve people and not for profit.
- Strength in social services
- Make housing more affordable.
- Increase cultural diversity.
- Improve regional transportation model and support for a mobile workforce.
- Go Train and transit coming to Niagara Region represents an opportunity that requires a coordinated strategy.
- Opportunity to enhance relationships with key stakeholders.
- Opportunity to promote the Niagara Region provincially and create strong networks with Queen's Park.
- Maintain and enhance relationships with LAMs.
- Fostering better media coverage

## The Timeline

The Niagara Region is looking to make an appointment at the earliest opportunity. It is anticipated that the application deadline would be around *<date to be finalized>*

I trust that this Position Profile and full Candidate Brief have enabled you to decide whether the position of CAO at The Niagara Region is one that interests you. If you wish to be considered for the position, please forward a cover letter and your resume by email to Kartik Kumar at [niagararegioncao@lesp.ca](mailto:niagararegioncao@lesp.ca). Please be assured that any information that is shared with Legacy Executive Search Partners will be treated in the strictest confidence and shared only with the client for the purposes of this search.

Thank you once again for your interest.

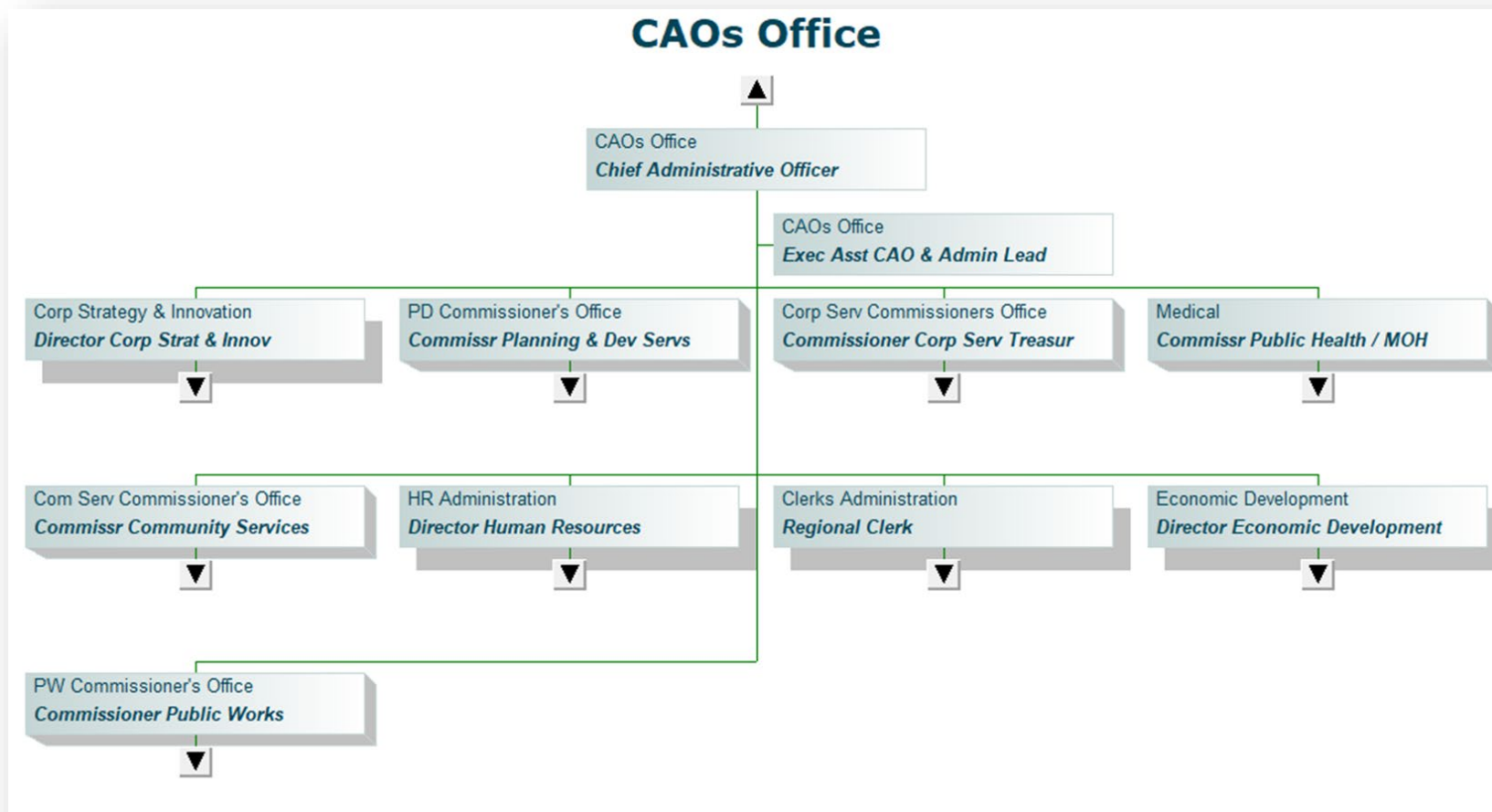
# Appendix

## Niagara Region Organizational Chart



## Org Charts for The Niagara Region

Please click on the [Org Chart below](#) to access additional Niagara Region Departmental Org Charts





## CHIEF ADMINISTRATIVE OFFICER

**Niagara Region** is one of Canada's most world – renowned destinations.

Strategically located between the great lakes of Erie and Ontario, it is home to a culturally and economically diverse urban and rural population of more than 430,000. The Region works collaboratively with 12 area municipalities and community partners to efficiently deliver innovative programs and services that support and advance the well-being of individuals, families and communities. Niagara has long been among the prominent tourism regions in Canada as it features some of Canada's most fertile agricultural land, the majesty of Niagara Falls, Canada's most developed wine industry and year-round theatre festivals and cultural events. As a must- visit destination Niagara hosts over 13 million tourists, who spend over \$2.6 billion generating a significant amount of business activity, jobs and other economic benefits. Dynamic modern cities, affordable housing, excellent schools and higher education institutions, libraries, parks, modern infrastructure investments and unique natural beauty are some of the reasons why residents chose to call Niagara region home.

The Chief Administrative Officer (CAO) is the most senior administrative leadership position in the Niagara Region and provides objective professional advice and decision support to the Regional Chair and Council in developing strategies, policies and services that address the unique needs of the Region. The CAO provides vision, leadership and guidance on the general direction and management of the organization as well as in the implementation of strategic initiatives and delivery of responsive services to the citizens and businesses of Niagara. Demonstration of collaborative working relationships with the 12 Local Area Municipalities (LAMs), along with other key partners such as Agencies, Boards, and Commissions (ABCs) is a critical requirement for this role.

The ideal candidate for CAO has a relevant university degree, a deep understanding and working knowledge of public sector administration, municipal finance and governance within a two -tier government structure. In addition, you will have experience working with associated municipal agencies such as police services, social housing, boards, commissions, provincial and federal government entities. As a leader, you seek to engage our approximately 3,600 employees and inspire excellence as you demonstrate by example the region's corporate values. As a successful senior executive, you are a proven consensus-builder with strong change management skills and the ability to influence a diverse group of stakeholders. You are an innovation advocate and embrace new ideas to securely enable efficient operations of citizen services. You have implemented strategic plans, large complex initiatives and created opportunities for economic prosperity.



Explore this career defining opportunity to lead one of Canadas most iconic regions in the delivery of better government and better outcomes for the citizens you serve.

Please submit your resume and related information online to Kartik Kumar Legacy Executive Search Partners at [niagararegioncao@lesp.ca](mailto:niagararegioncao@lesp.ca) by **<date to be finalised>**.

We sincerely thank all candidates for their interest; however, **only** those selected for an interview will be contacted.

*Niagara Region is an equal opportunity employer. In accordance with the Accessibility for Ontarians with Disabilities Act (2005), upon request, accommodation will be provided by both Legacy Executive Search Partners and Niagara Region throughout the recruitment, selection and/or assessment process to applicants with disabilities.*

**Minute Item No. 5.1**

**PW 17-2021**

**Approval of Public Works Single Source Purchase Order Requests and Purchase Change Order Requests Exceeding \$100,000**

That Report PW 17-2021, dated April 13, 2021, respecting Approval of Public Works Single Source Purchase Order Requests and Purchase Change Order Requests Exceeding \$100,000, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Single Source Purchase Order Requests identified in Appendix 1 of Report PW 13-2021 **BE APPROVED**.

**Minute Item No. 5.2**

**PW 21-2020**

**Proposed Producer Responsibility Regulations for Hazardous and Special Products**

That Report PW 21-2021, dated April 13, 2021, respecting Proposed Producer Responsibility Regulations for Hazardous and Special Products, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That staff **BE AUTHORIZED** to submit comments on the proposed Hazardous and Special Products regulation to the Ministry of Environment, Conservation and Parks; and
2. That staff **UPDATE** Public Works Committee upon the finalization of the Hazardous and Special Products regulation.

**Minute Item No. 5.3**

**PW 5-2021**

**Approval of Statement of Contributions and Expenditures for Niagara-on-the-Lake Wastewater Treatment Plant**

That Report PW 5-2021, dated April 13, 2021, respecting Approval of Statement of Contributions and Expenditures for Niagara-on-the-Lake Wastewater Treatment Plant, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the draft audited statement of contributions and expenditures for Niagara-on-the-Lake (NOTL) Wastewater Treatment Plant (Appendix 1 to Report PW 5-2021), **BE APPROVED**;
2. That staff **BE DIRECTED** to co-ordinate with the auditor to finalize the statement as presented; and
3. That Report PW 5-2021 **BE FORWARDED** to the Region's Audit Committee and to the Ministry of Infrastructure and Communities for information as required.

**Minute Item No. 5.4**

**PW 20-2020**

**Processing of Source Separated Organics**

That Report PW 20-2021, dated April 13, 2021, respecting Processing of Source Separated Organics, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That staff **BE AUTHORIZED** to enter into negotiations with Walker Environmental Group Inc. for the expansion of the current Source Separated Organics Processing facility; and
2. That staff **REPORT** back to Regional Council, following negotiations with Walker Environmental Group Inc., with recommendations.

**Minute Item No. 6.1**

**PW PWC-C 17-2021**

**COVID-19 Response and Business Continuity in Public Works**

That Correspondence Item PWC-C 17-2021, being a memorandum from B. Zvaniga, Interim Commissioner, Public Works, dated April 13, 2021, respecting COVID-19 Response and Business Continuity in Public Works, **BE RECEIVED** for information.

**Minute Item No. 9.1**

**Confidential PW 19-2020**

**A Matter of Litigation or Potential Litigation and Advice Subject to Solicitor-Client Privilege and a Matter Concerning the Position to be Applied to certain Negotiations to be Carried on by the Municipality, under s.239(2)(e), (f) and (k) of the Municipal Act, 2001 - Material Recycling Facility Opportunity Review, Niagara Recycling Operations Agreement and Cellmark Claim**

That Confidential Report PW 19-2021, dated April 13, 2021, respecting A Matter of Litigation or Potential Litigation and Advice Subject to Solicitor-Client Privilege and a Matter Concerning the Position to be Applied to certain Negotiations to be Carried on by the Municipality, under s.239 (2) (e), (f) and (k) of the Municipal Act, 2001 - Material Recycling Facility Opportunity Review, Niagara Recycling Operations Agreement and Cellmark Claim, **BE RECEIVED**; and

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

**Minute Item No. 9.2**  
**Confidential PWC-C 18-2021**

**A Matter of Confidential Commercial or Financial Information that, if disclosed, could prejudice or significantly interfere with the competitive position of the Region related to contractual negotiations – Processing of Source Separated Organics**

That Confidential Correspondence Item PWC-C 18-2021, being a memorandum from E. Prpic, Associate Director, Waste Disposal Operations & Engineering, dated April 13, 2021, respecting A Matter of Confidential Commercial or Financial Information that, if disclosed, could prejudice or significantly interfere with the competitive position of the Region related to contractual negotiations – Processing of Source Separated Organics, **BE RECEIVED** for information.

**Minute Item No. 9.3**  
**Confidential PW 15-2020**

**A Confidential Matter that is Subject to Proposed or Pending Land Acquisition or Disposition Position and/or plan, procedure criteria or instruction applied to negotiations – GO Station Development Strategy Update**

That Confidential Report PW 15-2021, dated April 13, 2021, respecting A Confidential Matter that is Subject to Proposed or Pending Land Acquisition or Disposition Position and/or plan, procedure criteria or instruction applied to negotiations – GO Station Development Strategy Update, **BE RECEIVED** and the recommendation contained therein **BE APPROVED**.

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

**PWC 4-2021  
Tuesday, April 13, 2021  
Council Chamber / Video Conference  
Niagara Region Headquarters, Campbell West  
1815 Sir Isaac Brock Way, Thorold, ON**

Committee Members Present in the Council Chamber: Fertich (Committee Vice Chair), Rigby (Committee Chair),

Committee Members Present via Video Conference: Diodati, Disero, Edgar, Foster, Gale, Heit, Insinna, Junkin, Nicholson, Sendzik, Steele, Ugulini, Witteveen, Zalepa

Absent/Regrets: Bradley (Regional Chair), Chiocchio

Staff Present in the Council Chamber: E. Fabiani, Technical Support Analyst, C. Habermehl, Director, Waste Management Services, A.-M. Norio, Regional Clerk, R. Tripp, Acting Chief Administrative Officer, B. Zvaniga, Interim Commissioner, Public Works

Staff Present via Video Conference: D. Ane, Manager, Program Financial Support, S. Crocco, Legal Counsel, D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Corporate Services, B. Menage, Director, Procurement & Strategic Acquisitions, E. Prpic, Associate Director, Waste Disposal Operations and Engineering, M. Robinson, Director, GO Implementation Office, C. Ryall, Director, Transportation Services, C. Selig, GO Implementation Project Planning Lead, J. Tonellato, Director, Water & Wastewater Services, M. Trennum, Deputy Regional Clerk, B. Wilson, Legal Counsel

Others Present via Video Conference: D. Jeffries, Rae Christen Jeffries LLP, External Legal Counsel

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**1. CALL TO ORDER**

Committee Chair Rigby called the meeting to order at 9:30 a.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 **PW 17-2021**

Approval of Public Works Single Source Purchase Order Requests and Purchase Change Order Requests Exceeding \$100,000

Moved by Councillor Edgar  
Seconded by Councillor Steele

That Report PW 17-2021, dated April 13, 2021, respecting Approval of Public Works Single Source Purchase Order Requests and Purchase Change Order Requests Exceeding \$100,000, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That the Single Source Purchase Order Requests identified in Appendix 1 of Report PW 17-2021 **BE APPROVED**.

**Carried**

5.2 **PW 21-2021**

Proposed Producer Responsibility Regulations for Hazardous and Special Products

Moved by Councillor Foster  
Seconded by Councillor Witteveen

That Report PW 21-2021, dated April 13, 2021, respecting Proposed Producer Responsibility Regulations for Hazardous and Special Products, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That staff **BE AUTHORIZED** to submit comments on the proposed Hazardous and Special Products regulation to the Ministry of Environment, Conservation and Parks; and
2. That staff **UPDATE** Public Works Committee upon the finalization of the Hazardous and Special Products regulation.

**Carried**

5.3 PW 5-2021

Approval of Statement of Contributions and Expenditures for Niagara-on-the-Lake Wastewater Treatment Plant

Moved by Councillor Zalepa  
Seconded by Councillor Disero

That Report PW 5-2021, dated April 13, 2021, respecting Approval of Statement of Contributions and Expenditures for Niagara-on-the-Lake Wastewater Treatment Plant, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the draft audited statement of contributions and expenditures for Niagara-on-the-Lake (NOTL) Wastewater Treatment Plant (Appendix 1 to Report PW 5-2021), **BE APPROVED**;
2. That staff **BE DIRECTED** to co-ordinate with the auditor to finalize the statement as presented; and
3. That Report PW 5-2021 **BE FORWARDED** to the Region's Audit Committee and to the Ministry of Infrastructure and Communities for information as required.

**Carried**

5.4 PW 20-2021

Processing of Source Separated Organics

Moved by Councillor Edgar  
Seconded by Councillor Diodati

That Report PW 20-2021, dated April 13, 2021, respecting Processing of Source Separated Organics, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That staff **BE AUTHORIZED** to enter into negotiations with Walker Environmental Group Inc. for the expansion of the current Source Separated Organics Processing facility; and
2. That staff **REPORT** back to Regional Council, following negotiations with Walker Environmental Group Inc., with recommendations.

**Carried**

**6. CONSENT ITEMS FOR INFORMATION**

**6.1 PWC-C 17-2021**

COVID-19 Response and Business Continuity in Public Works

Moved by Councillor Ugolini

Seconded by Councillor Insinna

That Correspondence Item PWC-C 17-2021, being a memorandum from B. Zvaniga, Interim Commissioner, Public Works, dated April 13, 2021, respecting COVID-19 Response and Business Continuity in Public Works, **BE RECEIVED** for information.

**Carried**

**7. OTHER BUSINESS**

**7.1 Options for Securing Recycling Bin Contents - Town of Lincoln Resolution**

Councillor Foster advised Committee members of a motion passed by the Town of Lincoln respecting options to secure recycling bin contents and enquired about a Regional response. Catherine Habermehl, Director, Waste Management Services, advised that staff are not recommending the use of bin coverings at this time. She noted that the Region will provide enhanced promotion and education to residents, encouraging residents to ensure the securing of blue box items including not leaving bins out overnight and to not put bins out during inclement weather.

**7.2 Road Improvements - City of Port Colborne**

Councillor Steele requested an update regarding when scheduled road improvements will begin on Main Street East (Regional Road 3) and Hwy 3, in the City of Port Colborne.

**7.3 Turning Lane - Wellington Street, City of Port Colborne**

Councillor Steele requested staff investigate the addition of a turning lane on Wellington Street to Main Street East (Regional Road 3) heading westbound, in the City of Port Colborne.

**7.4 Wastewater Treatment Plant Dumping Station - City of Port Colborne**

Councillor Steele enquired when the sewage disposal station located in Port Colborne will reopen for RV trailers. Joe Tonellato, Director, Water and Wastewater Services, advised that the hauling and disposal station is scheduled for upgrades in 2023 and that the station will not reopen until the upgrades have been completed.



**8. CLOSED SESSION**

Moved by Councillor Insinna  
Seconded by Councillor Heit

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

A Matter of Litigation or Potential Litigation and Advice Subject to Solicitor-Client Privilege and a Matter Concerning the Position to be Applied to certain Negotiations to be Carried on by the Municipality, under s.239(2)(e),(f) and (k) of the Municipal Act, 2001 - Material Recycling Facility Opportunity Review, Niagara Recycling Operations Agreement and Cellmark Claim

A Matter of Confidential Commercial or Financial Information that, if disclosed, Could Prejudice or Significantly Interfere with the Competitive Position of the Region Related to Contractual Negotiations – Processing of Source Separated Organics

A Confidential Matter that is Subject to Proposed or Pending Land Acquisition or Disposition Position and/or Plan, Procedure Criteria or Instruction Applied to Negotiations – GO Station Development Strategy Update

**Carried**

Committee resolved into closed session at 10:00 a.m.

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

Committee reconvened in open session at 11:14 a.m. with the following individuals in attendance:

Committee Members    Fertich (Committee Vice Chair), Rigby (Committee Chair),  
Present in the Council  
Chamber:

Committee Members    Diodati, Disero, Edgar, Foster, Gale, Heit, Insinna, Junkin,  
Present via Video        Nicholson, Sendzik, Steele, Ugulini, Witteveen, Zalepa  
Conference:

Absent/Regrets:        Bradley (Regional Chair), Chiocchio

Staff Present in the    E. Fabiani, Technical Support Analyst, C. Habermebl, Director,  
Council Chamber        Waste Management Services, A.-M. Norio, Regional Clerk, B.  
Zvaniga, Interim Commissioner, Public Works

Staff Present via Video Conference: D. Ane, Manager, Program Financial Support, S. Crocco, Legal Counsel, D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Corporate Services, M. Robinson, Director, GO Implementation Office, C. Selig, GO Implementation Project Planning Lead, J. Tonellato, Director, Water & Wastewater Services, M. Trennum, Deputy Regional Clerk, B. Wilson, Legal Counsel

9.1 Confidential PW 19-2021

A Matter of Litigation or Potential Litigation and Advice Subject to Solicitor-Client Privilege and a Matter Concerning the Position to be Applied to certain Negotiations to be Carried on by the Municipality, under s.239(2)(e), (f) and (k) of the Municipal Act, 2001 - Material Recycling Facility Opportunity Review, Niagara Recycling Operations Agreement and Cellmark Claim

Moved by Councillor Steele  
Seconded by Councillor Nicholson

That Confidential Report PW 19-2021, dated April 13, 2021, respecting A Matter of Litigation or Potential Litigation and Advice Subject to Solicitor-Client Privilege and a Matter Concerning the Position to be Applied to certain Negotiations to be Carried on by the Municipality, under s.239 (2) (e), (f) and (k) of the Municipal Act, 2001 - Material Recycling Facility Opportunity Review, Niagara Recycling Operations Agreement and Cellmark Claim, **BE RECEIVED**; and

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

**Carried**

9.2 Confidential PWC-C 18-2021

A Matter of Confidential Commercial or Financial Information that, if disclosed, could prejudice or significantly interfere with the competitive position of the Region related to contractual negotiations – Processing of Source Separated Organics

Moved by Councillor Heit  
Seconded by Councillor Foster

That Confidential Correspondence Item PWC-C 18-2021, being a memorandum from E. Prpic, Associate Director, Waste Disposal Operations & Engineering, dated April 13, 2021, respecting A Matter of Confidential Commercial or Financial Information that, if disclosed, could prejudice or significantly interfere with the competitive position of the Region related to contractual negotiations – Processing of Source Separated Organics, **BE RECEIVED** for information.

**Carried**

9.3 Confidential PW 15-2021

A Confidential Matter that is Subject to Proposed or Pending Land Acquisition or Disposition Position and/or plan, procedure criteria or instruction applied to negotiations – GO Station Development Strategy Update

Moved by Councillor Disero  
Seconded by Councillor Zalepa

That Confidential Report PW 15-2021, dated April 13, 2021, respecting A Confidential Matter that is Subject to Proposed or Pending Land Acquisition or Disposition Position and/or plan, procedure criteria or instruction applied to negotiations – GO Station Development Strategy Update, **BE RECEIVED** and the recommendation contained therein **BE APPROVED**.

**Carried**

**10. NEXT MEETING**

The next meeting will be held on Tuesday, May 11, 2021 at 9:30 a.m.

**11. ADJOURNMENT**

There being no further business, the meeting adjourned at 11:16 a.m.

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Councillor Rigby  
Committee Chair

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Matthew Trennum  
Deputy Regional Clerk

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Ann-Marie Norio  
Regional Clerk

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**Subject:** Approval of Public Works Single Source Purchase Order Requests and Purchase Change Order Requests Exceeding \$100,000

**Report to:** Public Works Committee

**Report date:** Tuesday, April 13, 2021

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## **Recommendations**

1. That the Single Source Purchase Order Requests identified in Appendix 1 of Report PW 17-2021 **BE APPROVED**.

## **Key Facts**

- At the Special Council meeting on July 30, 2020, Regional Council instructed staff that, “If any single source [Public Works] procurement [over \$5000] is deemed essential there must be approval first received by the Public Works Committee.”
- On August 18, 2020, the CAO provided Confidential Memorandum CONF-C 6-2020 providing key information in response to the July 30, 2020 staff direction. The memo identified that pursuant to a formal competitive procurement process, a change to the resulting contract (via the Change PO process) is required for any additional goods and/or services, which were not part of that formal process (consider Single Source additions). This includes most (if not all) instances where the “work” is underway when a Change PO request initiates.
- At the Council meeting on September 17, 2020, Regional Council approved an increase in the limit to \$100,000 above which approval must first be received by the Public Works Committee.

## **Financial Considerations**

The included Single Source requests have approved funding in place from either Capital or Operating budgets in the respective divisions in Public Works.

## **Analysis**

Niagara Region’s Procurement By-law 02-2016 as amended February 28, 2019 provides controls and methods that ensure, among other things, that the procurement processes undertaken to procure Goods and/or Services achieves, “best value for the Corporation”.

Pursuant to the formal procurement process, which culminates in contract award, there are occasions, when new information identified after award, requires further consideration of how these unforeseen additional requirements will impact the final project deliverable.

When this happens, staff consider the following alternative approaches to addressing the scope change:

1. Is the original project objective still achievable or should it be abandoned?
2. Can the project proceed as originally planned and this new information be deferred to a later time without reducing the integrity of the design, construction, etc.?
3. Is the current work at a point where it can be terminated, and a new competitive procurement for the additional scope items be initiated without excessive costs or negative impacts to the community from the delays?
4. Does the addition of this new work to the current assignment still achieve best value if Staff can validate that it represents fair value?

Staff note, that where a construction project is underway, the Ontario Occupational Health and Safety Act dictates that, "When an owner undertakes a project by contracting with more than one employer (contractor), the owner is undertaking the project and is the constructor." As a result, if Niagara Region were to initiate additional work on a project site at the same time by two contractors, Niagara Region would assume significant additional liability risk for the safety of all workers on the site. Ideally, the work of first contractor must be completed prior second contractor commencing.

## **Alternatives Reviewed**

Staff have considered the following alternatives for each of the change order requests appended as Appendix 1:

- Closing out the current work. Abandoning the previous approach and re-considering strategy;
- Proceeding as originally planned and addressing the new information/change in scope at a later time through a competitive process; and,
- Terminating the current contract where possible and conducting a competitive procurement process to complete the work with the additional scope items added.

Staff conclude that none of the aforementioned options achieves the desired best value outcome without significant risk to the Region in terms of cost, delay and unavailability of critical infrastructure. Staff have assessed the financial impact of these additionally scoped items, deemed them fair and reasonable hence, the recommendation contained herein is presented for approval as it offers the best value for the Corporation given in the specific circumstances.

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

- Responsible Growth and Infrastructure Planning

### **Other Pertinent Reports**

- CONF-C 6-2020, July 30, 2020 Closed Session - Update from Special Council Meeting
- PW 42-2020, September 8, 2020 - Approval of Various Single Source Public Works New Purchase Orders and Purchase Order Change Request
- PW 45-2020, October 13, 2020 - Approval of Public Works Single Source Purchase Requests Over \$100,000
- PW 47-2020, November 10, 2020 Approval of Public Works Single Source Purchase Requests Over \$100,000
- PW 3-2021, January 12, 2021 Approval of Public Works Single Source Purchase Requests Over \$100,000
- PW 7-2021, February 16, 2021 Approval of Public Works Single Source Purchase Requests Over \$100,000
- PW 13-2021, March 9, 2021 Approval of Public Works Single Source Purchase Requests Over \$100,000

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**Prepared and Recommend by:**

Bruce Zvaniga, P.Eng.  
Commissioner of Public Works (Interim)  
Public Works Department

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Dan Ane, Manager Program Financial Support and Bart Menage, Director Procurement and Strategic Acquisitions*

**Appendices**

Appendix 1            Single Source Purchase Order Requests



## Purchase Order Change Requests to Existing Contracts

### 1. 2018-RFP-41 St. Paul West CNR Bridge Replacement – Environmental Assessment and Design RFP

Request: Additional design supporting property acquisition, utility relocation, and heritage consultation with the City of St. Catharines

Consultant: Associated Engineering

Purchase Order Number: 0000052177

**Increase original contract amount of \$318,466 (excl. HST) by \$2,800 for a new total of \$321,266.**

#### Rationale for Increase

The request is for an extension to an existing contract.

Associated Engineering (AE) was retained through a competitive bidding process under Request for Proposal 2018-RFP-41. The additional fees are required to provide presentation material to property owners showing access solutions to their properties after the new bridge has been constructed.

In order to avoid potential property acquisition, AE has determined what would be required to provide access to #96 and #98 St. Paul St. West. In order to show each property owner what their new access will look like, 3D renderings will be prepared. The renderings are required to support the Real Estate Officer's negotiations with the affected property owners.

The accumulated changes throughout the project, including the current change, to the original Purchase Order is \$119,972 as summarized below:

i. Monitoring Well decommissioning and Heritage Impact Assessment .....	\$11,760
ii. Additional Public Information Centre .....	\$7,640
iii. Additional scope relating to St. Catharines underground works ...	\$41,406
iv. Additional survey for property impacts .....	\$5,973
v. Additional Geotechnical review for consolidation testing .....	\$19,880
vi. Street lighting design .....	\$11,547
vii. design associated with property acquisition, intersection design, additional utility relocation coordination, and heritage consultation .....	\$18,966
viii. Access driveway rendering .....	\$2,800

### **Alternatives Reviewed**

- (i) Do nothing – Unknown cost exposures likely to occur during construction since these issues would need to be addressed during construction.
- (ii) New procurement:
  - Increased cost due to additional surveying for access designs and procurement delays, and with coordination between assignments.
  - Increased risk exposure to the Region as a result of the lack of project specific knowledge and decisions.
  - Increase in timeline (three to four months project delay)
  - Not considered a viable alternative.
- (iii) Extend current assignment to cover the additional services:
  - Compatibility with existing service since there is consistent professional and technical knowledge with the current professional services contract.
  - Mitigates the risk/cost exposure resulting from conflicting information.

### **Recommendation by Transportation Services**

Approval of additional fees to support property acquisition.

## **Purchase Order Requests for Approval**

### **2. Request: Sole Source of Bale Wire**

Supplier: Accent Wire Tie

**Sole source purchase of three (3) 48,000 lbs loads of bale wire which is required for baling recyclable products being sold to end markets at a total estimated cost of \$177,120 based on current market pricing (exclusive of HST).**

### **Rationale for Purchase**

This request is for the approval for a sole source purchase of bale wire which is required to meet daily operational needs at the Recycling Centre. Bale wire is used to bale recyclable products sold to end markets. Without bale wire, the Recycling Centre would not be able to continue to process incoming recyclables.

Due to market value fluctuations of steel, the pricing of bale wire is determined at the time a load is ordered.

### **Alternatives Reviewed**

- (i) Do nothing: Without bale wire, the Recycling Centre would not be able to continue to process incoming recyclables.

- (ii) Procurement strategy is under review: Over the past 2 ½ years, six (6) Request for Quotation's (RFQs) were issued. Historically, only one bidder consistently responded to the RFQ. In 2019 and part of 2020, staff single sourced the purchase of bale wire to one bidder due to tariffs that were imposed by US, which created a shortage of material in the marketplace. In the latter half of 2020 and early 2021, staff issued several RFQs to test the market. Again, the same one bidder responded. Staff are continuing to look for other suppliers that can meet the bale wire specifications and will revisit issuing RFQs in 2022.

**Funding Source**

Funds for purchasing bale wire are included in the annual operating budget for Recycling Plant Operations.

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**Subject:** Proposed Producer Responsibility Regulations for Hazardous and Special Products

**Report to:** Public Works Committee

**Report date:** Tuesday, April 13, 2021

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## **Recommendations**

1. That staff **BE AUTHORIZED** to submit comments on the proposed Hazardous and Special Products regulation to the Ministry of Environment, Conservation and Parks.
2. That staff **UPDATE** Public Works Committee upon the finalization of the Hazardous and Special Products regulation.

## **Key Facts**

- The purpose of this report is to seek Council's support for staffs' submission on the proposed Hazardous and Special Products (HSP) regulation to the Ministry of Environment, Conservation and Parks (MECP) on behalf of Niagara Region.
- The proposed regulation would require Producers to establish a collection system, manage and properly dispose of materials collected, and report and keep program records.
- The proposed regulation has been posted to the Environmental Registry of Ontario for a 45-day public consultation from February 11, 2021 to March 28, 2021.
- Staff have conducted a preliminary review of the regulation and have included an overview of comments in this report.
- Under the proposed regulation, Niagara will transition from the current MHSW program to full producer responsibility on July 1, 2021 when the new regulation comes into effect. This will apply to designated materials only.

## **Financial Considerations**

Under the current framework of the MHSW program, the total gross annual cost of Niagara Region's program, based on the 2021 budget, is approximately \$760,000, with various stewardship funding programs contributing 57% (\$433,000) of the total program cost. This results in an estimated 2021 net program cost to Niagara Region of approximately \$327,000 (43%) for operation of MHSW depots, collection, haulage and processing of these materials.

Under the proposed HSP regulation, if Niagara Region continues to collect the same materials, it is estimated that Niagara Region's annual cost will increase at least \$70,000 primarily due to having to pay for the disposal of propane tanks, fire extinguishers, aerosol cans, chlorofluorocarbons (CFC), and fluorescent tube lighting products.

Additionally, there is the potential that a portion of the funding that Niagara Region currently receives to operate the MHSW depots may be reduced as Producers / Producer Responsibility Organization's re-evaluate the current compensation model for the collection of paints and solvents. This will further increase future program costs.

## **Analysis**

### **Background – Niagara Region Municipal Hazardous and Special Waste (MHSW) Program**

Niagara Region has operated a MHSW program since the 1990's allowing residents to drop off household hazardous materials such as fertilizers, oil, paint, propane and a variety of chemical products.

Prior to 2016, Niagara's MHSW program was set up as a mobile monthly collection event, rotating through the various local area municipalities. A permanent MHSW depot has existed at the Niagara Road 12 Landfill site since 1996 where initially only residents from West Lincoln, Lincoln, Grimsby and Pelham could take their material. In 2014, this site was opened up to all residents of Niagara. In 2016, Niagara Region established permanent MHSW depots in Fort Erie, Thorold and Welland. At the Bridge Street Site in Fort Erie, residents are allowed to drop off select MHSW materials including paint, propane cylinders, vehicle batteries and used oil. As of 2016, the establishment of MHSW collection sites has allowed Niagara Region to eliminate monthly rotating MHSW collection events.

### **Background – Program Funding**

- In 2006, the Ontario Minister of the Environment directed Waste Diversion Ontario to develop a waste diversion program for MHSW with Stewardship Ontario to oversee the program. Stewardship Ontario is a not-for-profit organization funded and governed by the brand owners, first importers and franchisors of the products and packaging materials managed under the MHSW program. The MHSW program began on July 1, 2008 with the directive that MHSW material be collected and recycled / disposed of in an environmentally sound manner. It was at this time that

Producers were first required to fund a portion of the costs that municipalities were incurring for the collection and handling of these materials.

- In 2015, Product Care Association became the Stewardship organization overseeing and providing funding (through the collection of fees from their members) for paints and coatings, aerosol and lighting material.
- In 2017, Automotive Materials Stewardship Inc. (“AMS”) was approved to be the Stewardship Organization for antifreeze, used oil filters and oil containers.
- Since 2017, over 85% of the funding Niagara Region receives for the operation of MHSW depots come from these two organizations, with Stewardship Ontario continuing to fund the remaining costs.
- The MECP has directed that the current MHSW program, operated by Stewardship Ontario under the Waste Diversion Transition Act, 2016, cease operation on June 30, 2021.

### **Review of Proposed Household Special Products Regulation**

With the enactment of the *Resource Recovery and Circular Economy Act*, 2016 (RRCEA), the Province is shifting to a full producer responsibility framework for products and packaging, thereby making producers and brand holders accountable for recovering resources and reducing waste associated with products. The Province identified four (4) waste diversion programs to transition to a producer responsibility model (used tires, electrical and electronics equipment waste, municipal hazardous waste and blue box program).

On February 11, 2021, the Province released the proposed HSP regulation under the Resource Recovery and Circular Economy Act (RRCEA), and posted it to the Environmental Registry of Ontario for a 45-day public consultation. [Proposed HSP Regulations](https://ero.ontario.ca/notice/019-2886) (<https://ero.ontario.ca/notice/019-2886>).

The proposed HSP regulation, designed to make producers responsible for the collection, haulage and processing disposal of hazardous waste material, is based on the framework of the current Municipal Hazardous or Special Waste (MHSW) program.

The draft regulation is comprised of nine (9) parts including collection and management, promotion and education, reporting and continuation of existing municipal collection sites.

The key details of the proposed new regulation would require Producers to:

- establish collection networks for consumers;

- manage all collected materials properly by following recycling and disposal procedures;
- provide promotion and education materials to increase consumer awareness on how and where they may dispose of HSP materials; and
- register, report and keep data records

Since July 2020, staff have provided input in the development of the regulation by attending MECP workshops, participating on the Municipal Waste Association (MWA) Municipal Hazardous and Special Waste (MHSW) Committee and providing feedback to both the MWA and Association of Municipalities of Ontario (AMO). Attached in Appendix “A” is AMOs responses to the MECP on the proposed regulation.

On February 11, 2021, the MECP released the proposed regulation for a 45-day public consultation period, from February 11, 2021 to March 28, 2021. Unfortunately, the 45-day consultation period did not allow staff the opportunity to bring forth this information to Committee/Council prior to the issuance of staff’s response to the Environmental Bill of Rights (EBR).

On March 2, 2021 and March 3, 2021, staff participated in meetings with AMO and MWA to facilitate feedback from municipalities in preparing AMOs response to the MECP on the proposed HSP regulation. Attached in Appendix “B” are staff comments to AMO for their draft response.

On March 4, 2021, Niagara Region provided input during a MECP organized municipal workshop where the MECP solicited feedback to be considered as part of finalizing the HSP regulation.

If Council disagrees with the position put forward by staff as outlined in this report, there is an opportunity to withdraw staff’s comments to the MEPC.

The sections below provide a summary of the key elements of the proposed new regulation and staff’s response.

### **Designated Materials**

The proposed regulation identifies the designated materials which Producers are required to manage. Designated materials are the list of materials that are included in Categories A to D in the proposed HSP regulation. Producers will be responsible for the management of these materials including funding all of the costs associated with collection, haulage and processing.

Designated materials are grouped into the following four (4) categories:

Category A

- Non-refillable pressurized containers
- Oil filters

Category B

- Antifreeze
- Paints and coatings
- Pesticides
- Solvents
- Oil containers
- Refillable pressurized containers

Category C

- Barometers
- Thermometers
- Thermostats

Category D

- Fertilizers

**Non-obligated Materials**

All materials that are not covered under the proposed HSP regulation may be considered non-obligated i.e. Producers are not required to manage these materials.

At the current time, Niagara Region collects, hauls and processes the following non-obligated materials which are not covered under the proposed HSP regulation:

- Acids
- Aerosol Containers
- Bases (caustics)
- Cooking Oil
- Fire Extinguishers
- Insect Repellent
- Organic Peroxide



- Pharmaceuticals
- Pool Chemicals
- Propane Tanks
- Sanitizers, disinfectants
- Sharps
- Used Oil
- Vehicle Batteries
- Light Bulbs
  - Fluorescent Tubes
  - Compact Fluorescent
  - Halide Bulbs

**Note: Light Bulbs - will be covered under the Electronic and Electrical Equipment regulation, effective January 1, 2023.**

During consultation, the MECP has indicated that they intend to add more materials to the regulation in the future but have not identified in the proposed regulation which materials will be added nor any timelines when this may occur.

### **Transition Timeline**

The proposed regulations allows Producers up to 18 months (July 1, 2021 - December 31, 2022) to transition and establish the required collection sites in order to meet the new regulation requirements. During the transition phase the current number of collection sites available in a local municipality must be maintained by the Producers so as not to impact residents of that municipality. It is anticipated that Producers will have municipalities continue collecting the designated material for most of the transition period.

During the transition phase Niagara Region will continue to collect all materials that it currently collects under the MHSW program including those in the proposed HSP regulations. Depending on the outcome of the final regulation, staff will evaluate the cost and impact to continue to collect both designated and non-obligated materials, and report back to Committee.

### **Management of HSP**

In the current draft version of the proposed regulation, the MECP has only established collection targets for oil filters and non-refillable pressurized containers. There is no

requirement for Producers to collect a minimum percentage of the other designated materials. The MECP has included recycling efficiency targets meaning that when materials are collected they must be recycled to a prescribed percentage.

The lack of collection targets is a significant issue which municipalities have consistently identified during the various MECP consultations. As a result, there are no incentives for Producers to collect these materials to ensure that they are properly disposed and to prevent them from entering the waste stream i.e. landfilled.

### **Promotion and Education**

Under the proposed regulation all Producers would be required to implement promotion and education programs. The Producers of certain products would be required to provide consumers with information on how to properly dispose (e.g. mercury containing devices) or use up such materials (e.g. fertilizers). Additionally, Producers would be required to inform consumers when a visible fee is charged at the point of purchase. Promotion and education would be web-based as well as through retailers selling these products.

Promotion and education is a key element since residents are accustomed to going to municipal MHSW depots to drop-off their hazardous materials. It is imperative that residents understand where and how they can drop-off hazardous materials in order to ensure that they are disposed of properly.

### **Registration, Reporting and Auditing**

The proposed regulation requires Producers to register, report, audit, verify and properly maintain records. In order to determine program effectiveness it is important that Producers submit records on the amount of material collected, how much of it was recycled and how it was managed. Additionally, annual audits need to be completed in order to monitor performance on an annual basis as opposed to over a longer term e.g. three (3) years or longer.

### **Municipal Role**

The current draft version of the proposed HSP regulation requires municipalities to continue accepting mercury containing devices such as thermometers and thermostats. This will require that municipalities operate a MHSW depot or another type of collection point. A number of municipalities have indicated they either do not have the ability and /

or willingness to accept mercury containing devices. Niagara Region currently accepts mercury containing devices at its MHSW depots.

Other than mercury, there are no other requirements for municipalities to accept designated materials. Municipalities will need to determine if they will continue accepting designated materials depending on the funding from Producers and non-obligated materials since producers are not required to provide funding for the collection and management of these materials.

### **Niagara Region Comments on Proposed Regulation**

Niagara Region has provided previous comments via AMO on the proposed HSP regulation. Overall, the implementation of a producer responsibility framework for HSP is a positive step by the MECP, however, there are a number of issues that staff believe the MECP needs to address.

#### Niagara Region's comments are focused on a number of key items:

- Niagara Region supports AMO's request to the MECP to delay the implementation of the HSP regulation.
- In addition to the current list of designated materials, the proposed regulation should identify which materials will be designated in future and timelines of when they will be added. The list of designated materials should be consistent with AMOs submission to the MECP in July 2020.
- Collection targets for all materials should be established in order to provide incentive to Producers to collect and manage HSP. A lack of targets may result in materials being inappropriately disposed.
- Producers should be required to report on the amount of material collected and therefore management targets must be included in the regulation.
- Producers should be required to collect any designated HSP that has been illegally dumped or reimburse municipalities for collecting such materials.
- Robust promotion and education campaigns / activities are needed to inform the public on how materials are to be managed and to encourage participation.
- The proposed HSP regulation should not require municipalities to accept any designated materials e.g. mercury containing devices.
- Municipalities need to understand how many collection sites would be required in each jurisdiction.

- The requirement to record names and contact information at Niagara Region's MHSW depot may be labour intensive since we do not currently have an automated system to record this information.
- The collection of materials from municipal MHSW depots, by Producers, needs to occur more frequently than within three (3) months of being notified. A collection site may not have the space and/or collection containers to store materials up to three (3) months.
- Annual performance audits need to be completed in order to determine program effectiveness.

### **Next Steps**

Staff will continue to work with AMO and through industry associations to ensure Niagara Region comments are being addressed. Staff will review the final draft version of the regulation once it is released in order to determine its impacts on Niagara Region. Staff will update committee and provide recommendations as appropriate.

### **Alternatives Reviewed**

No alternatives were reviewed as part of this report.

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

This report supports Council's Strategic Priority of Responsible Growth and Infrastructure Planning.

### **Other Pertinent Reports**

- WMPSC-25-2019 Municipal Hazardous or Special Waste Update

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**Prepared by:**

Andrew Winters  
Program Manager, Waste Disposal  
Operations  
Waste Management Services

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**Recommended by:**

Bruce Zvaniga, P.Eng.  
Commissioner of Public Works (Interim)  
Public Works Department

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Emil Prpic Associate Director of Waste Disposal Operations and Engineering and Dan Ane, Manager, Program Financial Support, Corporate Services, and reviewed by Catherine Habermehl, Director, Waste Management Services.*

**Appendices**

Appendix A AMO's Comments on Proposed Regulations on Municipal Hazardous and Special Waste

Appendix B 2021-03-04 Draft Municipal Submission on Draft HSP Regulation

Sent via email to: [charles.o'hara@ontario.ca](mailto:charles.o'hara@ontario.ca)

July 24, 2020

Charles O'Hara  
Director, Resource Recovery Policy Branch  
Ministry of the Environment, Conservation and Parks  
Foster Building 8th Floor,  
40 St Clair Ave W,  
Toronto, ON M4V 1M2

Dear Charles:

**RE: Proposed Regulation for Municipal Hazardous or Special Waste under the  
*Resource Recovery and Circular Economy Act, 2016***

The Association of Municipalities of Ontario ("AMO"), the City of Toronto, the Regional Public Works Commissioners of Ontario ("RPWCO") and the Municipal Waste Association ("MWA") collectively submit these comments on behalf of municipal governments regarding the Proposed Regulation for Municipal Hazardous or Special Waste ("MHSW") under the *Resource Recovery and Circular Economy Act, 2016* ("RRCEA"). We appreciate the opportunity to provide comments on this regulation.

Summary of recommendations:

- Continue to support transition of all Ontario's waste diversion programs over to full producer responsibility under the RRCEA.
- Transition and expand on the current list of MHSW currently captured in [O. Reg. 387/16](#) under the *Waste Diversion Transition Act, 2016* (WDTA) and do so in two distinct phases with implementation dates established in the regulation:
  - Phase 1 (July 1, 2021): Paint and coatings, expanded pesticides category, solvents, expanded fertilizer category, used oil filters, oil containers (under 30 litres), pressurized containers, anti-freeze, aerosols, portable fire extinguishers, mercury containing devices, fluorescent light bulbs (if not in the Electrical and Electronic Equipment (EEE) regulation), and all associated containers of the above.
  - Phase 2 (January 1, 2023): pharmaceuticals and sharps, automotive additives and cleaners, automotive additives and cleaner containers, fuels, miscellaneous flammable materials, oxidizers, corrosives – acids, corrosives – caustics, fuels, reactive chemicals, used oils and lubricants.
- For new materials being designated it is understood that the government may not have data to establish collection targets, however, this can be overcome by:

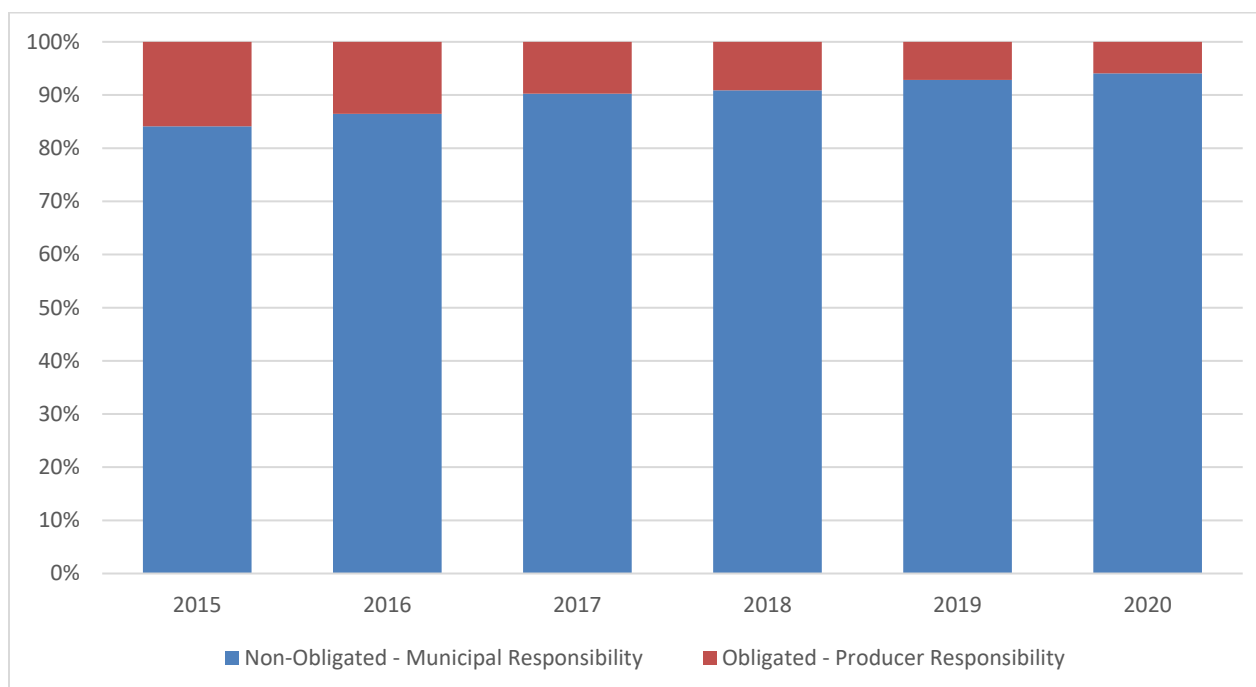
- Establishing the same accessibility requirements as other MHSW; and,
  - Establishing a recycling efficiency target that ensures the products collected are properly managed similar to other MHSW.
  - Establishing robust public education and communication requirements for producers to ensure consumers understand how and where to properly dispose of designated products and packages.
- Management targets in the first year should be established at levels that at least meet current performance with continued improvement sought in future years.
- Where applicable, continued promotion of targets that place an emphasis on higher end uses and foster the development of a strong circular economy that creates jobs within the province while reducing Ontario's greenhouse gas emissions.
- Support for the development of incentives for producers to market MHSW products with recycled content (paint).
- Municipalities are supportive of the approach taken on visible fees within the Used Tire Regulation that include reporting, auditing and promotion and education and requirements on producers that charge consumers a resource recovery fee, which allows for consumer transparency and flexibility for the producer.
- Requirements related to promotion and education are essential especially for consumables. Producers should be responsible for, at a minimum, delivering one piece of educational material directly to every household on an annual basis.
- Service providers, including collectors, haulers and processors, be required to register, record keep and report. This provides for an additional oversight and compliance function relative to recycling standards for waste service providers for designated materials.
- The Canadian Standards Association's Guideline - SPE-890-15 - A Guideline for accountable management of end-of-life materials provides the parameters by which the government can ensure standardized reporting and proper oversight. The sector supports the use of this guideline with quarterly reporting and annual third-party, independent audits.
- An RRCEA regulation on administrative monetary penalties should be enacted as soon as possible to ensure all participants understand the consequences of failing to comply.
- The Province should institute a program to compensate municipalities for the cost of legacy MHSW materials that are un-stewarded.

## Overview and Facts

Municipal governments play an important role as the final backstop to ensure many hazardous or problematic products do not end up in the environment. This includes keeping these products out of solid waste landfills, stormwater sewer systems and the wastewater system. Further, many municipal governments have requirements to establish collection systems for these materials as part of their waste disposal approvals from Ministry of Environment, Conservation and Parks. Municipal depots and collection event days become the destination of various products that are cleaned out of basements, garages, or medicine cabinets. The costs associated with collecting and managing these materials is a significant burden as compared to other materials collected by municipal governments. Despite many of these materials not having stewardship programs, municipal governments have collected them to reduce environmental degradation from improper disposal.

The current list of materials included in Ontario's municipal hazardous and special waste programs only make up a fraction of what municipalities are collecting and forced to manage. By way of example, the following four Figures illustrate the percentage of miscellaneous organics (e.g. wood glue, drywall patch, wood sealer etc.), pesticides, fertilizers and aerosols that are the responsibility of municipal governments as opposed to the companies that produce them. These Figures are based on lab pack analysis completed over the last five years and used to determine the cost split between producers and municipal collection sites. Producers have adapted a number of these products, and as a result an increasing amount of material does not meet the current definition. While the initial definitions were problematic as they excluded a large amount of materials, more burden is being placed upon municipal governments to pay for the end-of-life management of these materials.

*Figure 1 - Responsibility Based on Lab Pack Analysis for Misc. Organics*

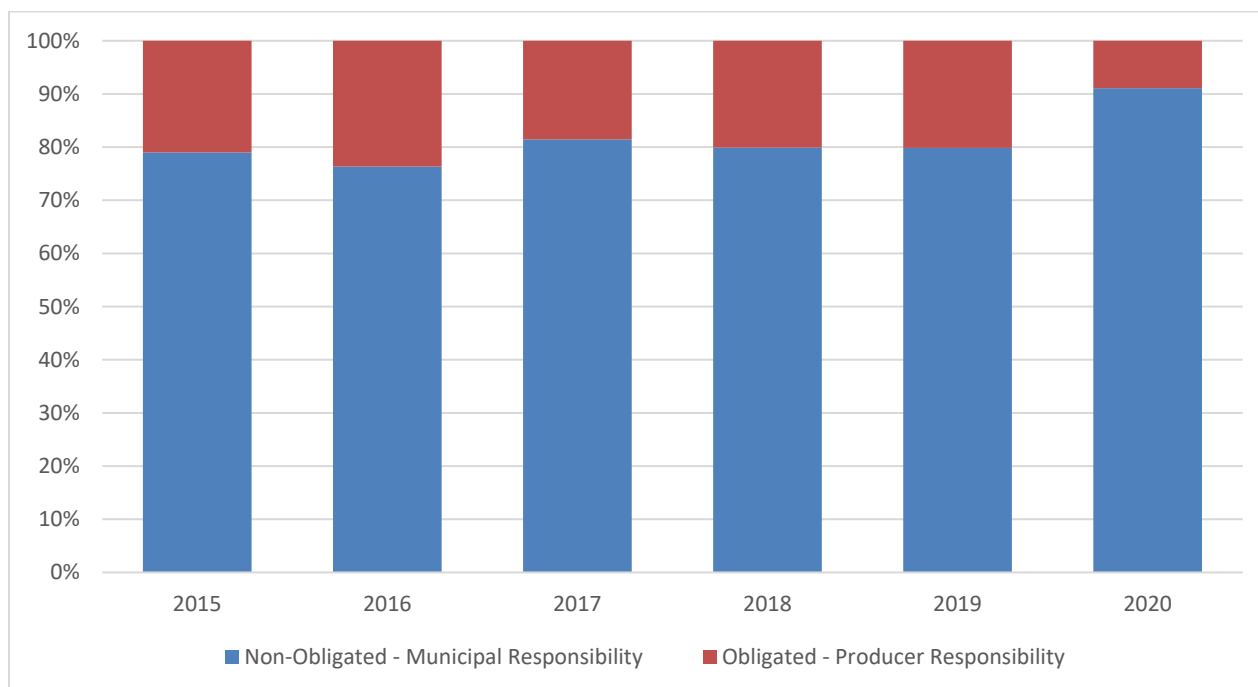




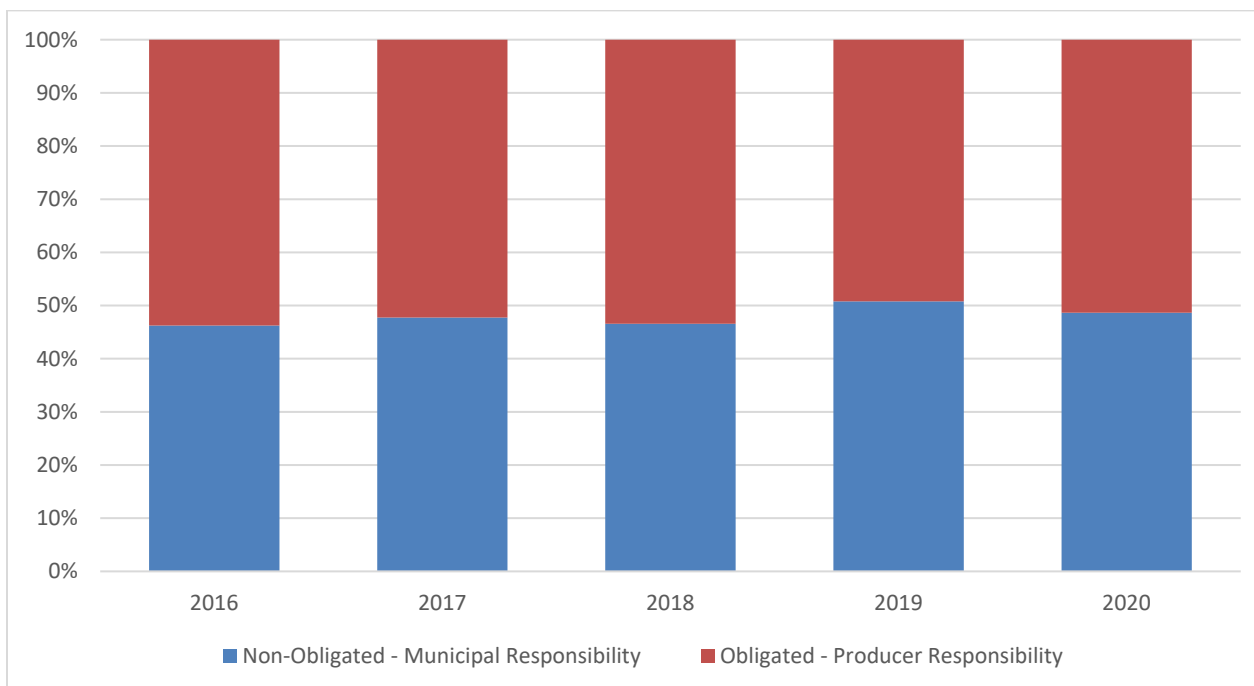
*Figure 2 - Responsibility Based on Lab Pack Analysis for Pesticides*



*Figure 3 - Responsibility Based on Lab Pack Analysis for Fertilizers*



*Figure 4 - Responsibility Based on Lab Pack Analysis for Aerosols*



Municipal governments understand that some of the producers of these products are advocating that they should not be included in producer responsibility regulations as they have functioning diversion initiatives already in place. However, an assessment of 2019 data for eight Ontario municipalities representing about a quarter of Ontario's population indicates consumers are bringing high quantities of these materials to municipal depots and collection event days. When extrapolated Province-wide this data showed that Ontario municipalities collected over 52,500 kg of pharmaceutical waste and 20,000 kg of sharps and 170,000 kg of propane cylinders in 2019. If these programs were functioning well, municipalities would not be forced to manage this amount of materials.

For pharmaceuticals and sharps, municipal governments strongly believe the current Ontario Medications Return Program (OMRP) and the Ontario Sharps Collection Program (OSCP) are underperforming. These programs were regulated under Ontario Regulation 298/12 "Collection of Pharmaceuticals and Sharps – Responsibilities of Producers", which was a stop gap measure introduced as new producer responsibility legislation was under development. Municipal governments do not believe this regulation has been properly overseen by the Province in a manner similar to Regulation 102/94 and 103/94, which were meant to increase recycling in the industrial, commercial, and institutional sectors.

Municipal hazardous or special material needs to be managed properly. It continues to arrive in large volumes to municipal depots and event days on an annual basis due to many reasons, including expiry dates and excess quantities not needed. Table 1 and 2 provide a breakdown of quantity and costs for some of these non-obligated MHSW materials for both a large regional urban municipality as well as a regional rural municipality. Important to note these costs are based on management and do not include collection cost, nor promotion and education.

Table 1 - MHSW Management Costs from a Large Regional Urban Municipality (Based on [O. Reg. 387/16](#) Phases)

	Total Management Costs	EPR Funding	Municipal Costs	% Covered
<b>Phase 1</b>	\$1,218,413	\$879,888	\$338,524	72%
<b>Phase 2/3</b>	\$275,214	\$0	\$275,214	0%
<b>Total</b>	\$1,493,627	\$879,888	\$613,738	59%

Table 2 - MHSW Management Costs from a Regional Rural Municipality (Based on [O. Reg. 387/16](#) Phases)

	Total Management Costs	EPR Funding	Municipal Costs	% Covered
<b>Phase 1</b>	\$106,226	\$36,016	\$70,210	34%
<b>Phase 2/3</b>	\$21,993	\$0	\$21,993	0%
<b>Total</b>	\$128,219	\$36,016	\$92,203	28%

Phase 1 materials represent a significant amount of paint that would be funded by producers but also includes large amounts of pesticides, and fertilizers (see Figures 2 and 3) not obligated which would account for the municipal costs. Phase 2 and 3 materials include materials such as misc. flammables, portable fire extinguishers and mercury containing devices.

Municipal governments advocate that the responsibility to manage all these materials should be that of the producers that manufacture these products rather than the municipal taxpayer and ratepayer. This responsibility includes ensuring that consumers purchase the appropriate amount, use all of the product and ensures that any remaining product and the packaging are properly managed at end of life. These companies have a much more direct relationship with the consumer rather than municipalities, who are forced to address the 'end of the pipe'. Government policies like producer responsibility have an opportunity to create efficient market signals. Burden will only be increased on the municipal taxpayer and ratepayer if the Province decides to retract rather than expand producer responsibility.

## Defining Responsible Person

Municipal governments recommend that the definition of "responsible producer" should take a similar cascading approach to [Ontario's Used Tires Regulation](#), [BC's PPP program plan](#), and in [Stewardship Ontario's draft amended Blue Box Program Plan](#) (e.g. brandholder, first importer, marketer [resident and not]).

## Designating Materials

The proposed Regulation should ensure that all the materials currently captured in [O. Reg. 387/16](#) under the *Waste Diversion Transition Act, 2016* (WDTA) are included in the new regulation. The Table below includes all the consumables and containers/products that should be included. Each continues to represent a significant portion of what is being returned to municipal depots and needs to be managed properly at the end-of-life.

Two stages are being recommended:

- Phase 1 (July 1, 2021): Paint and coatings, expanded pesticides category, solvents, expanded fertilizer category, used oil filters, oil containers (under 30 litres), pressurized containers, anti-freeze, aerosols, portable fire extinguishers, mercury containing devices, fluorescent light bulbs (if not in the EEE regulation), and all associated containers of the above.

- Phase 2 (January 1, 2023): pharmaceuticals and sharps, automotive additives and cleaners, automotive additives and cleaner containers, fuels, miscellaneous flammable materials, oxidizers, corrosives – acids, corrosives – caustics, fuels, reactive chemicals.

Further detail on the materials and the proposed phases are included in Appendix A.

Phase 1 transitions materials that are already designated while expanding to include a broadened pesticides and fertilizer categories as the previous definitions did not account for the types of materials being returned.

Municipal governments do not believe there is rationale to exempt products such as fertilizers and propane cylinders, which as identified earlier, are being dropped off by residents in large quantities.

It is also recommended the government extend the designated material to include those that were a part of the Recycling Council of Ontario MHSW program, which reimbursed municipalities for certain Municipal Hazardous or Special Waste (MHSW) materials. This includes aerosols, portable fire extinguishers, mercury containing devices, and fluorescent light bulbs (if not in the EEE regulation). The data has already been captured by the Ministry as part of this program, and makes these materials easier to designate.

The definition of pesticides should be expanded to include Schedule IV of the Pest Control Products Regulation<sup>1</sup> as this represents the bulk of retail pesticides that residents currently return to municipal depots. As noted earlier, based on producer lab pack analysis, currently 85-90% of all pesticides returned are non-obligated. Automotive additives and cleaners and their containers have been included as they are similar to other materials like used oil containers and anti-freeze that are already being collected.

Phase 2 includes the bulk of other materials being collected via municipal depots. As noted above, municipalities continue to receive large volumes of these products back through their municipal depots – including increasing amounts of products that are not obligated but need to be properly managed at the end-of-life.

Including these materials would help to align with other provinces like British Columbia, Quebec, and Manitoba, which include a broader range of flammable, corrosive and toxic materials and their containers. Currently based on the total residential MHSW materials that municipalities manage at their household hazardous depots, 20-30% of materials by tonnage are un-stewarded and must be subsidized by the property tax base or by the public directly.

We would also recommend that the Province institute a program to compensate municipalities for the cost of legacy MHSW materials that remain un-stewarded.

## **Management and Standards**

Producers should be required to report on the amount of materials collected (e.g. consumables and products/containers separately) and how all of the collected materials were managed.

It is acknowledged that the goal for some of these materials is to simply ensure they are used up properly rather than disposed of. The Table below outlines the recommended targets (including new and stockpiled items).

<sup>1</sup> Available at Pest Control Products Regulation - <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2006-124/index.html>

Categories	Reporting on Collection	Target on Collection	Reporting on Management	Target on Management
Paints and Coatings	✓	✗	✓	80%
Paint and Coatings Containers	✓	80% (year 1), 85% (year 2), 90% (year 3)	✓	80%
Solvents	✓	✗	✓	Best efforts to improve outcomes
Solvent Containers	✓	80% (year 1), 85% (year 2), 90% (year 3)	✓	80%
Oil Filters	✓	80% (year 1), 85% (year 2), 90% (year 3)	✓	80%
Oil Containers	✓	80% (year 1), 85% (year 2), 90% (year 3)	✓	80%
Used Oil and Lubricants	✓	✗	✓	Best efforts until targets set
Antifreeze	✓	✗	✓	80%
Antifreeze Containers	✓	80% (year 1), 85% (year 2), 90% (year 3)	✓	80%
Pressurized Containers	✓	80% (year 1), 85% (year 2), 90% (year 3)	✓	80%
Fertilizers	✓	✗	✓	Best efforts to improve outcomes
Fertilizer Containers	✓	80% (year 1), 85% (year 2), 90% (year 3)	✓	80%
Pesticides	✓	✗	✓	Best efforts to improve outcomes
Pesticide Containers	✓	80% (year 1), 85% (year 2), 90% (year 3)	✓	80%
Aerosols	✓	80% (year 1), 85% (year 2), 90% (year 3)	✓	80%
Portable Fire Extinguishers	✓	Best efforts until targets set	✓	Best efforts until targets set
Pharmaceuticals	✓	✗	✓	Best efforts to improve outcomes
Sharps	✓		✓	Best efforts to improve outcomes
Mercury Containing Devices	✓	Best efforts until targets set	✓	Best efforts until targets set
Automotive additives and cleaners	✓	✗	✓	Best efforts until targets set
Automotive additives and cleaner containers	✓	Best efforts until targets set	✓	Best efforts until targets set
Fuels	✓	✗	✓	Best efforts to improve outcomes
Miscellaneous Flammable Materials	✓	✗	✓	Best efforts until targets set
Oxidizers and Containers	✓	✗	✓	Best efforts until targets set

Categories	Reporting on Collection	Target on Collection	Reporting on Management	Target on Management
Corrosives- Acids	✓	✗	✓	Best efforts until targets set
Corrosives – Caustics	✓	✗	✓	Best efforts until targets set
Reactive Chemicals	✓	✗	✓	Best efforts until targets set

## Promotion and Education

MHSW materials are hazardous waste by definition and the proper management of materials and containers is of paramount importance. The basis for proper management begins with an educated consumer relative to the human health and safety and environmental risks associated with MHSW products, and clear direction on how to dispose of the material into a collection system that is convenient to use and widely available for designated products and containers.

Promotion and education activities should at a minimum inform the public of how materials can be managed, to encourage participation, and to motivate consumers to adopt and maintain the desired environmental behaviour. We suggest that a social marketing campaign focuses on two major messages:

- Manage MHSW appropriately and do not dispose of with regular waste; and
- The “B.U.D.” message:
  - Buy only what is needed
  - Use it up or (if a resident can’t, consider giving it to a neighbour or family member to use, or deliver it to a MHSW Drop-off in the original container so that other Ontarians may use it), and
  - Drop off the rest at a local drop off site to be recycled, reprocessed or safely disposed of.

In addition, due to the human health and safety and environmental risk associated with MHSW products and the absence of material management targets, producers should be required to provide at least one direct educational piece to every household once per year. This outreach could be through direct promotion and education engagement with households or could be through waste collection calendars and other educational materials in conjunction with municipalities.

## Collection and Consumer Accessibility

Collection requirements and targets are pivotal for MHSW materials. Residents need convenient and easy access to collection points to ensure these materials are managed properly and are not simply disposed of down the drain, into municipal solid waste landfills or incorrectly managed through the Blue Box program.

For automotive products, the regulation should establish similar accessibility rates to those in the Used Tire Regulation, which captures a similar collection system of municipal depots and auto shops<sup>2</sup>.

<sup>2</sup> See sections 5 – 10 - <https://www.ontario.ca/laws/regulation/r18225#BK7>

For pharmaceuticals and sharps, the regulation should increase the accessibility requirements in place in O. Reg. 298/12: Collection of Pharmaceuticals and Sharps to address the large volume of materials still being returned to municipal depots.

For the rest of the materials, which are largely captured by municipal depots and special events, it would be reasonable to follow similar accessibility rates to the draft electronic and electrical equipment regulation.<sup>3</sup>

Fundamental to the new regulation is the requirement that accessibility and collection not be curtailed or impeded when producers are approaching or have met any management targets before the end of the reporting year. In this case, the regulation must require that all materials and containers collected must be managed and recycled with the costs being borne by producers. This requirement should mirror similar requirements in the Tire Regulation.

Producers should be required to report on the amount of materials collected (e.g. products and containers separately) and how all of the collected materials and their containers were managed.

If the accessibility requirements and collection targets for containers in some categories are robust, then there may not be a need to specify management targets for certain products. In some categories, collection targets for containers and accessibility requirements will lead to excess consumable materials being collected. These materials will require management by the producer if the regulatory concept around accessibility and collection described above is adopted. These material categories would include paint, pesticides, solvents, fertilizers, pressurized containers, aerosols, sharps and pharmaceuticals. Where no material collection or management target has been established, it is essential that Resource Productivity and Recovery Authority (RPRA) oversight include assessing producer performance for collection and material management against historical norms to ensure there is no 'slippage' and progressive annual increases in both collection and management volumes are achieved.

## **Registration Reporting and Auditing**

Municipal governments appreciate how important it will be to collect and track data to assess progress towards objectives and continuous improvement.

We are however concerned with compliance in the first year of the regulation. It is difficult to determine if Producer Responsibility Organizations (PROs) and producers under the current Tires regulation are meeting their obligations. The concern is that if the required audit uncovers problems, those problems will not be known until over a year after the regulation came into force. By that point, the market may have been substantially disrupted and it may be difficult to rectify problems created. Additional forms of interim auditing within the first year would help to ensure the right market conditions are established at the onset of the program.

It would also be helpful to make sure the regulation on administrative monetary penalties is enacted as soon as possible to ensure all participants understand the consequences of failing to comply.

<sup>3</sup> See sections 6 – 10 - [https://prod-environmental-registry.s3.amazonaws.com/2019-04/Electrical%20and%20Electronic%20Equipment\\_Consultation%20Version%20April%2026%202019.pdf](https://prod-environmental-registry.s3.amazonaws.com/2019-04/Electrical%20and%20Electronic%20Equipment_Consultation%20Version%20April%2026%202019.pdf)

Additionally, while not specific to the draft Regulations, the Province should consider having the Resource Productivity and Recovery Authority (RPPRA) perform periodic waste composition audits across the Province to assess performance of the program.

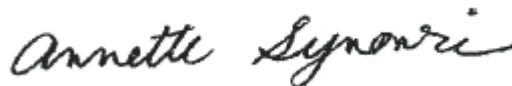
Thanks for the opportunity to provide input on this important Regulation. We would be happy to answer any questions you have or provide further details.

Sincerely,



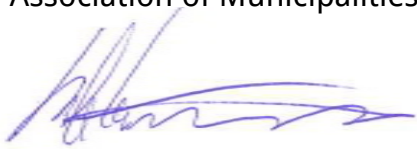
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Dave Gordon  
Senior Advisor, Waste Diversion  
Association of Municipalities of Ontario



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Annette Synowiec  
Director, Policy, Planning & Outreach  
Solid Waste Management Services  
City of Toronto



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Mark Winterton  
Chair, Regional Public Works  
Commissioners of Ontario



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Melissa Kovacs-Reid  
Chair, Municipal Waste Association

cc: Atif Durrani, Manager, Policy Development, Resource Recovery Policy Branch, Ministry of the Environment, Conservation and Parks



## Appendix A: Proposed Phase 1 and 2 Material Categories:

Categories	Definitions	Stage
<b>Paints and Coatings</b>	All materials that are designed and intended to be used to coat a surface including but not limited to Architectural paints, automotive paints, furniture paints, undercoating's, bitumen-based driveway sealers, roof patches, tars, high heat paints, wood stains, varnishes and sealers, foundation coatings, industrial paints etc.	1
<b>Paint and Coatings Containers</b>	All forms of containers that are used to contain paints and coatings	1
<b>Solvents</b>	Thinners, mineral spirits	1
<b>Solvent Containers</b>	All forms of containers that are used to contain solvents	1
<b>Oil Filters</b>	All sizes of oil filters after they have been used for intended purpose	1
<b>Oil Containers</b>	All size of oil and lubricant containers that were used for the purpose of containing lubricating oil	1
<b>Used Oil and Lubricants</b>	All types of oils and lubricants designed and intended to lubricate any engines including but not limited to automotive oils, small engine oils, chain oils, hydraulic fluids, power steering fluids, brake fluids etc.	2
<b>Antifreeze</b>	All materials that are designed and intended to be used as a coolant or anti-freezing agent including but not limited to automotive antifreeze, RV antifreeze, plumbing antifreeze, coolants etc.	1
<b>Antifreeze Containers</b>	All forms of containers that are used to contain Antifreeze and coolants	1
<b>Pressurized Containers</b>	All refillable and non-refillable pressurized containers including but not limited to propane cylinders, oxygen cylinders, acetylene and other forms of compressed gasses	1
<b>Fertilizers</b>	All forms of fertilizers designed and intended to be used for the purpose of encouraging the growth of plants (certified compost should be excluded)	1
<b>Fertilizer Containers</b>	All durable containers that contained fertilizers	1
<b>Pesticides</b>	All materials with chemical compositions designed and intended to kill or repel pests, insects, vectors, vermin and invasive plants, including but not limited to pesticides, herbicides, fungicides, insect repellants, insecticides, Algicides	1
<b>Pesticide Containers</b>	All durable containers that contained pesticides	1
<b>Aerosols</b>	All forms of aerosols including but not limited to paint aerosols, body sprays, hair sprays, insect repellants, etc.	1
<b>Portable Fire Extinguishers</b>	All size and chemical formulas of portable fire extinguishers	1
<b>Fluorescent light bulbs</b>	If not included in the EEE regulation should include all sizes of Fluorescent light bulbs including Compact Fluorescent lights etc.	1
<b>Pharmaceuticals</b>	All forms of materials designed for the intended purpose of improving the health and wellness of humans and animals including but not limited to over the counter and prescribed medications, vitamins, cold medications, supplementals etc.	2
<b>Sharps</b>	All forms of devices that are designed and can break the skin. Including but not limited to needles, syringes, diabetic lancets, glucose sensors, acupuncture needles, straight razors from all potential residential sources and public spaces.	2
<b>Mercury Containing Devices</b>	Including but not limited to thermometers, thermostats, Barometers and all other mercury containing switches or devices	1
<b>Automotive additives and cleaners</b>	Including but not limited to Diesel exhaust Fluid, Brake fluid, and other fuel cleaners and additives	2
<b>Automotive additives and cleaner containers</b>	All containers that contained automotive additives and cleaners	2
<b>Fuels</b>	Including but not limited to Kerosene, gasoline, diesel, camping fuels, mixed fuel blends for small engines.	2
<b>Miscellaneous Flammable Materials</b>	All products that by chemical formulation have the inherent risk of being flammable if not included in any of the other categories. Including but not limited to Adhesives, contact cements, glues, epoxies, caulking, fiberglass resins, polishes, waxes, water proofing solutions, acetone, nail polish remover etc.	2

Categories	Definitions	Stage
<b>Oxidizers</b>	All products that by chemical formulation have the characteristics or being an oxidizer including but not limited to Peroxides, bleach, Oxidizer cleaners, organic peroxides (Methyl Ethyl Ketones), Hardeners, Some Pool Chemicals and Some Photo Chemicals	2
<b>Corrosives- Acids</b>	All products that have a pH between 0 – 7 including but not limited to Acid cleaners, rust removers, masonry cleaners, deck washers, boric acid, muriatic acid, pH down, some photo chemicals, furniture and paint strippers	2
<b>Corrosives – Caustics</b>	All products that have a pH between 7.5 – 14 including but not limited to Caustic cleaners, soaps, etching solutions, oven cleaners, toilet and drain cleaners etc.	2
<b>Reactive Chemicals</b>	Products that are by their chemical characteristics reactive to light, water or vibrations including but not limited to sodium metal, phosphorus, lithium, organic peroxides, picric acid, calcium carbide	2
<b>Fireworks and Flares</b>	As identified	2



March 26, 2021

Allison Deng  
Senior Policy Advisor, Resource Recovery Policy Branch  
Foster Building 8th Floor,  
40 St Clair Ave W,  
Toronto, ON  
M4V 1M2

Dear Ms. Deng:

**RE: ERO # 019-2836: Proposed producer responsibility regulation for Hazardous and Special Products (HSP)**

The Association of Municipalities of Ontario (“AMO”), the City of Toronto, the Regional Public Works Commissioners of Ontario (“RPWCO”) and the Municipal Waste Association (“MWA”) collectively submit these comments on behalf of municipal governments regarding Proposed producer responsibility regulation for Hazardous and Special Products (HSP).

We appreciate the opportunity to provide comments on this proposed regulation.

**Summary of recommendations:**

- Continue to support transition of all Ontario’s waste diversion programs over to full producer responsibility under the RRCEA, however we urge the government to delay implementation to ensure this regulation is properly drafted and all parties have time to properly plan. This will mean the need to extend the current program timelines but believe it to be prudent given the potential for issues with this regulation and the lack of time to plan.
- The regulation should designate the materials municipal governments recommended in our July 2020 submission:
  - Phase 1 (July 1, 2021): Paint and coatings, expanded pesticides category, solvents, expanded fertilizer category, used oil filters, oil containers (under 30 litres), pressurized containers, anti-freeze, aerosols, portable fire extinguishers, mercury containing devices, and all associated containers of the above.
  - Phase 2 (January 1, 2023): pharmaceuticals and sharps, automotive additives and cleaners, automotive additives and cleaner containers, fuels, miscellaneous flammable materials, oxidizers, corrosives – acids, corrosives – caustics, fuels, reactive chemicals, and lubricating oils.

Association of Municipalities of Ontario  
200 University Ave., Suite 801  
Toronto ON M5H 3C6 Canada  
Tel: (416) 971-9856  
Fax: (416) 971-6191  
Toll-free in Ontario: 1-877-426-6527

RPWCO  
c/o 1266 McDougall Street  
Windsor ON N8X 3N7  
Tel: (519) 255-6247 x 6356  
Fax: (519) 973-5476

Municipal Waste Association  
PO Box 1894  
Guelph ON N1H 7A1  
Tel: (519) 823-1990  
Fax: (519) 823-0084

City of Toronto  
100 Queen St. W.  
25<sup>th</sup> Floor, East Tower  
Toronto, ON, M5H 2N2  
Tel: (416) 392-9095  
Fax: (416) 392-4754

Note municipal governments strongly disagree with the exclusion of refillable propane cylinders and the lack of management requirements for fertilizers. For new materials being designated it is understood that the government may not have data to establish collection targets, however, this can be overcome by:

- Establishing the same accessibility requirements as other HSP;
  - Establishing a recycling efficiency target that ensures the products collected are properly managed similar to other HSP; and,
  - Establishing robust public education and communication requirements for producers to ensure consumers understand how and where to properly dispose of designated products and packages
- Section 8 of the proposed regulation that provides producer exemptions should be removed.
  - Producers should be required to report on the amount of materials collected (e.g. consumables and products/containers separately) and how all of the collected materials were managed. Management targets should be in place for all containers based on a 3-year average of the current program performance, which will help to drive unused consumable products back to sites where they can be properly managed.
  - Fertilizers should have management requirements, specifically a 100% recycling efficiency rate.
  - Antifreeze and mercury containing devices recycling efficiency rates should start in 2022 not 2023.
  - Due to the human health & safety and environmental risk associated with HSP and the absence of material management targets, producers should be required to provide at least one direct educational piece to every household once per year. This outreach could be through direct promotion and education engagement with households or could be through waste collection calendars and other educational materials in partnership with municipalities.
  - Section 23(1)1 should be amended as not all municipal collection sites are able or willing to accept mercury containing devices.
  - Municipalities are supportive of the approach taken on visible fees within the Used Tire Regulation that include reporting, auditing and promotion & education and requirements on producers that charge consumers a resource recovery fee, which allows for consumer transparency and flexibility for the producer. Municipalities do have concerns, given previous issues that the complexity of this regulation will lead to consumer fees being charged inappropriately, especially given the rushed timeline.
  - Municipal governments are concerned with the complex approach being proposed to determine accessibility requirements. It is not clear what number

of sites and events that would be required in each jurisdiction and how that compares to what exists currently.

- Municipal collection sites and events should be exempted from the requirements in section 13(1)(6).
- Section 11(1) should be amended to require producers to collect materials that have been illegally dumped.
- Performance audits should be required on an annual basis to reduce risks and promote continuous improvement.
- There appear to be a number of drafting errors in the draft regulation that include, but are not limited to the following:
  - Section 10(2) 1i appears to be missing the word 'producer';
  - Section 13 and 14 do not clearly delineate the difference between collection sites and collection events;
  - Appears that section 26 might be missing the need to report supplied data past 2021;
  - Section 30 includes a question mark.
- An RRCEA regulation on administrative monetary penalties should be enacted as soon as possible to ensure all participants understand the consequences of failing to comply.

## Need for Delay

Given the amount of issues with the regulation in its drafting and with policy decision made within it, municipalities are seeking a delay in implementation until January 1, 2022. This will provide additional time for the Ministry to consult with stakeholders over the next two months to get the regulation right and provide four months for all stakeholders to properly plan based on the final regulation.

Proposed Timeline:

Amend draft and finalize HSP Regulation	June 30, 2021
Existing MHSW program ends	December 31, 2021
New RRCEA regulation starts	January 1, 2022

Contingency funds were built into the wind-up plan for this type of occurrence and the programs can be extended to ensure the continued management of these materials. While we understand this is not the ideal decision, we are also keenly aware of problems created in the past when complicated recycling programs were rushed. It is important we get the fundamentals right and provide time for planning.

## Designated Materials

Municipal governments are disappointed so few of our comments on what materials should be designated were incorporated in the draft regulation, given the amount of detail that was provided in our initial submission dated July 24, 2020 (see appendix).

The regulation appears in spirit to transition a status quo list for:

- Pesticides, which represent less than 20% of the types of pesticides municipalities manage;
- Solvents, which represent less than 10% of the types of miscellaneous organics municipalities manage;
- Aerosols, which represent ~55% of the types of aerosols that municipalities manage.

The Provincial government has discussed expanding the designated lists for over a decade. We appreciate that the notice on the ERO references future consultations to add further designated materials, however, municipal governments had hoped that the Ministry would provide a schedule for new materials to be added or for data to begin to be captured for these other material types. Given the nature of these products, this expansion should be a priority.

We are pleased to see the addition of barometers, thermometers and thermostats. However, these materials do not reflect all of the mercury containing devices that municipalities manage such as mercury switches and other devices.

The regulation has also removed responsibility from some existing materials such as refillable propane cylinders. As noted in our previous submission, municipal depots received 170,000 kg of propane cylinders in 2019 which would equate to over 20,000 20-pound propane cylinders. Most return-to-retail centres do not accept cylinders if they are not being exchanged for new ones and there is a significant concern there would not be the space in current retail infrastructure to manage these materials. The additional cost this would add to municipal costs is in excess of roughly 10 times any savings that might be attributed to the addition of certain mercury containing devices.

The proposed regulation has also exempted fertilizers. Fertilizer producers will be required to encourage consumers to use up all their fertilizer and not return it to municipal depots and/or events. We note that fertilizer producers have committed to doing this for over a decade, yet municipalities continue to receive large volumes of this material. Based on Product Care's last three annual reports (e.g., 2017-2019), Ontario municipalities have consistently received over 25 tonnes of fertilizers (see Table below). Note designated fertilizers being dropped off at municipal depots over the last years are increasing. A good portion of this fertilizer has been exposed to moisture and is a solid mass that cannot be applied or has expired.

	2017	2018	2019
<b>Amount of currently designated fertilizers received by municipalities</b>	26 tonnes	27.3 tonnes	28.5 tonnes

Based on the current exemptions, this regulation moves Ontario further away from a producer responsibility regime and instead adds more cost on municipal governments (see example in Table 1).

Table 1 – Cost impact for one municipality based on Designated Material Changes

Changes to Designated Materials	Cost Saving / Increase
<b>Removal of currently obligated refillable propane</b>	<b>\$123,000 (cost increase)</b>
<b>Removal of currently obligated fertilizers</b>	<b>\$1,200 (cost increase)</b>
<b>Addition of certain mercury containing devices</b>	<b>-\$12,000 (cost savings)</b>
<b>Total</b>	<b>\$112,200 (cost increase)</b>

Municipal governments advocate that the financial and operational responsibility to manage all these materials should reside with producers that manufacture these products rather than the municipal taxpayer. This responsibility includes ensuring that consumers purchase the appropriate amount, use all of the product and ensures that any remaining product and the packaging are properly managed at end of life. These companies have a much more direct relationship with the consumer rather than municipalities who are forced to address the 'end of the pipe'. Government policies like producer responsibility have an opportunity to create efficient market signals. Burden

will only be increased on the municipal taxpayer if the Province decides to retract rather than expand producer responsibility.

**Recommendation 1:** The regulation should designate the materials municipal governments recommended in our July 2020 submission:

- Phase 1 (July 1, 2021): Paint and coatings, expanded pesticides category, solvents, expanded fertilizer category, used oil filters, oil containers (under 30 litres), pressurized containers, anti-freeze, aerosols, portable fire extinguishers, mercury containing devices, and all associated containers of the above.
- Phase 2 (January 1, 2023): pharmaceuticals and sharps, automotive additives and cleaners, automotive additives and cleaner containers, fuels, miscellaneous flammable materials, oxidizers, corrosives – acids, corrosives – caustics, fuels, reactive chemicals, and lubricating oils.

Note municipal governments strongly disagree with the exclusion of refillable propane cylinders and the lack of management requirements for fertilizers.

For new materials being designated it is understood that the government may not have data to establish collection targets, however, this can be overcome by:

- Establishing the same accessibility requirements as other HSP;
- Establishing a recycling efficiency target that ensures the products collected are properly managed similar to other HSP; and,
- Establishing robust public education and communication requirements for producers to ensure consumers understand how and where to properly dispose of designated products and packages.

### **Definition of Producer**

Municipal governments are unclear as to why different terminology is being used for this regulation versus the Blue Box regulation. Noting that marketplace facilitator / seller terms are used in the Blue Box regulation and not this regulation. Municipalities want to understand the difference in approaches to ensure online sales are properly captured.

It is unclear of the need for producer agreements established in section 6 of the regulation. Municipal governments want to ensure that individual producers remain liable.

### **Exemptions**

Municipal governments fundamentally disagree with removing responsibility from companies that only contribute a 'small amount' of hazardous or special products into the market. All producers should be responsible for these materials given their hazardous nature and potential for environmental harm. The exclusion of these



materials also causes potential issues with understanding the amount of material supplied into the market and impacts diversion targets. These exemptions are not in place for the current program plan and municipal governments are not aware of other policies that provide these exemptions for the management of hazardous materials.

**Recommendation 2:** Section 8 of the proposed regulation should be removed.

### Collection, Management and Recycling Efficiency Targets

Municipal governments have substantial concerns with how targets have been established in the proposed HSP regulation as it provides little incentive for producers to ensure materials are being properly managed at the end-of-life (see Table 2). It does not currently appear that there are any requirements for the recycling of any containers, except for oil containers. As a result, these containers can simply be disposed of. There are no requirements to collect any amount of products that are meant to be consumable, other than recycling efficiency rates based on the amount of material collected. There needs to be pressure on producers to capture these materials so they do not end up being disposed of inappropriately. Municipal governments have consistently raised continual concerns about this with the pharmaceutical and sharps regulation.

Table 2 – Targets for Designated Materials in Proposed HSP Regulation

Designated Material	Collection Target based on supplied 3 year average	Management Target based on supplied 3 year average	Recycling Efficiency Rate Based only on what is collected
Antifreeze	None	None	100% - 2023 & forward
Antifreeze Containers	None	None	Unclear
Paints and Coatings	None	None	70% - 2022 & forward
Paints and Coating Containers	None	None	Unclear
Pesticides	None	None	10% - 2022 & forward
Pesticides Containers	None	None	Unclear
Solvents	None	None	10% - 2022 & forward
Solvents Containers	None	None	Unclear
Oil Filters	None	100% (& oil residue) for each	None

Designated Material	Collection Target based on supplied 3 year average	Management Target based on supplied 3 year average	Recycling Efficiency Rate Based only on what is collected
		performance period	
<b>Oil Containers</b>	None	None	100% - 2022 & forward
<b>Refillable Pressurized Containers</b>	None	None	100% - 2022 & forward
<b>Non-Refillable Pressurized Containers</b>	None	20% - July 2021 to end 2022 25% - 2023 & 2024 30% - 2025 & forward	None
<b>Certain Mercury Containing Devices</b>	None	None	100% - 2023 & forward
<b>Fertilizers</b>	None	None	None

**Recommendation 3:** Producers should be required to report on the amount of materials collected (e.g. consumables and products/containers separately) and how all of the collected materials were managed. Management targets should be in place for all containers based on a 3-year average of the current program performance, which will help to drive unused consumable products back to sites where they can be properly managed.

**Recommendation 4:** Fertilizers should have management requirements, specifically a 100% recycling efficiency rate.

**Recommendation 5:** Antifreeze and mercury containing devices recycling efficiency rates should start in 2022 not 2023.

### Promotion and Education

HSP materials are hazardous waste by definition and the proper management of materials and containers is of paramount importance. The basis for proper management begins with an educated consumer relative to the human health & safety and environmental risks associated with HSP products and clear direction on how to dispose of the material into a collection system that is convenient to use and widely available for designated product and containers.

Promotion and education activities should at a minimum inform the public of how materials can be managed, to encourage participation, and to motivate consumers to adopt and maintain the desired environmental behaviour. Similar to the Tires program,

it would be helpful if consumers can access a look up tool to find the nearest collections sites for safe disposal of these materials.

**Recommendation 6:** Due to the human health & safety and environmental risk associated with HSP products and the absence of material management targets, producers should be required to provide at least one direct educational piece or communications campaign in each community on an annual basis. This outreach could be through direct promotion and education engagement with households or could be through waste collection calendars and other educational materials in partnership with municipalities.

**Recommendation 7:** Section 23(1)1 should be amended as not all municipal collection sites are able or willing to accept mercury containing devices.

**Recommendation 8:** Municipalities are supportive of the approach taken on visible fees within the Used Tire Regulation that include reporting, auditing and promotion & education and requirements on producers that charge consumers a resource recovery fee, which allows for consumer transparency and flexibility for the producer. Municipalities do have concerns, given previous issues that the complexity of this regulation will lead to consumer fees being charged inappropriately, especially given the rushed timeline.

### **Collection and Consumer Accessibility**

Municipal governments are concerned with the complexity of how accessibility requirements are being determined. It is not clear to municipal governments on the number of sites and events that would be required in each jurisdiction and how that compares to what exists currently. We also do however have concerns related to section 13(6) which would require municipal sites or events to record a person's name, contact information, any unique identifier assigned by the Registrar and the weight of hazardous or special products accepted if the person drops off 25 kg or more materials in a day.

This would be highly problematic for most municipal sites/events as:

- Most would not have access to weight scales;
- Would require municipal staff to be available to sort designated and non-designated materials to understand if the weight had been established;
- Most municipal sites would not have the staff or time to efficiently complete this work based on use of sites;
- Many residents bring in a substantial amount of materials at one time so many would exceed the limit of 25 kg (which would be equivalent to a few paint cans);
- Many sites would have concerns about taking this information due to privacy concerns.

It is not understood the rationale for these requirements as municipal sites already have requirements in their Environmental Compliance Approval about who are permitted to use their sites and the amount of hazardous waste they can collect and store onsite. These requirements were removed for this reason in the Used Tire regulation for municipal and provincial sites.

Collection requirements should be in place not just post-collection, but post-consumer. This will help motivate producers to ensure proper accessibility to motivate consumers to properly manage their materials.

**Recommendation 8:** Municipal collection sites and events should be exempted from the requirements in section 13(6).

**Recommendation 9:** Amend section 11(1) to require producers to collect materials that have been illegally dumped.

### **Annual performance audits**

Producers should be required to perform annual performance audits, as is being proposed for Ontario's beverage container deposit return systems. The current proposal requires performance audits every three years, which increases risks and does little to actually reduce any administrative burden (i.e., it simply condenses three years of audits into one year). Furthermore, there would be no publicly available data to monitor producer performance through the 2023 through 2029 period (six years) making it difficult to identify potential problems and to make any program adjustments required.

**Recommendation 10:** Performance audits should be required on an annual basis to reduce risks and promote continuous improvement.

### **Administrative Penalties Regulation**

**Recommendation 11:** It would also be helpful to make sure the regulation on administrative monetary penalties is enacted as soon as possible to ensure all participants understand the consequences of failing to comply.

### **Housekeeping**

**Recommendation 12:** There appear to be a number of drafting errors in the draft regulation that include, but are not limited to the following:

- Section 10(2)1i appears to be missing the word 'producer';
- Section 13 and 14 do not clearly delineate the difference between collection sites and collection events;
- Appears that section 26 might be missing the need to report supplied data past 2021;

- Section 30 includes a question mark.

Thanks for the opportunity to provide input on this important Regulation. We would be happy to answer any questions you have or provide further details.

Sincerely,

AMO, Toronto, RPWCO, MWA

DRAFT

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**Subject:** Approval of Statement of Contributions and Expenditures for Niagara-on-the-Lake Wastewater Treatment Plant

**Report to:** Public Works Committee

**Report date:** Tuesday, April 13, 2021

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## Recommendations

1. That the draft audited statement of contributions and expenditures for Niagara-on-the-Lake (NOTL) Wastewater Treatment Plant (Appendix 1), **BE APPROVED**;
2. That staff **BE DIRECTED** to co-ordinate with the auditor to finalize the statement as presented; and
3. That this report **BE FORWARDED** to the Region's Audit Committee and to The Ministry of Infrastructure and Communities for information as required.

## Key Facts

- The purpose of the report is to obtain approval of the audited statement in order to satisfy the funding requirements and release the remaining 10% portion of the agreed funding.
- The audited statement is in accordance to the provisions of the financial reporting provisions in the agreement between the Ministry of Infrastructure and Communities and the Niagara Region.
- As per Financial Reporting and Forecasting Policy (C-F-020), other financial statements performed for funding purposes, will be recommended for approval to Council by the standing Committee with oversight of the program. Upon approval by Council, the department Commissioner, or delegated authority, and the Treasurer will be authorized to sign the auditor's representation letter to obtain the auditor's signed report. The approved statements will then be forwarded to Audit Committee for information.

## Financial Considerations

The draft audited statement of contributions and expenditures for NOTL Wastewater Treatment Plant has been prepared in accordance with the financial reporting provisions in the agreement between the Ministry of Infrastructure and Communities and the Niagara Region dated March 19, 2015 and amended on March 22, 2017 and April 9, 2019 (the agreement).

A copy of the draft audited statement of contribution and expenditures for NOTL Wastewater Treatment Plant for the period of the project is attached (Appendix 1).

The statement of contributions and expenditures for NOTL Wastewater Treatment Plant is prepared specifically for the purpose of meeting the requirements outlined in the agreement and may not be suitable for other purposes.

### **Analysis**

The Region's auditors, Deloitte, completed the audit of the financial information in the statement of contributions and expenditures for NOTL Wastewater Treatment Plant. The auditors have indicated that, in their opinion, the financial information for the period of the project is prepared, in all material respects, in accordance with the financial reporting provisions in the agreement.

The statement shows that the project had \$43.7 million in eligible expenditures to support the maximum funding received \$14.4 million during the claim period.

### **Alternatives Reviewed**

The audited statement of contribution and expenditures for NOTL Wastewater Treatment Plant is prepared in accordance with the agreement; therefore no alternative is available.

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

Providing formal financial reporting to Council and the public supports the Council Strategic Priority of Sustainable and Engaging Environment.

## Other Pertinent Reports

None

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### Prepared by:

Melanie Steele, MBA CPA CA  
Associate Director Reporting & Analysis  
Corporate Services

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### Recommended by:

Bruce Zvaniga, P. Eng.  
Commissioner of Public Works (Interim)  
Public Works Department

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### Submitted by:

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Dan Ane, Manager Program Financial Support*

## Appendices

Appendix 1 Draft Statement of Contributions and Expenditures for NOTL Wastewater Treatment Plant



Statement of Contributions and Expenditures

**The Regional Municipality of Niagara**  
Niagara-on-the-Lake Wastewater Treatment Plant Project

December 31, 2017

**The Regional Municipality of Niagara**  
Niagara-on-the-Lake Wastewater Treatment Plant Project  
December 31, 2017

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Draft

## Independent Auditor's Report

To Infrastructure Canada

### Opinion

We have audited the accompanying Statement of Contributions and Expenditures (the "Statement") of the The Regional Municipality of Niagara (the "Region") - Niagara-on-the-Lake Wastewater Treatment Plant Project (the "Project") for the period from March 19, 2015 to December 31, 2017 (the "Period"), including a summary of significant accounting policies.

In our opinion, the Statement of the Region with respect to the Project for the period is prepared, in all material respects in accordance with the financial reporting provisions in the Agreement between Her Majesty the Queen in right of Canada, as represented by the President of the Queen's Privy Council for Canada, Minister of Infrastructure and Communities (formerly known as, Minister of Infrastructure, Communities and Intergovernmental Affairs) and The Regional Municipality of Niagara, dated March 19, 2015 and amended on March 22, 2017 and April 9, 2019 (collectively, the "Agreement").

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Statement* section of our report. We are independent of the Region in accordance with the ethical requirements that are relevant to our audit of the Statement in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Emphasis of Matter - Basis of Accounting

We draw attention to the fact that the Statement has been prepared in accordance with the Agreement. The Statement is prepared to assist the Region in complying with the financial reporting provisions of the Agreement. As a result, the Statement may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

### Responsibilities of Management and Those Charged with Governance for the Statement

Management is responsible for the preparation of the Statement in accordance with the Agreement, and for such internal control as management determines is necessary to enable the preparation of the Statement that is free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the Region's financial reporting process.

### Auditor's Responsibilities for the Audit of the Statement

Our objectives are to obtain reasonable assurance about whether the Statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in

the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this Statement.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Region's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants  
Licensed Public Accountants  
\_\_\_\_\_, 2021

# The Regional Municipality of Niagara

## Niagara-on-the-Lake Wastewater Treatment Plant Project

### Statement of Contributions and Expenditures

Project claim start date to December 31, 2017

	Estimated Total Expenditures	Eligible Costs	Actuals Ineligible Costs	Total Expenditures
EXPENDITURES:				
Design and Drawings	3,220,000	2,620,777	-	2,620,777
Site Preparation	2,280,000	1,177,886	-	1,177,886
Construction Costs	37,000,000	39,888,253	-	39,888,253
Occupancy - Office Furniture and Lab Equipment	500,000	-	-	-
Ineligible Costs	293,030	-	4,233,149	4,233,149
<b>TOTAL EXPENDITURES</b>	<b>43,293,030</b>	<b>43,686,916</b>	<b>4,233,149</b>	<b>47,920,065</b>

#### Government of Canada Contributions

	Estimated Contributions by Canada	Claim Amount Paid	Actuals Holdback Amount	Total Contributions
Milestone Claim #1	1,073,333	2,417,200	-	2,417,200
Milestone Claim #2	760,000	5,311,972	-	5,311,972
Milestone Claim #3	12,000,000	2,792,184	-	2,792,184
Milestone Claim #4	333,333	2,462,644	482,864	2,945,508
Milestone Claim #5	166,667	-	959,803	959,803
<b>TOTAL</b>	<b>14,333,333</b>	<b>12,984,000</b>	<b>1,442,667</b>	<b>14,426,667</b>

# The Regional Municipality of Niagara

## Niagara-on-the-Lake Wastewater Treatment Plant Project

### Notes to the Statement of Contributions and Expenditures

#### December 31, 2017

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#### 1. Summary of significant accounting policies

The statement is prepared in accordance with the agreement dated March 19, 2015 between Her Majesty the Queen in Right of Canada, as represented by the President of the Queen's Privy Council for Canada, the Minister of Infrastructure and Communities and The Regional Municipality of Niagara as well as Amending Agreement No 1, dated March 22, 2017 and Amending Agreement No 2, dated April 9, 2019. These amounts reported in the Statement of Contributions and Expenditures do not represent the full cost of the project but only the costs incurred during the period of March 19, 2015 to December 31, 2017.

Significant accounting policies are as follows:

##### *a) Revenue and expenses*

Revenue is recorded when received.

Eligible expenditures are recorded in the period incurred, in accordance with the eligibility criteria described in the agreement.

##### *b) Tangible capital assets*

Tangible capital assets acquired are reported as expenditures in the period incurred, amortization is not recorded.

##### *c) Use of estimates*

In preparing the Statement of Contributions and Expenditures, management is required to make estimates and assumptions that affect the reported amounts of expenditures. Actual results could differ from those estimates.

#### 2. Funding agreement

The Minister of Infrastructure and Communities funded one third of eligible project expenditures up to the maximum funding of \$14,426,667. Contributions by The Ministry of Infrastructure and Communities will be payable in accordance with the terms and conditions of the agreement and may be clawed back if total financial assistance received or due in respect of the total project costs exceeds the total eligible expenditures incurred.

#### 3. Estimated total expenditures and contributions by Canada

The estimated total expenditures and contributions by Canada are presented as per Section B.2 Project Milestones and Cash Flow of the original agreement dated March 19, 2015.

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**Subject:** Processing of Source Separated Organics

**Report to:** Public Works Committee

**Report date:** Tuesday, April 13, 2021

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## Recommendations

1. That Staff **BE AUTHORIZED** to enter into negotiations with Walker Environmental Group Inc. for the expansion of the current Source Separated Organics Processing facility.
2. That Staff **REPORT** back to Regional Council, following negotiations with Walker Environmental Group Inc., with recommendations.

## Key Facts

- Currently, Niagara Region has total available annual capacity to process up to 39,700 tonnes of Source Separated Organics (SSO) which is comprised of 34,000 tonnes of SSO and 5,700 tonnes of bulking material (yard waste materials) through its contract with Walker's Environmental Group Inc. (WEG) (formerly known as "Integrated Municipal Services Inc.") until March 31, 2029.
- SSO is yard and food waste collected together in the Green Bin program.
- From 2017 – 2019, Niagara Region generated on average, approximately 29,050 tonnes of SSO annually. In 2020, a total of 34,650 tonnes of SSO were generated which includes the impacts of both the COVID19 pandemic and the transition to Every Other Week (EOW) garbage collection.
- Based on projections, it is expected that in 2021 a total of 42,000 tonnes of SSO will be generated. Additionally, as the EOW waste collection program matures, it is anticipated that approximately 44,000 tonnes of SSO will be produced by Niagara residents within the next ten (10) years.
- WEG has indicated that they have the ability to process Niagara's 2021 total SSO tonnage, however, additional processing capacity will be required beyond 2021.
- Confidential Memorandum PWC-C 18-2021 accompanies this report, which supports the recommendations contained within this report.

## Financial Considerations

The 2021 budget for processing SSO material is \$3.275 million. The budget assumed a similar per tonne rate for any amounts to be processed in excess of the 34,000 SSO tonnage maximum (excluding leaf and yard bulking material) when developed. Since

the 2021 budget was developed in Q3 2020, SSO total tonnage projections have been revised to 42,000 due to ongoing COVID impacts and EOW waste collection transition. WEG has indicated that they can process Niagara's 2021 SSO tonnage.

To prepare and address future composting processing needs, staff researched other municipalities' programs. Over the last few years, a number of municipalities have secured processing capacity for SSO and processing rates have varied between \$100/tonne to \$150/tonne, not including haulage. Additionally, haulage costs have ranged from \$20/tonne to \$25/tonne. Staff are aware of one recent procurement where the cost bid was \$100/tonne including processing and haulage; however, the scope of work included processing tonnage in the range of 30,000 tonnes annually.

Based on the rates noted above, it is estimated that the total processing and haulage cost for Niagara to process an additional 8,000 SSO tonnes would be \$960,000 to \$1,360,000 annually. The 2021 budget included \$222,000 for tonnages in excess of the current contractual limits. Therefore, the approximate gross annual impact on future budgets of this approach is between \$738,000 - \$1,138,000 (or 1.82% - 2.8% of the Waste Management 2021 requisition) excluding cost avoidance impacts as noted below.

Niagara Region realized approximately \$1M annually in cost avoidance on the collection contracts when every-other-week garbage collection was introduced in October 2020. In addition to realizing this cost avoidance, diverting approximately 12,000 tonnes per year of additional SSO will extend Niagara Region's landfill life. The annual value of not sending organics to landfill is in the range of \$981,000 per year which is based on the tipping fee at Region landfills and not paying for landfilling at the WEG landfill. Additional benefits include reduced monitoring requirements, decrease in the amount and strength of leachate being generated, and potential reduction in the contaminating lifespan of a landfill.

## **Analysis**

Niagara Region introduced a SSO collection program in 2003 / 2004. SSO is organic material that is comprised of food waste and leaf and yard material which is collected through the Region's Green Bin program. Since 2009, WEG has processed the Region's SSO at their Townline Road composting facility in Thorold. The current contract between WEG and Niagara Region expires on March 31, 2029. Under the terms of the contract, the Region is obligated to provide WEG a minimum of 29,700 tonnes of SSO while WEG is required to process up to 39,700 tonnes of SSO of which 5,700 must be bulking material. As a result, the WEG composting facility is capable of



processing 34,000 tonnes of SSO, annually. From 2017 – 2019, Niagara Region generated on average 29,050 tonnes of SSO annually. In 2020, a total of 34,650 tonnes of SSO was generated by Niagara residents. The two main drivers for the tonnage increase in 2020 were the COVID 19 pandemic with more people staying at home, and transitioning to EOW waste collection in mid-October. It is estimated that the pandemic, which began in March, added 2,800 tonnes while EOW waste collection contributed 2,100 tonnes in 2020.

Forecasting into 2021, it is now anticipated that Niagara will generate 42,000 tonnes of SSO. There are two primary factors driving this forecasted increase in SSO tonnage. It is assumed that the COVID-19 pandemic will impact SSO tonnages throughout 2021 resulting in an additional 3,400 tonnes of SSO. The first three months (November 2020 through January 2021) of the EOW program indicates that residents are actively participating in the program. It is estimated that in 2021 EOW will result in an additional 8,500 tonnes of SSO or a 29% increase over the baseline 29,050 tonnes.

Regional staff also reviewed the amount of SSO that Niagara may generate in order to project processing needs beyond 2021. The analysis examined the amount of SSO that was generated per person in seven comparator Ontario municipalities which have established EOW collection programs. On average, the municipalities generated 57Kg of SSO per person (range of 42Kg – 84Kg / person) in 2019.

Based on an August 2020 growth report to the Ontario Ministry of Municipal Affairs and Housing, it is being projected that Niagara's population in 2031 will be 549,000 or the equivalent of an annual increase of 1.2%. Using the 57Kg / person rate it is estimated that in ten (10) years Niagara will be generating 44,000 tonnes of SSO.

Niagara Region has the option of procuring additional capacity at an alternate facility. This option would need to consider both processing and haulage costs since these facilities are generally located outside of Niagara region. If Niagara was to send its SSO outside of Niagara, some type of transfer facility would be required. Further analysis will be undertaken by Staff to formalize a cost estimates for this option, if required. Third party processor contracts are normally "put or pay" agreements meaning that the Region would be committed to delivering or paying for a minimum amount of SSO material. Niagara Region's current processing contract has a "put and pay" provision.

Staff have completed both an industry and municipal scan in order to determine the potential costs of sending SSO to an alternate processing facility in Ontario. A number of municipalities have sought SSO processing capacity over the past twelve (12) to twenty-four (24) months and the range in processing rates has been between \$80/tonne

to \$151/tonne plus haulage. A market scan of processing facilities indicated that prices ranged between \$110/tonne to \$130/tonne. A key factor in pricing is both the length of the contract and tonnage (note: these rates differ slightly compared to those found in the Financial Considerations section which used the wider spread in costs that municipalities experienced). Since Niagara Region only requires a modest amount of processing capacity it is likely that the Region would pay at the higher end of the range. The current industry average haulage cost is approximately \$20/tonne. Niagara Region would also need to factor in the construction of a transfer facility, should SSO be shipped outside of Niagara. The total price to process SSO may vary depending upon different factors including the level of contamination and amount of food waste compared to leaf and yard in the SSO material while distance is the primary driver for haulage costs.

There are two potential challenges if Niagara Region decides to go out to market. 1) securing capacity at a reasonable price for low tonnage (8,000), and 2) processing operations within a reasonable driving range to Niagara that only accept food waste and cannot process SSO and yard waste collected together.

Prior to awarding the new collection contracts, staff analyzed different SSO and yard waste collection scenarios to determine which scenario was the most cost effective when reviewing the total system costs. Based on a review of collection costs as well as processing costs under each of the scenarios, status quo (commingled SSO in the Green Bin and eight (8) separate yard waste collections during peak times) was still the most cost-effective scenario.

Based on the information noted above and the information contained in memorandum Confidential PWC-C 19-2021, staff are recommending that Niagara Region enter into negotiations with Walker Environmental Group Inc. to expand their current processing facility. Staff consider that the requested negotiations align with section 19(a) (vi) of Niagara Region's Procurement By-law No. 02-2016, as amended, which provides that: "Negotiation may be used for the Purchase of Goods and/or Services when any of the following criteria apply: the extension of an existing Contract would be more effective."

### **Alternatives Reviewed**

1. Niagara Region build their own SSO processing facility. This would require time to receive approval from the Ministry of Environment, Conservation and Parks (roughly a year, plus for approvals) and, depending upon type of facility, would require capital funds for the 8,000 tonnes. Another 18-24 months would be required to competitively design and construct a facility. Under this scenario, an operator would be required to

process the material into compost. Given the costs implications and timing of this alternative, staff are not recommending this option be further explored.

2. It should be noted that staff are in discussions with Miller Waste, who own and operate the biogas facility in Grimsby, to determine if this facility can process some of Niagara's food waste during the winter months (when yard waste is not prevalent). This secondary processing outlet would help provide additional local processing capacity. Staff will include further information in a subsequent report to Committee.

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

This report supports Council's Strategic Priority of Responsible Growth and Infrastructure Planning.

### **Other Pertinent Reports**

- PW-C 2-2021
- PW 21-2020
- PWA 40-2011

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#### **Prepared by:**

Emil Prpic  
Associate Director, Waste Disposal  
Operations & Engineering  
Waste Management Services

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#### **Recommended by:**

Bruce Zvaniga, P.Eng.  
Commissioner of Public Works (Interim)  
Public Works Department

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#### **Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Dan Ane, Manager, Program Financial Support, Corporate Services, and reviewed by Donna Gibbs, Director Legal and Courts Services and Catherine Habermehl, Director, Waste Management Services*

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**MEMORANDUM**

**PWC-C 17-2021**

**Subject: COVID-19 Response and Business Continuity in Public Works**

**Date: April 13, 2021**

**To: Public Works Committee**

**From: Bruce Zvaniga, P.Eng., Commissioner of Public Works (Interim)**

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As reported previously, Public Works has remained focused on keeping the critical public infrastructure operational while responding to the COVID19 pandemic. Departmental staff continue to ensure that the community has: safe drinking water, reliable wastewater systems, recycling and waste collection/disposal, regional specialized and regular transit and a well-maintained regional road system. Public Works staff recognize and are dedicated to the essential role they play ensuring that healthcare, social services, emergency responders and the community-at-large can depend upon the reliable availability of these core municipal services.

Public Works leadership is actively participating in the Municipal Emergency Control Group. Working with all other departments, the Business Continuity Plan and staff redeployment strategy is monitored and adjusted to respond to changing conditions.

The Department Leadership team continues to actively participate in virtual meetings with their counterparts in the Local Area Municipalities, and provincial committees to share our successes and learn how others have overcome challenges.

The following provides a brief highlight from each of the four (4) divisions on their respective status, service changes, actions taken and future outlook.

**Water & Wastewater Services**

**Current Status of Operations**

The focus continues to be providing high quality safe and reliable water and wastewater services to the residents of Niagara while continuing to implement the necessary safety

and social distancing protocols in accordance with Niagara Region Public Health directives and Ontario Regulations.

Both the Drinking Water and Wastewater Quality Management Systems (QMS) remain active. Capital infrastructure projects are deemed essential and continue to be delivered.

Capital Projects in design, construction and environmental assessment phases continue to move forward. All meetings are held virtually whenever possible.

All W-WW staff, contractors and consultants continue to be reminded of their obligations to comply with the Niagara Region mask by-law and other pandemic mitigation policies and procedures.

### **Service/Operational Change**

The following mitigation measures have been adopted at all W-WW locations as of March 1, 2021 “Red–Control” zone:

- All non-essential staff must work from home wherever possible and limit any on-site work to essential tasks only; designation of essential staff is at the discretion of the manager based on business needs identified in the Business Continuity Plan.
- Closure of all plant meeting rooms to non-essential in-person meetings. All essential in-person meetings must adhere to posted occupancy limits.
- Essential outdoor site tours must be limited to a maximum of five (5) people with all participants wearing face coverings where physical distancing cannot be maintained.
- Cancellation of all non-essential indoor site visits.
- All in-person mandatory Health and Safety training has been reinstated; all other training continues to be offered via virtual learning.
- Deferral of non-essential drone flights and Matterport (360 View) scanning.
- Deferral of all non-essential contracted services.
- Limiting operations/maintenance staff from working/moving between multiple W-WW facilities to an as needed basis at the discretion of the operations and/or maintenance managers.
- Provision of manager’s vehicles will be made for staff as per business need and at the discretion of the operations and/or maintenance managers.
- Using Regional courier to send items between facilities instead of in-person drop off as much as possible

- Re-adoption of no-contact drop-off/pick up for courier, deliveries, uniforms and lab supplies if not currently being practised

### **Operational Outlook**

- The focus continues to be on the maintenance of all key components, the sustainable supply of key chemicals and materials and most importantly on the well-being of the staff managing these essential systems.

## **Transportation Services**

### **Current Status of Operations**

Essential bridge, culvert and roadway works, forestry, traffic control, pavement markings and signage are critical services that continue to be provided.

Design, construction management and environmental assessments continue from engineering staff and consultants.

Staff continue to monitor all material shipments, supplies and construction contracts experiencing delays to understand larger impacts to ongoing construction project schedules.

### **Service/Operational Changes**

Transportation continues to operate with the following measures which were implemented January 14, 2021:

- Transportation staff have been redeployed to assist with pandemic needs as required.
- Staff able to perform work duties from home must do so and limit any on-site work to essential tasks only.
- Essential work as outlined by the Province and identified by Management in the Transportation Business Continuity Plan will continue in accordance with the State of Emergency Declaration.
- Essential construction projects and contracted services are under review based on information coming from the Province and staff, contractors, constructors, etc., will be notified as required.
- All non-essential in-person meetings are cancelled until further notice.

- Closure of all Transportation facilities and yards to visitors. Visitors requiring stock items from our stores at Thorold Service Center must now call Fleet Services Department, Materials Technician Leadhand at **905-227-2220, press 2** in order to place and arrange for curbside pick-up only.
- Essential construction project on-site meetings (per bullet 3) must be limited to a maximum of five (5) participants wearing face masks until further notice.
- In-person training has commenced meeting all safety guidelines
- Staggered shifts and locations are under review and will be implemented as deemed necessary.

Staff continue to follow existing measures diligently and already in practice:

- Pre-screening is mandatory before entry into a Regional work location.
- Stay home if you have any of the symptoms and contact manager.
- Sanitation of workstations, regional property and vehicles per procedures put in place.
- Maintain physical distancing and mask wearing, especially in break rooms, vehicles and shared spaces

### **Operational Outlook**

- Essential and critical project interpretation based on Provincial announcements will affect the delivery of projects and levels of service to residents of Niagara region. This continues to be under review. The Business Continuity Plan with Redeployment Strategy of staff for the Division will be administered accordingly.
- Contracts are continuing to be monitored by staff with regards to any shortages (supplies and trades) and updates will be highlighted.

### **Waste Management Services**

#### **Current Status of Operations**

- Waste Management services and programs continue to be offered in accordance with Niagara Region Public Health directives and Ontario Regulations. The following modifications remain in place: Staff who are able to perform work duties from home have been asked not to attend their work location. On-site work has been limited to essential tasks only.

- Essential work as outlined by the Province and identified in the Waste Management Business Continuity Plan will continue.
- Essential site tours outdoors must be limited to a maximum of five (5) with all participants wearing face coverings where physical distancing cannot be maintained.
- Cancellation of all non-essential indoor site visits.
- Continuation of operational modifications at public drop-off depots to ensure appropriate social distancing.
- Enhanced cleaning at all Waste Management Facilities
- Recycling bin distribution centres are now open; however, modifications are still in place to limit in-person interactions. Residents are encouraged to visit Niagara Region's website for [waste management service/program updates](#).

Strategic initiatives are continuing such as the MRF Opportunity Review, administration of new collection contracts and services levels, Strategy Plan, construction projects, and operational tenders.

### **Operational Outlook**

- Continue to provide waste management services as an essential service.
- Review contingency plans with contractors to ensure plans are updated and current.
- RFP will be issued for the division's Long-term Strategic Plan Q2.
- NRFP MRF Opportunity Review will be issued Q2.
- Preparation for the start of the new Humberstone contract.

## **Niagara Region Transit/Specialized Transit & GO Implementation**

### **Current Status of Operations**

There have been no additional changes to Niagara Region's transit services as a result of the Provincial Government's restrictions. Since November 23, 2020, every transit service in Niagara has reduced its onboard passenger capacity to 50% of the vehicle's seated capacity rating. For Niagara Region, this includes NRT, NST and NRT OnDemand. After additional consultation with the IMT Working Group, these capacity changes will remain in place for an indefinite period of time, however further reductions are not recommended at this time.

Effective March 15, 2021, Niagara's transit services are providing free transit to/from vaccination appointments. This includes all three of Niagara Region's transit services



NRT, NST and NRT OnDemand. Riders are required to show proof of their appointment prior to boarding in order to be eligible for the free trips. Transit related questions are being managed by each individual service provider, while vaccination related questions are referred to Public Health.

Niagara Region Transit (NRT) is operating at a reduced level of service when compared to a typical January through April schedule. This is due to Brock University being 95% online, and Niagara College having significant enrollment reductions combined with many online programs and lower Niagara-based student residency:

- 7:00 a.m. - 11:00 p.m. operating hours effective Sept 7 (back up from 7:00 a.m. - 9:00 p.m. from May 4 to Sept 6)
- Hourly service (60 minutes) on most routes except 40, 45, 60 and 65 as those are typically well utilized student routes.
- The only Express routes currently running are the 60A, 65A but only during typical morning and afternoon peak periods to help prevent potential crowding.

Niagara Specialized Transit (NST) continues operating at the normal level of service, except for trips whose origins or destinations are to/from a location with reported cases of COVID-19 are not being provided. Reducing hours of operation is not a necessity in this case as Niagara Region only pays for trips delivered, rather than an hourly rate. Overall, NST trip requests are significantly reduced, however NST continues to deliver all requested trips within the capacity available. Ridership has continued to show small signs of recovery but still sits at approximately 50% of typical usage.

NRT OnDemand service operates in Grimsby, Lincoln, Pelham, Wainfleet and West Lincoln from Monday to Saturday, 7 a.m. - 10 p.m. and in Niagara-on-the-Lake from 7 a.m. - 7 p.m. Staff are monitoring the ridership levels. Since moving out lockdown, ridership has begun to recover and is comparable to NST.

Mandatory mask usage is required as per the Region's Face Covering By-law.

### **Service/Operational Changes**

Despite the reduction of vehicle capacity, there is no need to return to rear door boarding as each vehicle has a partition separating the operator/driver from the passengers.

The "Rear door boarding" policy enacted on March 23 to temporarily limit driver contact and respect physical distancing has been lifted on July 2. Because Niagara's transit providers have installed plexi-glass bio-barriers across the entire fleet of vehicles to protect bus operators, even if COVID-19 numbers increase, there will not be a need to return to rear door boarding and thus fare collection will be maintained as well.

A lower than typical service level began on January 4, however staff attempted to maintain an adequate amount of service as the student demand from Niagara College was unclear.

### **Significant Initiatives or Actions undertaken**

- All NRT, and NST fleet vehicles continue to be professionally cleaned/disinfected/sanitized well beyond regular protocols, and Aegis antimicrobial spray was applied to all interior surfaces. This work was completed by the local transit service providers as they manage and operate the NRT fleet as part of their own.
- Due to the low volume of trips, BTS has made every effort to deliver trips with only a single occupant in each vehicle, although this has not been formalized as a public policy.
- NRT OnDemand does not permit the use of the front passenger seat in order to maintain distance between the drivers and passengers.
- Free transit to/from vaccinations

### **Operational Outlook**

#### **1 month**

- Staff will continue to monitor the COVID-19 numbers and categorization for Niagara. Service adjustments may be required as the situation worsens, however the current belief held by the IMT Working Group is to continue offering existing service for essential workers.
- NRT staff continue to review ridership data closely in order to determine appropriate levels of service.
- Staff continues to work with Brock University and the Brock University Student Union to maintain the U-Pass Program for the 2020-2021 academic year. Niagara College terminated the U-Pass agreement in response to COVID-19 and thus students will continue purchasing monthly passes.

### 3 months

- Staff has set the schedules for May through August 2021 at the same consistent service level as is currently available.
- Possible further service adjustments based on ridership and in reaction to any provincial changes. Staff will continue to work with the IMTWG in reviewing the available data to ensure that adequate service is being provided while being mindful of the financial challenges faced by each municipality.
- The Niagara Transit Governance Study report will be complete by summer 2020. Introduction of the final report to LNTC with recommendation on a new governance model by the Project Team and study consultants will be done in consultation with the CAO Working Group and the LNTC Chair.

### 6 months

- The IMTWG will begin working towards the implementation of a new fare payment technology through the funding provided by the Investing in Canada Infrastructure Program (ICIP). Due to the complexity of the program, an implementation date in 2021 is being targeted, however orders for the hardware are just beginning to be made. Staff will continue to provide updates once a timeline has been established and at the major milestones.

As both the Province and Region move through the recovery process, staff at each of Niagara's transit providers will continue to collaborate in monitoring service levels, processes, and policies to ensure the safety of the residents and employees remain a priority and that decisions are made and communicated jointly wherever possible.

Respectfully submitted and signed by,

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Bruce Zvaniga, P.Eng.  
Commissioner of Public Works (Interim)

## **Other Pertinent Reports**

CAO 10-2020, April 23, 2020 COVID-19 Response and Departmental Updates

PWC-C 13-2020, May 12, 2020 COVID-19 Response and Business Continuity in Public Works

PWC-C 20-2020, June 16, 2020 COVID-19 Response and Business Continuity in Public Works

PWC-C 24-2020, July 14, 2020 COVID-19 Response and Business Continuity in Public Works

PWC-C 27-2020, August 4, 2020 COVID-19 Response and Business Continuity in Public Works

PWC-C 33-2020, September 8, 2020 COVID-19 Response and Business Continuity in Public Works

PWC-C 37-2020, October 13, 2020 COVID-19 Response and Business Continuity in Public Works

PWC-C 41-2020, November 10, 2020 COVID-19 Response and Business Continuity in Public Works

PWC-C 47-2020, December 8, 2020 COVID-19 Response and Business Continuity in Public Works

PWC-C 1-2021, January 12, 2021 COVID-19 Response and Business Continuity in Public Works

PWC-C 3-2021, February 16, 2021 COVID-19 Response and Business Continuity in Public Works

PWC-C 7-2021, March 9, 2021 COVID-19 Response and Business Continuity in Public Works

**Minute Item No. 5.1**

**PHD 6-2021**

**Public Health 2021 Annual Service Plan and Budget Submission**

That Report PHD 6-2021, dated April 13, 2021, respecting Public Health 2021 Annual Service Plan and Budget Submission, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That a budget adjustment in the amount of \$16,552,272 **BE APPROVED** and **BE FUNDED** from Ministry of Health funding for 2021 COVID-19 extraordinary cost funding for the following items:
  - 1.1. COVID-19 Vaccine Program Extraordinary Costs \$13,031,345
  - 1.2. Reinstatement of Business Continuity Staffing \$ 3,520,927; and
2. That the Board of Health/Regional Council **APPROVE** the Public Health 2021 Annual Service Plan (ASP) and Budget submission to the Ministry of Health for a Total Gross ask of \$59,026,080, inclusive of the following one-time funding requests (\$22,170,280):
  - 2.1. COVID-19 Extraordinary Costs (Pandemic Response Division) (\$7,969,326)
  - 2.2. COVID-19 Vaccine Program Extraordinary Costs (\$13,496,014)
  - 2.3. Mobile Dental Clinic (\$457,940)
  - 2.4. Infection Prevention and Control Compliant Flooring (\$65,000)
  - 2.5. Needles to Support Community Based Safe Injection Activities (\$162,000)
  - 2.6. Public Health Inspector Practicum Program (\$20,000).

**Minute Item No. 6.1**

**COM 8-2021**

**Long-Term Care Home Redevelopment Project Update: Preliminary Master Plans**

That Report COM 8-2021, dated April 13, 2021, respecting Long-Term Care Home Redevelopment Project Update: Preliminary Master Plans, **BE RECEIVED** for information.

**Minute Item No. 6**

**Consent Items for Information**

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

COM-C 17-2021

COVID-19 Response and Business Continuity in Community Services

COM 5-2021

Medical Directors Annual Report 2020 – Long-Term Care Homes

COM 6-2021

Managing the Licensed Child Care System During the COVID-19 Pandemic

COM 7-2021

New Provincial-Municipal Vision for Social Assistance

COM-C 15-2021

Seniors Services Long-Term Care Homes Volunteer Report

COM-C 16-2021

Strong Communities Rent Supplement Program Funding

PHD-C 5-2021

Update Regarding Class Action Lawsuit Against Opioid Manufacturers and Distributors on Behalf of Canadian Municipalities

PHD-C 8-2021

COVID-19 Response and Business Continuity in Public Health & Emergency Services  
(March 2021 Update)

**THE REGIONAL MUNICIPALITY OF NIAGARA  
PUBLIC HEALTH & SOCIAL SERVICES COMMITTEE  
OPEN SESSION**

**PHSSC 4-2021  
Tuesday, April 13, 2021  
Council Chamber / Video Conference  
Niagara Region Headquarters, Campbell West  
1815 Sir Isaac Brock Way, Thorold, ON**

Committee Members Present in the Council Chamber:	Greenwood (Committee Co-Chair), Rigby
Committee Members Present via Video Conference:	Bradley (Regional Chair), Butters, Darte, Foster, Gibson, Insinna, Ip, Jordan, Nicholson, Sendzik, Villella, Whalen, Witteveen
Other Councillors Present via Video Conference:	Diodati, Disero, Easton, Redekop
Absent/Regrets:	Bellows, Chiocchio (Committee Co-Chair)
Staff Present in the Council Chamber:	L. Glynn, Technology Support Analyst, Dr. M. M. Hirji, Acting Medical Officer of Health, H. Koning, Director, Senior Services, M. Koren, Senior Project Manager, Facilities, A.-M. Norio, Regional Clerk
Staff Present via Video Conference:	A. Alfieri-Maiolo, Director, Clinical Services, A. Biscaro, Director, Family Health, B. Brens, Associate Director, Reporting & Analysis, H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, C. Cousins, Director, Homelessness and Community Engagement, S. Crocco, Legal Counsel, N. Early, Director, Corporate Strategy & Innovation, D. Edgar, Director, Children's Services, D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Corporate Services, A. Jugley, Commissioner, Community Services, S. Kearns, Director, Environmental Health, J. Kearon, Resident Physician, Public Health and Preventive Medicine, K. Lotimer, Legislative Coordinator, A. Scott, Pandemic Specialist Project Consultant, K. Smith, Chief/Director, Emergency Medical Services, R. Tripp, Acting Chief Administrative Officer, D. Vanecko, Acting Director, Clinical Services, L. Watson, Director, Social Assistance and Employment Opportunities, D. Woiceshyn, Chief Executive Officer, Niagara Regional Housing, S. Wood, Legal Counsel

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1. **CALL TO ORDER**

Committee Co-Chair Greenwood called the meeting to order at 1:00 p.m.

2. **DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.

3. **PRESENTATIONS**

There were no presentations.

4. **DELEGATIONS**

4.1 **Public Health Protocols and Concerns Surrounding the Pandemic (PHD-C 8-2021 (Agenda Item No. 6.9))**

Rebecca Hahn, resident, City of St. Catharines, appeared before Committee to express concerns with the COVID-19 polymerase chain reaction testing at the Niagara Health System, St. Catharines site.

Moved by Councillor Sendzik  
Seconded by Councillor Rigby

That Dr. Kate Bezanson and Elisabeth Zimmermann **BE PERMITTED** to appear before the Committee as individual delegates respecting Managing the Licensed Child Care System During the COVID-19 Pandemic (COM 6-2021).

**Carried**

4.2 **Managing the Licensed Child Care System During the COVID-19 Pandemic (COM 6-2021 (Agenda Item No. 6.4))**

Dr. Kate Bezanson, resident, City of St. Catharines, appeared before Committee respecting, Managing the Licensed Child Care System During the COVID-19 Pandemic. Dr. Bezanson highlighted the various issues that the child care sector has faced during the pandemic and suggested some short-term actions for Council to consider. These actions include prioritizing vaccines for those who work in the child care sector and Council supporting a national child care strategy.



4.3 Managing the Licensed Child Care System During the COVID-19 Pandemic (COM 6-2021 (Agenda Item No. 6.4))

Elisabeth Zimmermann, Executive Director, YWCA, appeared before Committee respecting Managing the Licensed Child Care System During the COVID-19 Pandemic. Ms. Zimmermann highlighted the importance of the child care sector to economic recovery in Niagara and suggested next steps for the Region to consider regarding the child care sector.

5. ITEMS FOR CONSIDERATION

5.1 PHD 6-2021  
Public Health 2021 Annual Service Plan and Budget Submission

Dr. Mustafa Hirji, Acting Medical Officer of Health, and Diane Vanecko, Acting Director, Clinical Services, provided information respecting Public Health 2021 Annual Service Plan and Budget Submission. Topics of the presentation included:

- Public Health Accountability Framework
- Annual Service Plan (ASP) and Budget Submission

Moved by Councillor Nicholson  
Seconded by Councillor Whalen

That Report PHD 6-2021, dated April 13, 2021, respecting Public Health 2021 Annual Service Plan and Budget Submission, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That a budget adjustment in the amount of \$16,552,272 **BE APPROVED** and **BE FUNDED** from Ministry of Health funding for 2021 COVID-19 extraordinary cost funding for the following items:
  - 1.1. COVID-19 Vaccine Program Extraordinary Costs \$13,031,345
  - 1.2. Reinstatement of Business Continuity Staffing \$ 3,520,927;and

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  - 2.2. COVID-19 Vaccine Program Extraordinary Costs (\$13,496,014)
  - 2.3. Mobile Dental Clinic (\$457,940)
  - 2.4. Infection Prevention and Control Compliant Flooring (\$65,000)
  - 2.5. Needles to Support Community Based Safe Injection Activities (\$162,000)
  - 2.6. Public Health Inspector Practicum Program (\$20,000).

**Carried**

**Councillor Information Request(s):**

Provide information respecting the alignment between Public Health's Communication division and the Region's Communication department.  
Councillor Redekop.

**6. CONSENT ITEMS FOR INFORMATION**

**6.1 COM 8-2021**

Long-Term Care Home Redevelopment Project Update: Preliminary Master Plans

Henri Koning, Director, Seniors Services, and Mislav Koren, Senior Project Manager, Facilities, provided information respecting Long-Term Care Home Redevelopment Project Update: Preliminary Master Plans. Topics of the presentation included:

- Project Milestones Linhaven / Gilmore
- Design Goals and Objectives
- Ministry of Long-Term Care Requirements
- Resident Home Areas
- Innovative Design Features to Support Optimal Infection Prevention and Control
- Enhancing Wellbeing of Residents and Staff
- Next Steps

Moved by Councillor Witteveen  
Seconded by Councillor Foster

That Report COM 8-2021, dated April 13, 2021, respecting Long-Term Care Home Redevelopment Project Update: Preliminary Master Plans, **BE RECEIVED** for information.

**Carried**

**Councillor Information Request(s):**

Include information in future reports and presentation regarding environmentally friendly initiatives being used in new building construction.  
Councillor Sendzik.

**6. CONSENT ITEMS FOR INFORMATION**

Moved by Councillor Butters  
Seconded by Councillor Insinna

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

COM-C 17-2021

COVID-19 Response and Business Continuity in Community Services

COM 5-2021

Medical Directors Annual Report 2020 – Long-Term Care Homes

COM 6-2021

Managing the Licensed Child Care System During the COVID-19 Pandemic

COM 7-2021

New Provincial-Municipal Vision for Social Assistance

COM-C 15-2021

Seniors Services Long-Term Care Homes Volunteer Report

COM-C 16-2021

Strong Communities Rent Supplement Program Funding

PHD-C 5-2021

Update Regarding Class Action Lawsuit Against Opioid Manufacturers and Distributors on Behalf of Canadian Municipalities

PHD-C 8-2021

COVID-19 Response and Business Continuity in Public Health & Emergency  
Services (March 2021 Update)

**Carried**

**7. OTHER BUSINESS**

**7.1 Board of Health**

Councillor Foster requested a report outlining the legal obligations pertaining to the Board of Health, how it is governed and it's relationship to the province.

**8. NEXT MEETING**

The next meeting will be held on Tuesday, May 11, 2021 at 1:00 p.m.

**9. ADJOURNMENT**

There being no further business, the meeting adjourned at 4:30 p.m.

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Councillor Greenwood  
Committee Co-Chair

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Ann-Marie Norio  
Regional Clerk

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Kelly Lotimer  
Legislative Coordinator

**From:** [Niagara Region Website](#)  
**To:** [Clerks](#)  
**Subject:** Online Form - Request to Speak at a Standing Committee  
**Date:** Monday, March 8, 2021 5:10:10 PM

## 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

Rebecca Hahn

Address

[REDACTED]

City

St. Catharines

Postal

[REDACTED]

Phone

[REDACTED]

Email

[REDACTED]

Organization

standing committee

Regional Council

Presentation Topic

Public Health Protocols and Concerns

Presentation includes slides

No

Previously presented topic

No

Presentation Details

I have a number of concerns regarding public health protocol surrounding the pandemic that I would like address with, and hopefully get answers from, Regional Council.

Video Consent

Yes



**From:** [Niagara Region Website](#)  
**To:** [Clerks](#)  
**Subject:** Online Form - Request to Speak at a Standing Committee  
**Date:** Friday, April 9, 2021 4:24:04 PM

## 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

Dr. Kate Bezanson

Address

[REDACTED]

City

St. Catharines

Postal

[REDACTED]

Phone

[REDACTED]

Email

kbezanson@brocku.ca

Organization

standing committee

Public Health and Social Services Committee

Presentation Topic

Childcare

Presentation includes slides

No

Previously presented topic

No

Presentation Details

I am seeking to provide context and offer policy direction to the committee on the report on childcare being considered at committee on April 13, 2021. I am Associate Professor and Associate Dean at Brock University, and a expert and advisor on social policy, particularly in relation to gender, family policy (childcare and leaves to care), and public law.

Video Consent

Yes





**From:** [Niagara Region Website](#)  
**To:** [Clerks](#)  
**Subject:** Online Form - Request to Speak at a Standing Committee  
**Date:** Monday, April 12, 2021 7:53:57 PM

## 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

Elisabeth Zimmermann

Address

183 King St.

City

St. Catharines

Postal

L2R3J5

Phone

905-988-3528

Email

ezimmermann@ywcaniagararegion.ca

Organization

YWCA Niagara Region

standing committee

Public Health and Social Services Committee

Presentation Topic

Childcare in Niagara

Presentation includes slides

No

Previously presented topic

No

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Presentation Details

To speak to Report COM 6-2021, Managing the licensed child care system during the COVID-19 pandemic, offer considerations for next steps for committee and council and speak to why child care is critical to the Region's economic and social recovery from the pandemic; to emphasize the importance of this issue for women, equity and Niagara's future health and prosperity

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Video Consent

Yes



# Public Health Annual Service Plan and Budget Submission 2021

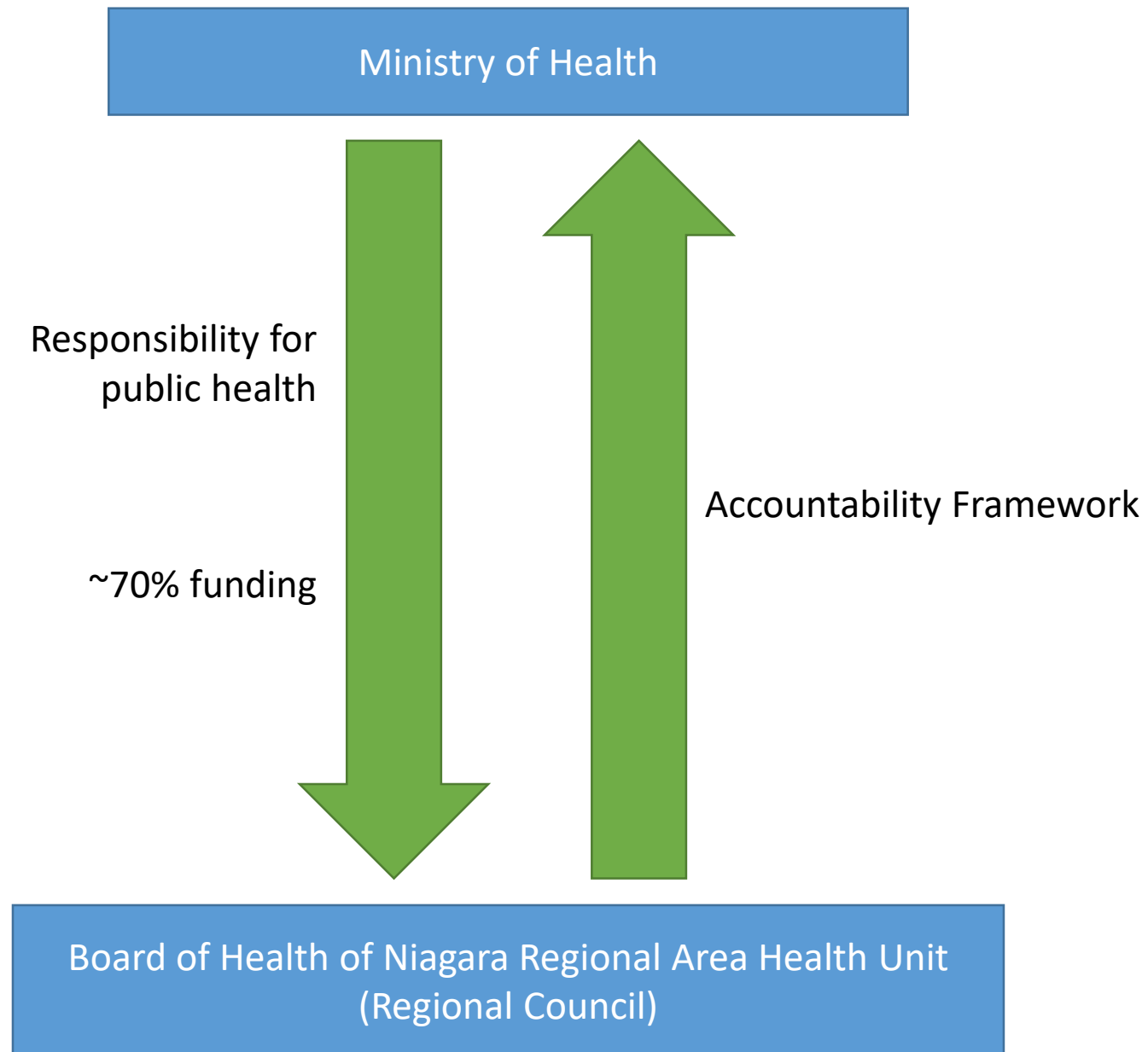
April 13, 2021

M. Mustafa Hirji  
Medical Officer of Health & Commissioner (Acting)

Diane Vanecko  
Director, Clinical Services (Acting)

# Contents

- Public Health Accountability Framework
- Annual Service Plan (ASP) and Budget submission



## Accountability Requirements

- Organizational Requirements
- Accountability Agreement

## Plans to Fulfill

- Strategic Plan
- Annual Service Plan & Budget

## Performance & Funding Reports

- Quarterly Reports
- Annual Report

# 2021 Ministry of Health Expectations

- Take all necessary measures to respond to COVID-19
- Support provincial roll-out of COVID-19 Vaccine Program
- Continue to maintain critical public health programs and services as identified in business continuity plans

# Annual Service Plan 2021

- Requirement to communicate program plans and budgeted expenditures required to deliver in accordance with the Standards
- Condensed requirements:
  - Budget allocations and summaries for each Standard and program
  - One-time funding requests
  - Board of Health membership



# Health Promotion Priorities

1. Healthy eating/physical activity
2. Substance use and addictions
3. Mental health promotion
4. Healthy child development
5. Sexually transmitted infections (on hold temporarily)

# Purpose of Report

- To seek Board of Health/Regional Council approval for:
  - Adjustment to the 2021 Levy Operating budget
    - Reinstatement of business continuity staffing used to mitigate Pandemic Response Division approved budget
    - Vaccination program funding
  - 2021 Annual Service Plan (ASP) and Budget submission

# Ministry of Health ASP and Budget Submission

Description (in millions)	Gross Budget Expenditure	ASP Funding Request	Net Levy Expense
2021 Base Ministry Funding Request	\$34.7	\$24.4	\$10.3
Seniors Dental Program (100%)	2.1	2.1	-
2021 One-Time Requests (100%)	22.2	22.2	-
Overall Total	\$59.0	\$48.7	\$10.3

# 2021 Base Ministry Funding Approved in 2021 Levy Operating Budget

Description (in millions)	Gross Budget Expenditure	ASP funding Request	Net Levy Expense
2020 Base Funding Request (70%)	\$33.6	\$23.5	\$10.1
Mitigation Funding (100%) - one time funding from Ministry not moving to 70% funding	0.5	0.5	-
Request for 6 Permanent Staff (70%) - requesting province 70% rather than approved	0.6	0.4*	0.2
TOTAL 2021 Base Ministry Request	\$34.7	\$24.4	\$10.3

\*subject to future budget adjustment if approved by Ministry

# One-Time Funding Requests

Project Title (in millions)	100% Funding Request
COVID-19 Extraordinary Costs/Pandemic Response Division	\$8

- Dedicated staffing resources for the COVID-19 response
  - Call centre, Contact tracing, Case management, Outbreak management
- Council approved \$4.9 million of \$11.8 million gross costs.
  - One mitigation was \$3.5 million in business continuity reductions being requested to be reinstated as 2021 Budget Adjustment (recommendation 1)
  - \$0.5 million transferred to vaccination program
  - Total request = \$4.9 million plus \$3.5 million less \$0.5 million

# Reinstatement of Business Continuity Staffing

- Requesting reinstatement of 50.9 FTE which totals \$3,520,927
- Mitigation against the Pandemic Response division budget when funding from the Ministry was unconfirmed and due to limitations on service delivery
- Increased confidence that the Ministry will provide COVID-19 funding
- COVID-19 has had a tremendous negative impact on health
- Need to reinstate critical programs and services that were significantly reduced or stopped altogether

# One-Time Funding Requests

Project Title (in millions)	100% Funding Request
Vaccine Program Extraordinary Costs (100%)	\$13.5

- Dedicated resources for the COVID-19 vaccine program:
  - Lead and coordinate mass immunization clinics
  - Recruitment of staff
  - Medical supplies and other resources
  - Costs tracked separately
- \$13 million 2021 Budget Adjustment only because \$0.5 million transferred from approved Pandemic Response Division budget

# Remaining One-Time Funding Requests

Project Title	100% Funding Request
Capital: Mobile Dental Clinic	\$457,940
Capital: Infection Prevention and Control Compliant Flooring	\$65,000
Extraordinary Cost: Needles to Support Community Based Safe Injection Activities	\$162,000
PHI Practicum: Public Health Inspector (PHI) Practicum Program	\$ 20,000

Future 2021 budget adjustments pending Ministry approval



# Additional Considerations

- As per Ministry, cost shared program-based funding must first be maximized before being eligible for 100% COVID-19 related funding
- Budget adjustment to Taxpayer Relief Reserve (\$4.9 million) funding of Pandemic Response Division net cost will be recommended for Council approval once Ministry funding is confirmed

# Recommendations

- That a budget adjustment in the amount of \$16,552,272 **BE APPROVED** and **BE FUNDED** from Ministry of Health funding for 2021 COVID-19 extraordinary cost funding for the following items:
  - COVID-19 Vaccine Program Extraordinary Costs \$13,031,345
  - Reinstatement of Business Continuity Staffing \$ 3,520,927
- That the Board of Health/Regional Council **APPROVE** the 2021 Annual Service Plan and Budget Submission to the Ministry of Health for a Total Gross ask of \$59,026,080 inclusive of the one-time funding request (\$22,170,280).

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**Subject:** Public Health 2021 Annual Service Plan and Budget Submission

**Report to:** Public Health and Social Service Committee

**Report date:** Tuesday, April 13, 2021

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## Recommendations

1. That a budget adjustment in the amount of \$16,552,272 **BE APPROVED** and **BE FUNDED** from Ministry of Health funding for 2021 COVID-19 extraordinary cost funding for the following items:
  - 1.1. COVID-19 Vaccine Program Extraordinary Costs \$13,031,345
  - 1.2. Reinstatement of Business Continuity Staffing \$ 3,520,927; and
2. That the Board of Health/Regional Council **APPROVE** the Public Health 2021 Annual Service Plan (ASP) and Budget submission to the Ministry of Health for a Total Gross ask of \$59,026,080 inclusive of the following one-time funding requests (\$22,170,280):
  - 2.1. COVID-19 Extraordinary Costs (Pandemic Response Division) (\$7,969,326)
  - 2.2. COVID-19 Vaccine Program Extraordinary Costs (\$13,496,014)
  - 2.3. Mobile Dental Clinic (\$457,940)
  - 2.4. Infection Prevention and Control Compliant Flooring (\$65,000)
  - 2.5. Needles to Support Community Based Safe Injection Activities (\$162,000)
  - 2.6. Public Health Inspector Practicum Program (\$20,000)

## Key Facts

- The purpose of this report is to seek Board of Health (BOH)/Regional Council approval for; an adjustment to the 2021 Levy Operating Budget related to establishing a budget for the COVID-19 Vaccine Program, reinstatement of Business Continuity Staffing, and the 2021 Annual Service Plan (ASP) and Budget submission.
- The ASP and Budget submission is a Ministry of Health (the Ministry) requirement for BOH accountability and to communicate the program plans and budgeted expenditures for a given year in fulfillment of the Ontario Public Health Standards: Requirements for Programs, Services, and Accountability.

- The ASP includes the opportunity to apply for six one-time funding grants from the province; these requests, if granted, would enable enhanced service and action on public health priorities and support capital improvements and any remaining budget adjustments would follow.
- At the time the 2021 Levy Operating Budget was approved it was unclear what the Region's role would be in the COVID-19 immunization, therefore; the approved budget did not include any funding for these efforts. In accordance with the budget control policy, this report seeks approval for a \$16.5 million budget adjustment to be included in the ASP related to the COVID-19 Vaccine Program as well as a budget adjustment to reinstate Business Continuity staffing that originally had been removed from the 2021 budget, in part to mitigate staffing costs in the Pandemic Response Division (PRD).
- At the request of the Ministry and to facilitate quicker Provincial approvals, the 2021 ASP and Budget submission was submitted electronically in draft form on April 6, 2021. Pending BOH approval, a final version of the submission will be provided to the Ministry.

## **Financial Considerations**

The Ministry provides cost shared funding to BOHs, and has instituted the ASP and Budget submission process as a major accountability mechanism towards provisioning of funding for mandatory and related public health programs and services. The budget figures included in the ASP are the formal request to the Ministry for provincial funding accounted for within the Regional Municipality of Niagara 2021 Levy Operating Budget that was approved by the BOH/Regional Council on January 21, 2021. However, as there was a great deal of uncertainty at the time the 2021 budget was approved regarding incremental provincial funding for Pandemic Response and the COVID-19 Vaccine Program, this report is seeking budget adjustments to include both of these initiatives in the 2021 Levy Operating Budget.

The Public Health base budget is largely cost shared between the Ministry (70%) and the Regional Municipality of Niagara (30%), with the Seniors Dental program being the only 100% funded program reported on the ASP. The Public Health 2021 annual funding request to the Ministry is for \$48,747,089 and is based on gross budget expenditures of \$59,026,079 as outlined in Table 1 below:

Table 1 – Summary of 2021 ASP Budget Submission

<b>Description</b>	<b>Ministry Funding %</b>	<b>Gross Budget Expenditure</b>	<b>ASP Funding Requests</b>	<b>Net Levy Expense</b>	<b>Notes</b>
2020 Base*	70%	33,680,286	23,576,200	10,104,086	See below 1.
Mitigation Funding*	100%	455,500	455,500	-	See below 1.
Request for 6 Permanent Staff*	70%	583,014	408,110	174,904	See below 1.
<b>Total 2021 Base Request</b>		<b>34,718,800</b>	<b>24,439,810</b>	<b>10,278,990</b>	
Seniors Dental*	100%	2,137,000	2,137,000	-	See below 2.
Extraordinary Costs (PRD)*	100%	8,433,995	8,433,995	-	See below 3.
Extraordinary Costs (moved to Vaccine Program)*	100%	(464,669)	(464,669)		See below 3.
Vaccine Program Extraordinary Costs	100%	13,031,345	13,031,345	-	See below 3.
Vaccine Program Extraordinary Costs (moved from PRD)*	100%	464,669	464,669		See below 3.
Mobile Dental Clinic	100%	457,940	457,940	-	See below 3.
Infection Prevention and Control Compliant Flooring	100%	65,000	65,000	-	See below 3.
Needles to Support Comm. Based Safe Injection Activities	100%	162,000	162,000	-	See below 3.
Public Health Inspector Practicum Program	100%	20,000	20,000	-	See below 3.

Description	Ministry Funding %	Gross Budget Expenditure	ASP Funding Requests	Net Levy Expense	Notes
<b>Total 2021 One-Time Requests</b>		<b>22,170,280</b>	<b>22,170,280</b>	-	
<b>Overall Total</b>		<b>59,026,080</b>	<b>48,747,090</b>	<b>10,278,990</b>	

\*Approved by Council in 2021 Levy Operating Budget

### ***1. Cost Shared Program-Based Funding (70% Ministry funded/30% Levy funded)***

The 2020 approved allocation was \$23,576,200. The 2021 base funding request is for \$24,439,810 which includes a one-time increase of \$455,000 in mitigation funding approved by the province in-year in 2020 (was intended to offset the original reduction in cost sharing from 75% to 70%) as well as an increase of \$408,110 (70% of the total cost of \$583,014) related to the six permanent full time equivalents (FTE's) that were approved as part of the PRD business case in the 2021 Levy Operating Budget. Council approved these six positions with funding from the tax levy. If the Province approves this base funding request, a budget adjustment will be required to reflect this incremental provincial funding which will decrease contribution from the levy.

### ***2. Seniors Dental Program Funding (100% Ministry funded)***

This request relates to the Seniors Dental Program for \$2,137,000 and has not changed from 2020 to 2021.

### ***3. One-Time Funding Requests (100% Ministry funded)***

There is an opportunity to submit up to six one-time budget requests as part of the ASP. The Public Health portion of the 2021 Levy Operating Budget was based on an assumption of no new provincial funding (a reduction in "real funding" when accounting for inflation). This assumption appears to be validated by the Ministry only allowing for one-time requests for increases, and not allowing for any requests for increased base funding. The one-time requests must fit into one of the following seven categories: Capital, COVID-19 extraordinary costs, COVID-19 vaccine program extraordinary costs, non-COVID-19 extraordinary costs, new purpose-build vaccine refrigerators, public health inspector practicum program, or smoke-free Ontario enforcement tablet upgrades. One-time requests will be considered by the Ministry at 100%, however, approval of one-time requests must not be assumed and will be dependent upon the availability of ministry funding.

One-time requests related to COVID-19 Extraordinary Costs (PRD and the COVID-19 Vaccine Program) were/or will be approved by Council in the 2021 Levy Operating Budget and/or in this report. The other four requests have not been included in the 2021 Levy Operating Budget as it is unknown which if any might be granted by the Province. If one of these four requests are approved by the Ministry, a budget adjustment would be done to reflect these expenditures in the 2021 Levy Operating Budget.

The one-time funding requests include the following (\$22,170,279):

- COVID-19 Extraordinary Costs (PRD) (\$7,969,326)
- COVID-19 Vaccine Program Extraordinary Costs (\$13,496,014)
- Mobile Dental Clinic (\$457,940)
- Infection Prevention and Control Compliant Flooring (\$65,000)
- Needles to Support Community Based Safe Injection Activities (\$162,000)
- Public Health Inspector Practicum Program (\$20,000)

#### COVID-19 Extraordinary Funding Request

As part of the 2021 Levy Operating Budget, the BOH approved a gross expenditure budget related to the PRD of \$11,807,063 (net \$4,913,067). The PRD budget included dedicated staffing resources for the COVID-19 response to support the call centre, contact tracing, case management, and outbreak management. The one-time funding request related to the PRD has been adjusted to \$7,969,325 as outlined in Table 2.

Table 2 – Reconciliation of Council Approved PRD to ASP Submission

Description	Council Approved	Budget Adjustment	Budget Reallocation	COVID-19 Extraordinary Funding Request	Notes
<b>EXPENSE:</b>					
Pandemic Response Division	9,622,518			9,622,518	

<b>Description</b>	<b>Council Approved</b>	<b>Budget Adjustment</b>	<b>Budget Reallocation</b>	<b>COVID-19 Extraordinary Funding Request</b>	<b>Notes</b>
6 Permanent Staff	583,014		(583,014)	-	See above 1.
Reallocation of staffing	464,669		(464,669)	-	See below 4.
School-focused Nurses Initiative	1,136,862		1,136,862	-	See below 5.
<b>Total Expense</b>	<b>11,807,063</b>	<b>-</b>	<b>(2,184,545)</b>	<b>9,622, 518</b>	
<b>FUNDING:</b>					
Business Continuity Staff	(3,520,927)	3,520,927		-	See below 6.
6 Permanent Staff	(583,014)		583,014	-	See above 1.
School-focused Nurses Initiative	(1,136,862)		1,136,862	-	See below 5.
Gapping	(1,653,193)			(1,653,193)	
<b>Total Funding</b>	<b>(6,893,996)</b>	<b>3,520,927</b>	<b>1,719,876</b>	<b>(1,653,193)</b>	
<b>Total</b>	<b>4,913,067</b>	<b>3,520,927</b>	<b>(464,669)</b>	<b>7,969,325</b>	

**4. Reallocation of Staffing Costs to the COVID-19 Vaccine Program (Reduction of \$464,669)**

These staffing costs were originally approved in the 2021 Levy Operating Budget in the PRD. Since these costs more closely align with the COVID-19 Vaccine Program they



have been included in the COVID-19 Vaccine Program Extraordinary Costs Fund One-Time request.

***5. Removal of Costs/Funding For the School-Focused Nurses Initiative (Gross \$1,136,862/Net \$0)***

As per the ASP and Budget submission guidelines from the Ministry, compensation costs associated with this program are not to be included in the ASP and will be captured through a separate process.

***6. Budget Adjustment Related to the Reinstatement of Business Continuity Staffing (Increase of \$3,520,927)***

The ASP and 2021 Budget have been adjusted (see recommendation number one) to reflect the reinstatement of business continuity staffing reductions (50.9 FTE's) which were originally approved by Council as a result of reduced program and services due to COVID-19 as well as a mitigation against the PRD budget. Reinstating these positions/related budget will result in less compensation savings to offset PRD costs and results in an increased request for one-time funding from the Ministry. The Region received reimbursements for 2020 COVID-19 related expenditures giving us confidence that we can expect reimbursements of these costs on a go forward basis.

COVID-19 Vaccine Program Extraordinary Funding Request

The 2021 Levy Operating budget did not include a fulsome budget related to the COVID-19 Vaccine Program as staff did not have enough information at that time to present and seek approval for the budget required. Staff are now asking Council to authorize a budget adjustment of \$13,031,345 related to the COVID-19 Vaccine Program. Staff have been proceeding with resourcing the mass immunization efforts as required in anticipation that the Ministry would provide the required funding. The one-time request for the COVID-19 Vaccine Program Extraordinary Costs of \$13,496,014 includes positions in the PRD approved budget (\$464,699) because the staffing costs have already been approved by Council and, therefore, these costs have not been included in the budget adjustment.

Other Funding Implications

As per the funding agreement with the Ministry, the cost shared program-based funding must first be maximized before being eligible for 100% COVID-19 related funding. If

there is underspending in the base program budget, COVID-19 related expenditures would first be charged against the cost shared budget which could result in less COVID-19 specific funding being provided by the Ministry, as well as less public health programming provided to Niagara residents. Staff are balancing the resourcing requirements associated with pandemic response and business continuity and will continue to do so to the fullest extent possible.

The 2021 Levy Operating Budget that was approved by the BOH included a transfer from the Taxpayer Relief Reserve for the net cost of all program costs related to COVID-19 that did not have confirmed external COVID-19 related funding (\$4,913,067). Since the budget was approved, there have been many instances where external funding related to COVID-19 has been confirmed, including funding from the Ministry. Based on the recommendations in this report staff are seeking funding from the Ministry for 2021 COVID-19 extraordinary cost. Budget adjustments will be recommended in the first quarter financial report scheduled for Corporate Services Committee on June 16, 2021, for all existing programs that have secured incremental external COVID-19 related funding that were originally approved with funding from the Taxpayer Relief Reserve.

## **Analysis**

The ASP is a requirement of the Ministry of Health to communicate the BOH's program plans and budgeted expenditures to be delivered in accordance with the *Ontario Public Health Standards: Requirements for Programs, Services, and Accountability* (the *Standards*) based on local needs. For the 2021 funding year, the Ministry expects BOHs to take all necessary measures to continue to respond to COVID-19, to support the ministry in the provincial roll-out of the COVID-19 Vaccine Program, and to continue to maintain critical public health programs and services as identified in business continuity plans. Due to workload pressures related to COVID-19, the Ministry has condensed the ASP requirements. At the request of the Ministry and to facilitate quicker provincial approvals, the 2021 ASP and Budget submission was submitted electronically in draft form on April 6, 2021. Pending BOH approval, a final version of the submission will be provided to the Ministry. The Ministry recognizes the tremendous efforts to respond to COVID-19 and therefore, the BOH is not required to complete specific sections of the ASP for the 2021 funding year. For this year, the community assessment and narrative program plans are not required.

While Niagara Region Public Health (NRPH) did not use a comprehensive process to reassess 2021 priorities, it was determined to continue the plans set in motion in early

2020 prior to COVID-19 with some reduction in services while staffing resources are re-stabilized. Due to the redeployment of staff, four of the five health promotion priorities continued as business continuity priorities: healthy eating/physical activity, substance use and addictions, mental health promotion, and healthy child development. The sexually transmitted infections priority was put on hold temporarily.

Similar to previous years, the ASP has not been included as an appendix with this report given its extreme length and its format which is not printer-friendly nor AODA compliant. Regional councillors may review the document in full by contacting the Office of the Medical Officer of Health to make an appointment.

#### One-Time Funding Requests

<b>Project Title and Amount</b>	<b>Description</b>
COVID-19 Extraordinary Costs: Case and contact and outbreak management (\$7,969,326)	Dedicated staffing resources for the COVID-19 response to support the call centre, contact tracing, case management, and outbreak management. This streamlines staff reporting relationships and allows improved COVID-19 reporting capabilities.
COVID-19 Vaccine Program Extraordinary Costs: Mass immunization clinics (\$13,496,014)	Dedicated resources to support the COVID-19 mass immunization clinics, working with community partners to deliver vaccinations to Niagara residents following Ontario's three phased vaccination distribution plan.
Capital: Mobile dental clinic (\$457,940)	Replacement of a 33-foot Class A mobile dental clinic. The mobile dental clinic provides preventative services to youth under 18 years of age, restorative treatments for seniors enrolled in the Ontario Seniors Dental Care Program. A new unit will provide accessibility to seniors in rural communities.
Capital: Infection prevention and control compliant flooring (\$65,000)	Replacement of flooring in 24 clinic and counselling rooms across three Regional sites in order to meet infection prevention and control compliance.
Extraordinary Cost: Needles to support community based	Increased demand for needles as a harm reduction strategy. The cost for needles and hazardous waste disposal have increased significantly during COVID-19

<b>Project Title and Amount</b>	<b>Description</b>
COVID-19 Extraordinary Costs: Case and contact and outbreak management (\$7,969,326)	Dedicated staffing resources for the COVID-19 response to support the call centre, contact tracing, case management, and outbreak management. This streamlines staff reporting relationships and allows improved COVID-19 reporting capabilities.
safe injection activities (\$162,000)	and there has been an alarming increase in substance related deaths locally.
PHI Practicum: Public Health Inspector (PHI) practicum Program (\$20,000)	PHI practica build increased workload capacity and supports the response to the Standards and recent legislated amendments. With the increased workload related to COVID-19 enforcement and infection prevention and control compliance inspections, the practica also help balance workload and support recruitment and retention efforts.

### COVID-19 Vaccine Program

In order to effectively respond to COVID-19, the BOH approved additional funding to create the PRD with dedicated, temporary resources and streamlined staff reporting relationships to support COVID-19 call centre work, contact tracing, case management, and outbreak management. As the role of Public Health evolved to include leading the COVID-19 vaccine program, additional resources are required. Part of the one-time ASP request includes funding for the COVID-19 Vaccine program. NRPH plays a significant lead role in coordinating and rolling out mass immunization clinics across the Region. Currently, NRPH delivers clinics in 11 locations across Niagara. This also includes working with many community partners to deliver vaccinations to the population including acute care hospital settings, primary care, and pharmacies. In order to ensure adequate staffing levels, NRPH has recruited nurses, immunization clinic assistants, screeners, data support roles, logistic support, volunteer coordinators, and leadership staff. There are also significant costs for medical supplies and other resources to support the clinics. All costs associated with the COVID-19 Vaccine Program are being tracked separately to allow reporting to the province and BOH as required.

The COVID-19 Vaccine program one-time funding request is based on the assumption that the NRPH will deliver 415,000 doses of vaccine with an anticipated end date of October 14, 2021. This accounts for doses already administered and doses that will be offered through pharmacies and other health care providers. The budget is built on a scenario of administering approximately 2,200 doses per day, alternating between two medium clinics (1,100 doses per day) and a combination of some smaller clinics (500 doses per day) to ensure Niagara residents have access to the vaccine. Depending on vaccine supply and uptake by residents, the actual locations and speed of delivery of vaccines will adjust to match the supply and best target populations with lower uptake. The scenario used for planning is a good approximation of the scale of costs for the range of scenarios that might play out.

To date, the mass immunization rollout has vaccinated all eligible and consenting long-term care home and retirement home residents and staff, and essential caregivers. This was completed well in advance of the deadline imposed by the province. NRPH is following Ontario's [three phased vaccination distribution plan](#) and supporting the provincial online booking tool. NRPH has been running mass immunization clinics targeting the seniors population and the Indigenous community. Additional efforts will be focused on resuming dedicated, culturally appropriate clinics for the Indigenous population as the provincial registration tool does not accommodate Indigenous persons booking into the mass immunization clinics. NRPH is currently at the end of Phase 1, vaccinating the final priority group in that phase, while simultaneously making progress on Phase 2 with seniors under 80 years of age and other targeted populations (e.g. developmental sector, agricultural workers, educators). Working with Niagara Health, vaccination of health care workers, staff, and caregivers in congregate settings and home care recipients is near completion.

The effort to vaccinate thus far has been, and will continue to be, a true team effort. The immunization clinics have involved support not only from NRPH and external partners, but from across the corporation as a whole: Community Services helping connect with vulnerable populations; Human Resources supporting a mammoth hiring effort; Legal Services helping secure site agreements; Facilities Management, Public Works, and Information Technology helping us with the logistics of getting each clinic set up and to keep them running; Business Licensing to provide security; and Finance to ensure resources are not holding back this effort. Numerous external partners have also made significant contributions.

#### Other Funding Implications

COVID-19 has had a tremendous negative impact on the residents of Niagara region. A majority of NRPH resources have been diverted to the pandemic response, including significant expansions and reallocations at the staff level. This shift in resources has come at the expense of many of the routine programs and services being significantly reduced or stopped altogether. Niagara is already seeing the detrimental and compounding impacts of COVID-19 on the health and health equity of residents. As a result, a reinstatement of business continuity resources (50.9 FTE and \$3,520,927) is recommended.

A Niagara Community Health Survey conducted between November 9, 2020 and December 6, 2020 revealed many poor health behaviours. Since COVID-19 began, notable lifestyle trends from the survey included: one third of respondents increased their alcohol consumption; roughly half increased their processed food consumption; 80% increased watching TV or using an electronic device; and about a half of respondents decreased their leisure activity and use of active ways. Respondents also identified employment and finance related issues as a result of the pandemic and was responsible for causing negative changes to their employment status. This included a disruption in the form of working from home, working part-time from a full time position, loss of employment and/or created barriers to employment. In some instances, respondents indicated a greater need to work to support others during COVID-19. Female respondents appeared to be disproportionately burdened by loss of employment and lack of child care.

The survey also revealed that the mental health of Niagara's population has worsened during COVID-19, including greater perceived stress, anxiety, and depression. Specifically, participants identified the following contributing factors associated with their decline in mental health: social isolation, lack of adherence to public health measure by others, stress and anxiety related to contracting and exposing others to COVID-19, employment related burnout, media and misinformation, and seasonal effect on mental health. Many parents also perceived a decline of their children's mental health and felt that their children experienced greater negative mental health impact as a result of social isolation from the lack of available school and extracurricular activities and the limiting of social interactions. This was a particular concern for parents of children living with pre-existing mental health issues. If Niagara residents do not seek timely access to healthcare services, it will only serve to exacerbate existing or preventable chronic health issues. Other internal data sources from our Mental Health program also identified higher than normal waitlists and opioid data indicates significantly higher EMS transports, hospitalizations and death in Niagara in comparison to this time last year.

While NRPH has leveraged the use of virtual platforms, chat features, texting, and telephone to reach residents in Niagara for routine programs and services, it is not always possible to rely solely on this. As a result of redeployed staff and barriers to managing in-person visits in some aspects of service delivery, there is concern with having to deal with potential health crises of clients along side COVID-19 infection, which will severely hinder the response as well as compound health issues. These will further escalate with delays in service. For example, there has been an inability for school aged vaccinations to be offered and primary care providers are equally not able to offer this service to all eligible children. Niagara's vaccine coverage rates are quickly declining. No dental programs for high risk children have been offered since March 16, 2020. With Dental Health staff redeployed, approximately 600 clients have had scheduled appointments for preventive services be cancelled; in addition, many of these clients also have subsequent appointments that have been cancelled. It is anticipated that the shadow effect of the pandemic will affect the oral health status of youth for years to come. Furthermore, early childhood development as a social determinant of health will have long lasting deterioration, and damaging effects in the later stages of development of children will result in many not reach their full potential; already an increasing number of children are not meeting early childhood milestones. Home visiting continues only with the most complex cases who have no other supports in place. This leaves many vulnerable families without the much needed resources and access to in-person service. Most programs and services across the department have stopped or have been significantly modified to reach the highest priority areas.

Recognizing that the COVID-19 emergency is likely to be a public health focus for the foreseeable future, attention needs to be turned to restoring capacity to routine health protection and promotion activities within Niagara region. A COVID-19 recovery will not be possible without reinstating the critical programs and services and to support those disproportionately affected with lower socioeconomic status.

### **Alternatives Reviewed**

Submitting the ASP and Budget submission is a requirement to receive Ministry funding as outlined in the Standards. The alternative not to submit the ASP would be loss of provincial funding which would impose an untenable burden onto the Regional levy.

While typical priority setting has not been formally completed for 2021, the programs and services offered are based on the 2020 ASP data regarding ill health in Niagara, research and practice evidence around impact to health, priorities that have been endorsed by the BOH, and assessments that incorporate the input of community

partners. The alternative of using other inputs to service planning would be contrary to best practice and exclude critical inputs. Public Health refines services plans annually to incrementally improve Public Health's impact in spite of declining resources. This past year in particular has required Public Health to pivot and offer programs and services in a way that supports COVID-19 public health safety measures.

NRPH is not required to submit additional one-time funding requests. Nonetheless, a total of six one-time funding requests totalling \$22,170,280 have been identified to be included in the ASP and Budget submission to identify options that would be most beneficial to Niagara residents and improve their health. These requests are not mandatory, nor guaranteed, however, NRPH aims to maximize revenue to Niagara Region in order to bring greater benefit to Niagara residents and to stabilize levy costs.

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

The ASP is based on NRPH's operational planning that aligns with Council's strategic priority #2 Healthy and Vibrant Community which aims to foster a high quality of life through safe, inclusive neighbourhoods and delivery of quality, affordable, and accessible human services.

### **Other Pertinent Reports**

- [BRC-C 4-2021](#) Levy Workshop Discussion Items from January 7, 2021
- [PHD 02-2020](#) Public Health 2020 Annual Service Plan and Budget Submission, Feb. 11, 2020
- [PHD 05-2019](#) 2019 Public Health Annual Service Plan and Budget Submission, Feb. 19, 2019
- [MOH 02-2018](#) Public Health Annual Service Plan & Budget Submission, Feb. 20, 2018
- [MOH 01-2018](#) Strategic Plan, Jan. 30, 2018
- MOH 03-2017 Program Budgeting and Marginal Analysis in Public Health, Oct. 17, 2017
- PHD 01-2017 Key Health Issues in Niagara, Jan. 31, 2017
- PHD 06-2016 MOH 2016 Program Based Grants Budget Submission, Feb. 16, 2016
- PH 04-2015 Levy Operating Budget, Jan. 29, 2015



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**Prepared by:**

Diane Vanecko, RN, BScN, MBA  
Director, Clinical Services (Acting)  
Public Health and Emergency Services

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**Recommended by:**

M. Mustafa Hirji, MD, MPH, FRCPH  
Medical Office of Health &  
Commissioner (Acting)  
Public Health and Emergency Services

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

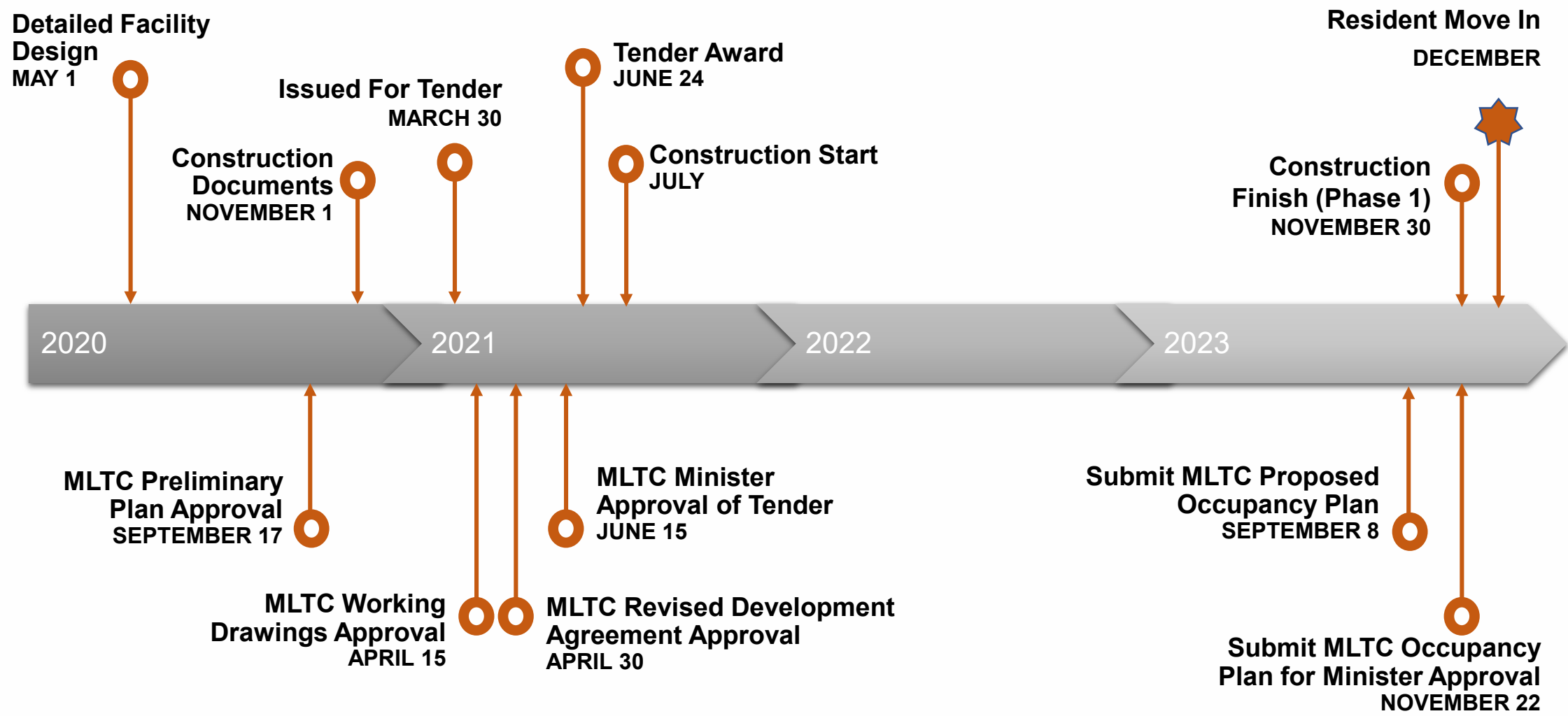
*This report was prepared in consultation with Helen Chamberlain, Director, Financial Management and Planning, Beth Brens, Manager, Program Financial Support, Enterprise Resource Management Services and Amanda Fyfe, Program Financial Specialist, Enterprise Resource Management Services.*

# LONG-TERM CARE HOME REDEVELOPMENT

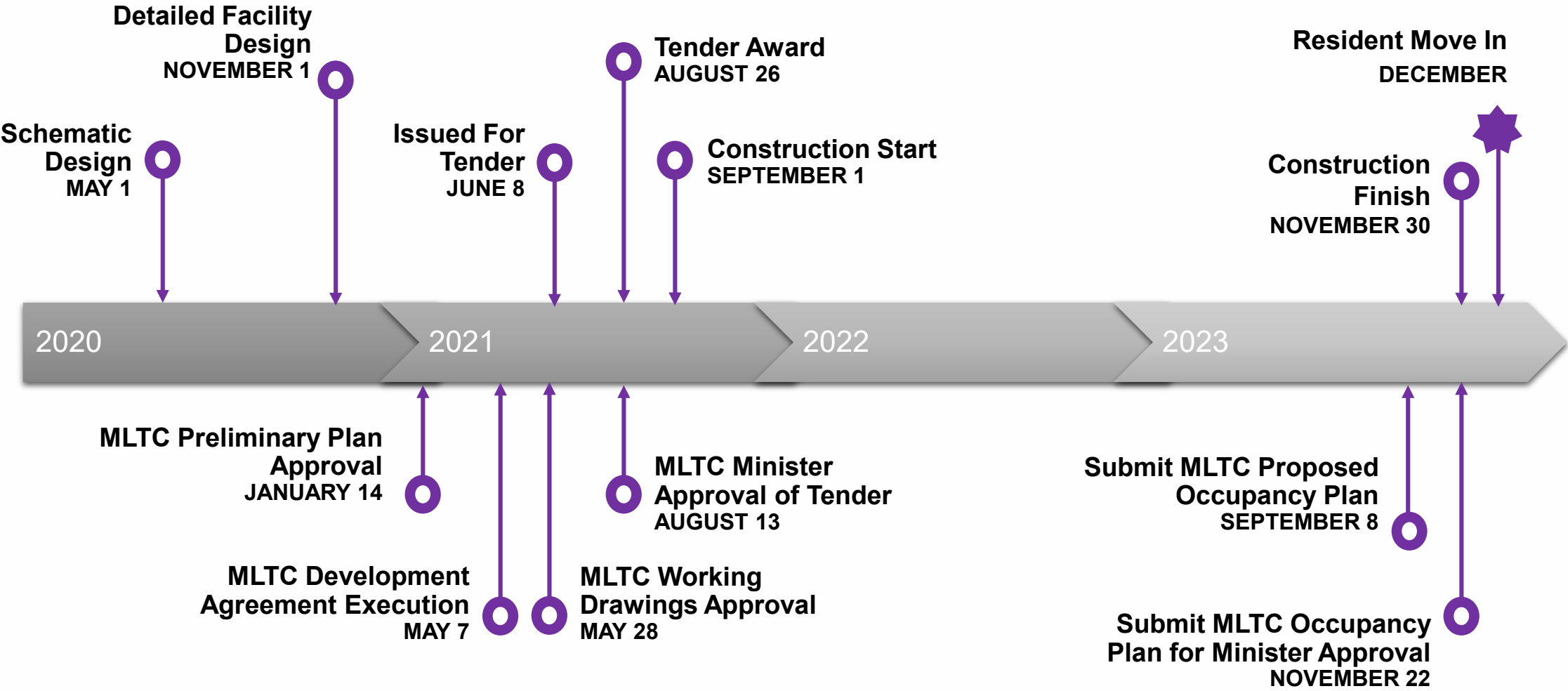
Project Status Update  
Public Health and Social Services Committee  
April 13, 2021



# Project Milestones - Linhaven



# Project Milestones - Gilmore



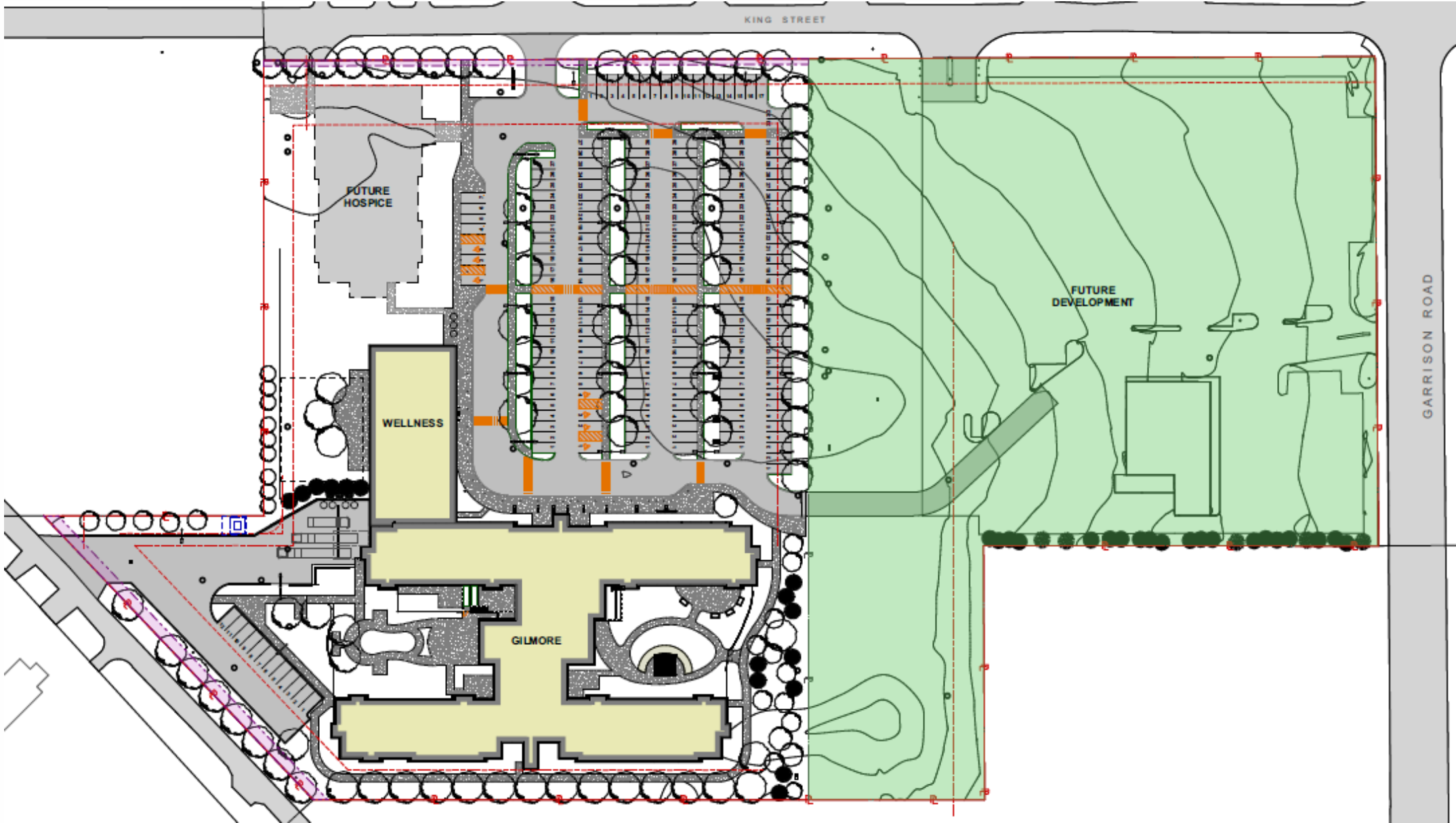
# Linhaven Site Plan



**LONG-TERM CARE HOME REDEVELOPMENT**



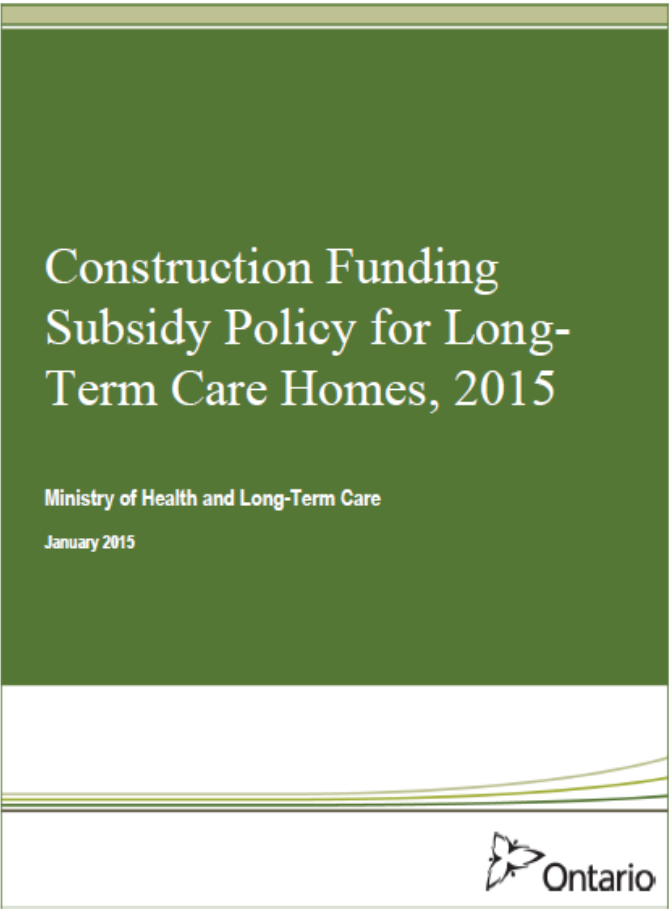
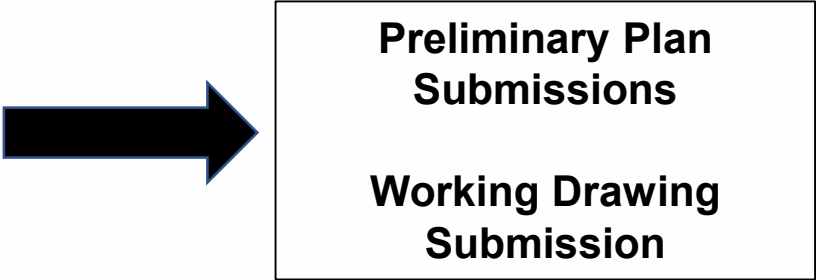
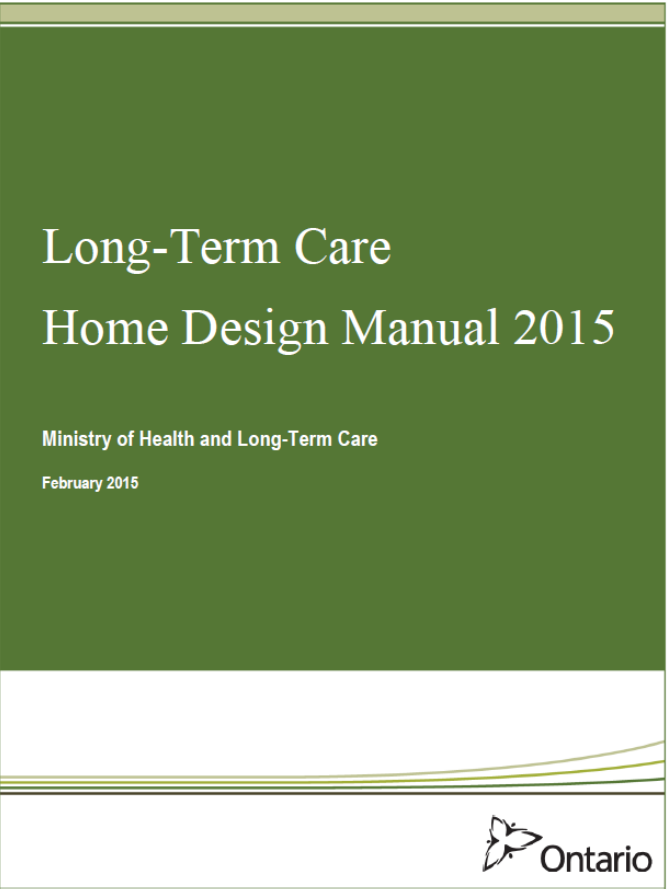
# Gilmore Lodge Site Plan



## Design Goals & Objectives

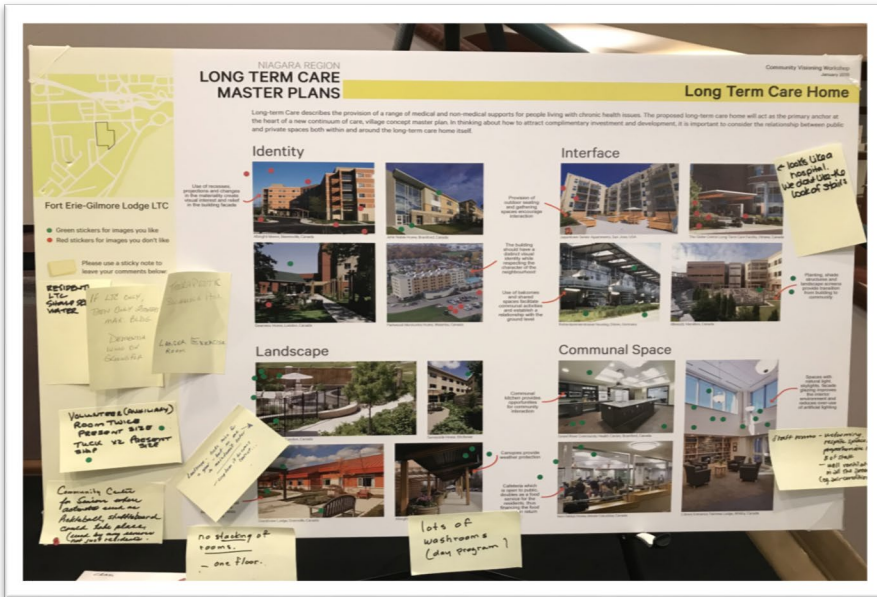
- Redevelop the LTC homes to **meet Ministry of Long-Term Care structural compliance requirements** for long term care homes and meet fire safety requirements.
- Provide a design that is incorporates **feedback of residents, staff and families.**
- Design resident home areas to be **safe, efficient** and provide a **warm family atmosphere**
- Incorporate building features that support **enhanced infection control** practices
- Create a built environment that **enhances** the **wellbeing** of **residents** and **staff.**
- **Incorporate** community **resources** / wellness **programming** for seniors to help defer or avoid long-term care placement where possible.

# Ministry of Long-Term Care Requirements





## Feedback From Residents, Staff and Families



Engagement on all elements of the building including common spaces, resident bedrooms and bathrooms, spas, care stations, dining areas etc. were carried out at all of the Region's 8 long-term care homes

## Engagement Sessions - June to August 2019

# LONG-TERM CARE HOME REDEVELOPMENT

let's build the future with your input

Name: Michele Schwitz

Position: RPN Work location: NLP

Other work locations: meadows, woodland's & glendale on occasion

Focus Session: Communication Centres / Care Station

What I like:	What I don't like:
<u>ample counter space</u>	<u>not enough privacy</u>
	<u>lacks organization</u>
	<u>no designated CPR station</u>
	<u>not enough computers</u>

Suggestions:

Code to get through (into) Nurses Station, red button p  
out for quick exit in emergency situations  
only registered staff have the code, door see through

Niagara Region



## Who Was Involved

- Over 340 front line staff
- Management Team
- Family & Resident Councils
- Functional Teams
- Community Groups
- Volunteers & Students



## Resident Rooms

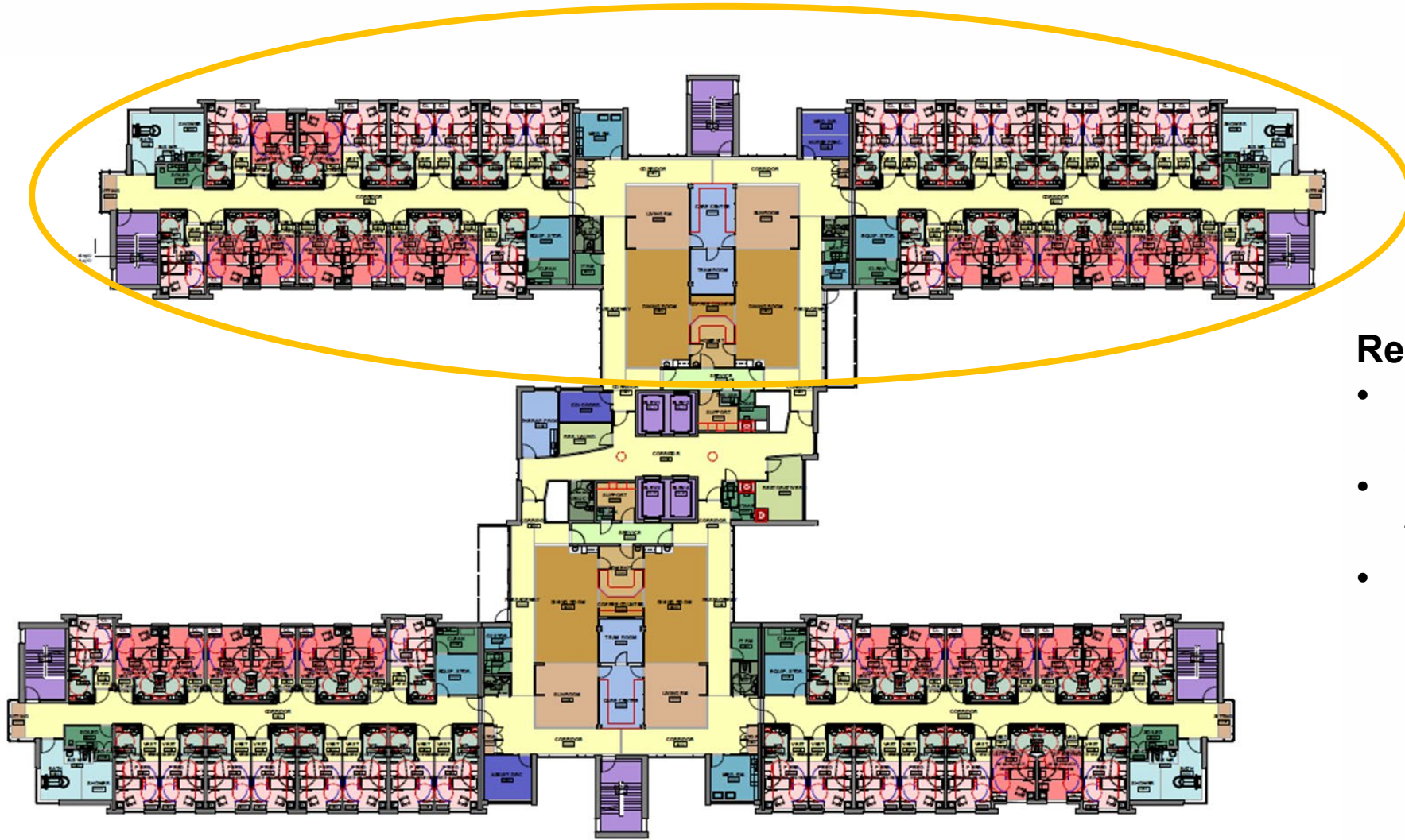


## Dining Rooms



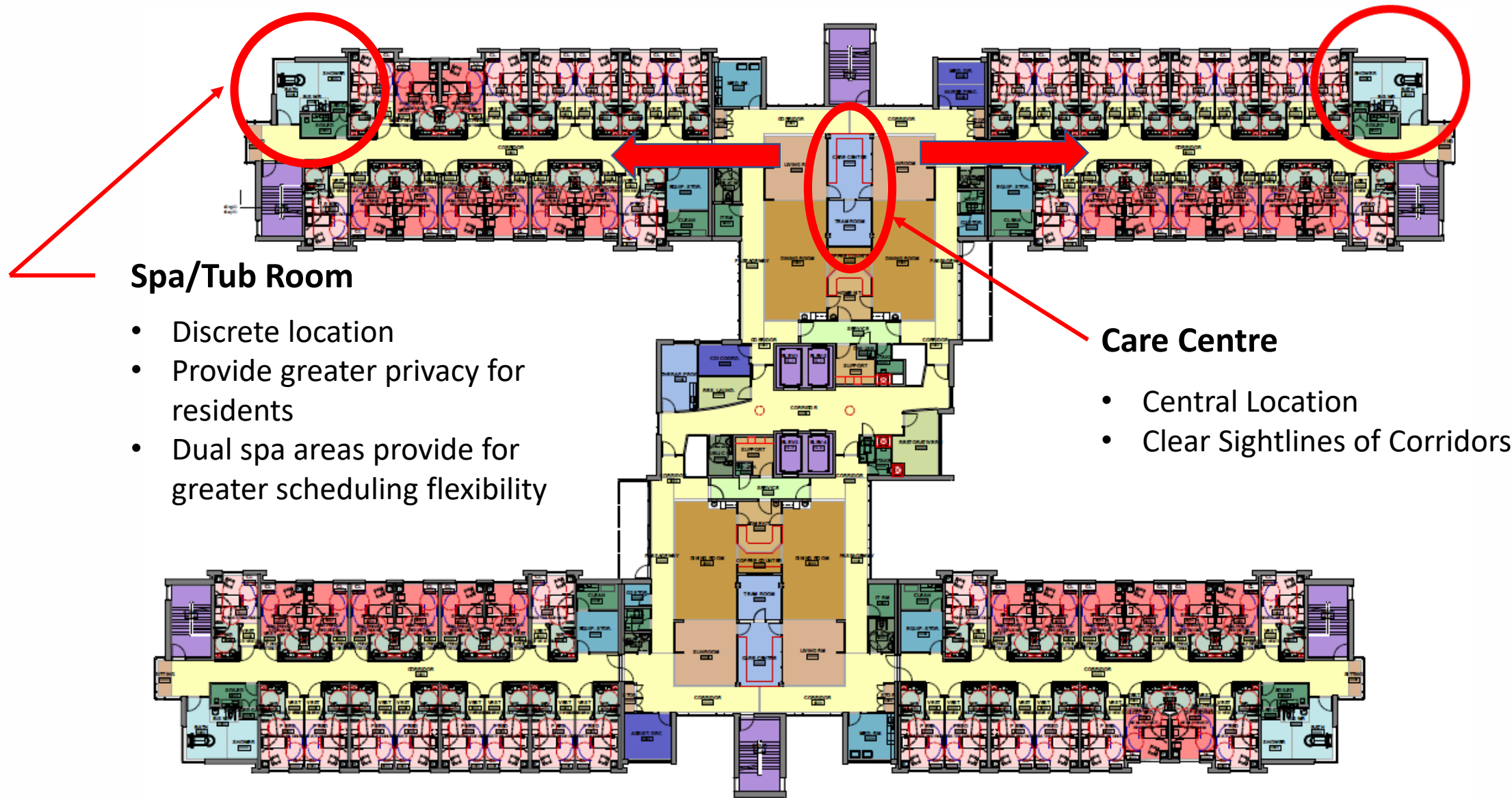


# Resident Home Areas - Safe, Efficient and Warm Atmosphere



## Resident Home Area

- 32 Residents per home area
- Designed to function as two 16 bed units
- Short, efficient corridors



### Spa/Tub Room

- Discrete location
- Provide greater privacy for residents
- Dual spa areas provide for greater scheduling flexibility

### Care Centre

- Central Location
- Clear Sightlines of Corridors

# Innovative Design Features to Support Optimal Infection Prevention and Control

- All residents will have single bedrooms to mitigate risks related to infection transmission as well as risks related to responsive behaviors
- Thirty-two bed units that can be sub-divided into 16 bed units for outbreak purposes
- Built-in PPE storage space outside each residents room
- Implementation of a decentralized HVAC strategy



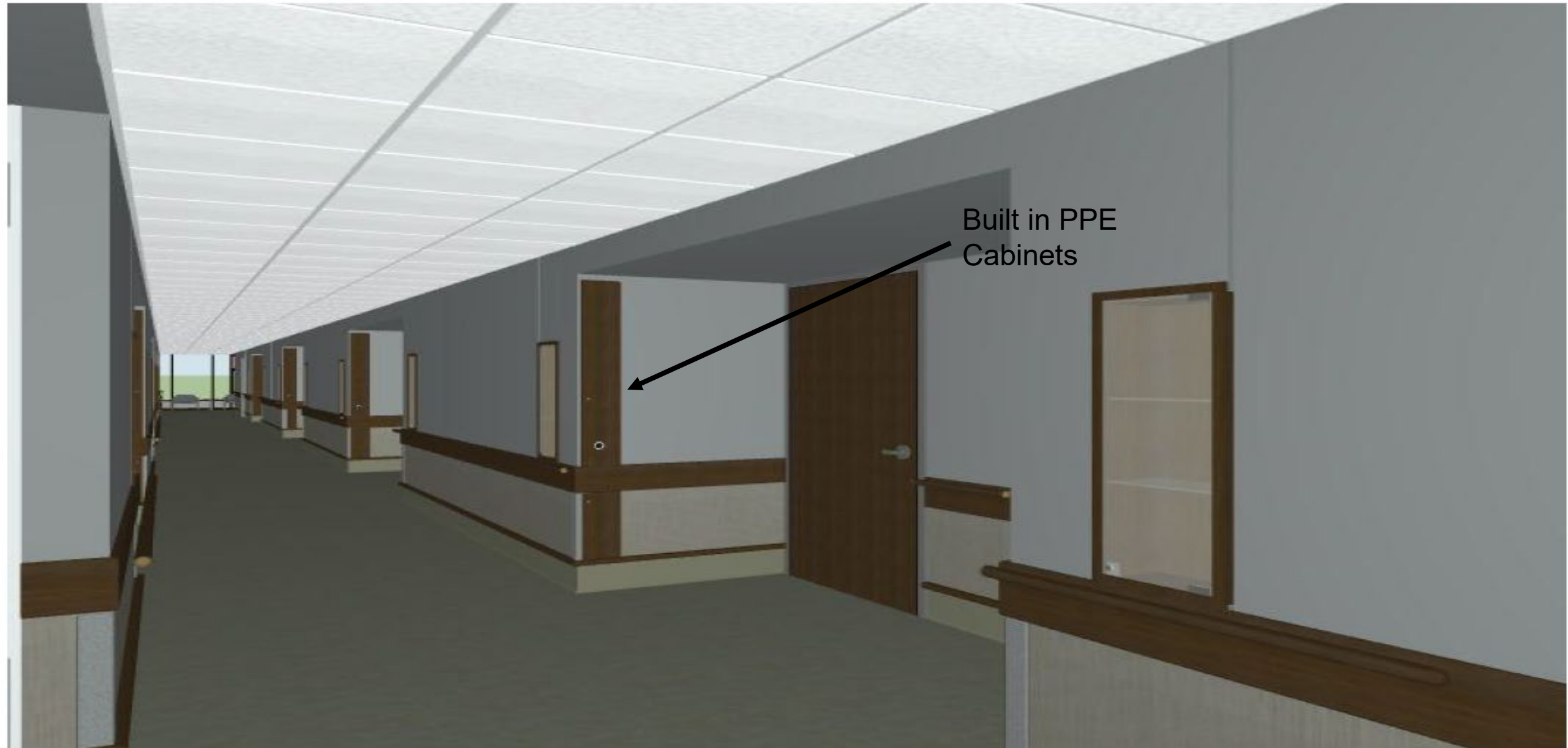
# Resident Rooms



Resident Bedroom

Resident Ensuite Washroom





Built in PPE  
Cabinets

View Down RHA Corridor

# LONG-TERM CARE HOME REDEVELOPMENT

# Enhancing Wellbeing of Residents and Staff

- Linhaven and Gilmore Lodge will be pursuing WELL™ Silver certification under the WELL Building Standard
- Holistic approach focused exclusively on enhancing people's health and well-being through the built environment
- Based on scientific and medical research
- **Benefits of WELL**
  - Creates a built environment that enhances physical and mental wellbeing of residents and staff
  - Supports staff recruitment and retention strategies
  - Increase staff engagement and promote the delivery of high quality, compassionate care to residents.



The leading tool for advancing  
health & well-being in buildings  
and communities globally.





# LONG-TERM CARE HOME REDEVELOPMENT

355





# LONG-TERM CARE HOME REDEVELOPMENT





Exterior South Courtyard a

# LONG-TERM CARE HOME REDEVELOPMENT





# LONG-TERM CARE HOME REDEVELOPMENT



LTC View in Lobby b

# LONG-TERM CARE HOME REDEVELOPMENT





Wellness Program Kitchen

**LONG-TERM CARE HOME** REDEVELOPMENT





Wellness Exercise Room

# LONG-TERM CARE HOME REDEVELOPMENT

## Next Steps:

Long-Term Care Redevelopment updates will be provided to Council through monthly newsletters issued via Councillor Weekly Correspondence distribution.

Tender award recommendation reports for Linhaven and Gilmore Lodge construction contracts will be routed through Corporate Services Committee and Regional Council in June and August respectively.

### LONG-TERM CARE HOME DEVELOPMENT UPDATE

Issue 2021-1 | January 2021

Niagara Region



#### Gilmore Lodge Design Update – January 2021

Despite disruptions and uncertainty around the COVID-19 pandemic, the project team has continued to make good progress on the project, meeting “virtually” with the design team, to advance the design. The Gilmore Lodge Redevelopment remains on schedule with a planned completion date of December 2023.

Schematic design, which defines the form, size, character and preliminary design detail of the project is complete and the project team is currently in the design development phase where building elements and details are being further refined and coordinated.

The architects are in the process of refining the building aesthetics and selecting exterior materials. With the guidance of the Working Group, refinements to the floor plans and layouts continue to evolve. Preliminary concepts for the structural, mechanical and electrical systems are being defined through design development.

Planning applications for the site plan development are being prepared and will be submitted to the Town of Fort Erie in early January to commence the planning approval process.

Stay tuned for the March issue of the Long-Term Care Home Redevelopment Update.

#### PROJECT TIMELINE

- November 2020**  
Preliminary Plans
- May 2021**  
Contract Documents Completed
- July 2021**  
Tender Award
- September 2021**  
Construction Start
- November 2023**  
Substantial Performance
- December 2023**  
Residents Move In



Thank You

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**Subject:** Long-Term Care Home Redevelopment Project Update: Preliminary Master Plans

**Report to:** Public Health & Social Services Committee

**Report date:** Tuesday, April 13, 2021

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## **Recommendations**

1. That this report **BE RECEIVED** for information.

## **Key Facts**

- This report is intended to provide an information update on the status of the long-term care home redevelopment project.
- Significant work on the design of Linhaven and Gilmore Lodge has occurred and this report seeks to share with Council key features of the design and upcoming project milestones.
- Linhaven and Gilmore Lodge construction tenders are anticipated to be issued on March 30, 2021 and May 16, 2021, respectively.
- The construction sector has been significantly impacted by the global pandemic, with substantial material price increases being observed. Impacts to the long-term care redevelopment project are being tracked and monitored.
- The redevelopment process, applications, reporting and building requirements are largely directed by the province and require ministry approvals.

## **Financial Considerations**

The Council approved capital budget for the long-term care (LTC) home redevelopment project is \$175M, of which \$102M has been allocated to Linhaven and \$73M to Gilmore Lodge.

Ongoing project financial updates will be routed through Corporate Services Committee.

## **Analysis**

Following completion of the master plan development phase, which established two master plans to support Niagara Region's vision of a long-term care home and campus in Fort Erie and St. Catharines, the consultant team embarked on design development

of the Linhaven and Gilmore Lodge LTC homes. Over the past year, the project team has been advancing the design of both LTC homes in accordance with the Ministry of Long-Term Care (ministry) 2015 Design Guidelines and infection control best practices.

Many features within the building have been designed based on the feedback of residents, staff and families. Extensive engagement on all elements of the future LTC homes (common spaces, resident bedrooms and bathrooms, spas, care stations, dining areas, etc.) enabled the design to be responsive to identified priorities and key features.

Within the resident home areas particular focus has been placed on ensuring excellent sight lines of the unit and designing for optimal infection control. Resident home areas feature two short bedroom corridors that have clear sight lines from the central nursing station. Each resident will have their own bedroom, regardless of the type of accommodation, and shared ensuite washrooms provide two vanities and sinks to avoid cross contamination. Resident home areas have been designed to function as two individual 16 bed units with the inclusion of separate tub rooms and soiled/clean linen rooms to support enhanced infection control practices and dining areas. Resident rooms include individual heating, ventilation and air conditioning units that will provide residents with optimal temperature control and confine air circulation to within the room, reducing the potential spread of air borne contaminants.

In support of Niagara Region's commitment to the health and wellbeing of residents and staff who will be living and working in the new facilities, together with guests, families and volunteers who visit and utilize the various amenities, both Linhaven and Gilmore Lodge will be pursuing WELL™ Silver certification under the WELL Building Standard. The WELL Building Standard is premised on a holistic approach and is focused exclusively on enhancing people's health and well-being through the built environment. WELL was developed by integrating scientific and medical research, and literature on environmental health, behavioral factors, health outcomes and demographic risk factors that affect health with leading practices in building design, construction and management.

Creating a built environment that enhances the wellbeing of residents and staff will positively support recruitment and retention strategies for staff, increase staff engagement and promote the delivery of high quality, compassionate care to residents. Through the implementation of WELL, the Region will be demonstrating leadership by building the first two WELL certified LTC homes in North America, in addition to demonstrating alignment with project deliverables, divisional strategies and corporate vision, values and strategic plans.

The redevelopment process and building design requirements are largely directed by the province. Throughout the design process Niagara Region was required to provide mandatory design submissions to the ministry's Redevelopment Office for verification of compliance with ministry design guidelines and to obtain approval to proceed to detailed design and tender. To date, the Region has provided preliminary and detailed plan submissions for the Linhaven project with both being vetted and approved by the ministry. The preliminary plan submission for Gilmore Lodge has also been approved, with a detailed plan submission scheduled for April 2021, following completion of construction documents. Timely submissions and responses from the ministry are essential to maintaining the project schedule.

### **Linhaven – St. Catharines**

The new 256 bed LTC home is being constructed on the existing Linhaven property located at 403 Ontario Street, St. Catharines. The building is five stories with a total gross floor area of 229,000 square feet. The building program will be comprised of eight 32 bed resident home areas, clinical and administration offices, support spaces, commercial kitchen and laundry facilities, and a senior's wellness centre with community service areas, supporting community programs.

### **Gilmore Lodge – Fort Erie**

The new 160 bed LTC home is being constructed on the former County Fair Mall property located at 200 Garrison Road, Fort Erie. The home will be replacing the current 80 bed Gilmore Lodge in Fort Erie and 80 bed Upper Canada Lodge in Niagara-on-the-Lake. The building will be three stories with a total gross floor area of 159,000 square feet. The building program will be comprised of five 32 bed resident home areas, clinical and administration offices, support spaces, commercial kitchen and laundry facilities, rehabilitation space, a senior's wellness centre, an EarlyON Child & Family Centre and community service areas, supporting community programs.

### **Site Plan Design**

The site plans for both Linhaven and Gilmore Lodge provide ample parking for staff and visitors, efficient LED lighting and a discrete shipping /receiving area that is considerate of adjacent residential neighbourhoods. Bio-swailes (channels designed to concentrate and convey storm water runoff while removing debris and pollution) have been incorporated into the parking lots to assist with storm water management, but also provide for a pleasant and welcoming approach to the buildings. Entrances to the

buildings are designed with accessibility and safety as a top priority. Dropped curbs have been incorporated along the entire frontage of the buildings for safe and unobstructed access from all areas of the parking lot; covered canopies and a radiant snow melting system in the sidewalks provide a sheltered and safe approach to the front entrances.

## **Exterior Spaces**

The Linhaven and Gilmore Lodge designs incorporate outdoor spaces throughout the buildings and sites that will provide residents with a safe environment to enjoy the outdoors. In each home area, residents will have access to an outdoor balcony space centrally located off the dining room. An outdoor rooftop terrace at Linhaven has been incorporated on the second floor of the home that is accessible to all residents and staff and will also serve as the outdoor space for the behavioural support unit. Access to the terrace is conveniently located off the elevator lobby.

Two large secure courtyards service the buildings and will be accessible from several program spaces available to residents and visitors including the celebration room, café, great room, diner, rehabilitation gym and auditorium (Linhaven). The courtyards will be designed to provide a variety of experiences for residents and visitors ranging from quiet meditative spaces to more active and stimulating areas. The courtyards will feature hard flat surfaces in looped configurations allowing residents to easily and safely navigate all areas. Shade structures and seating have been incorporated into the design to provide residents with rest areas and protection from the elements.

## **Next Steps in the Redevelopment Project**

1. Contract documents for Linhaven have been completed and the construction tender was issued on March 30, 2021.
2. The tender award report for Linhaven will be brought to Council, through the Corporate Services Committee, for approval on June 24, 2021.
3. Linhaven construction period – July 2021 to May 2024.
4. Execution of Development Agreement for Gilmore Lodge and revised Development Agreement for Linhaven.
5. Issue Gilmore Lodge Detailed Drawing Submission to the Ministry of LTC for technical review and approval.

6. Complete contract documents for Gilmore Lodge and issue for tender in May 2021.
7. The tender award report for Gilmore will be brought to Council, through the Corporate Services Committee, for approval in July 2021.
8. Gilmore Lodge construction period – August 2021 to November 2023.

### **Alternatives Reviewed**

Not applicable.

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

Not applicable

### **Other Pertinent Reports (2018-2020)**

- CWCD 210-2020 Long-Term Care Redevelopment Status Update
- CSD 26-2020 Long-Term Care (LTC) Redevelopment Procurement Process
- COM 32-2019 Long-Term Care Home Redevelopment Project Update: Preliminary Master Plans
- CSD 15-2018 Long-Term Care Home Redevelopment
- CLC 21-2018 Financing Plan for Niagara Region LTCH Redevelopment

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#### **Prepared by:**

Mislav Koren  
Senior Project Manager, Facilities  
Corporate Services

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#### **Recommended by:**

Adrienne Jugley, MSW, RSW, CHE  
Commissioner  
Community Services

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#### **Submitted by:**

Ron Tripp, P. Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Henri Koning, Director, Senior Services and Nicole Wolfe, Director, Construction, Energy & Facilities Management.*

## **Appendices**

Appendix 1      Architectural images of LTC home redevelopment

## Appendix 1 Architectural images of LTC home redevelopment

### Ontario Street Elevation Looking North West:

The five storey Linhaven LTC home will have a prominent street presence along Ontario Street. The exterior façade is comprised of stone, masonry and aluminum composite metal panels providing a durable, low maintenance building envelope. Transparency and natural light is brought into the building through a combination of curtain wall and punched windows.





### Wellness Centre – Adult Day Program Room

An open concept great room that allows for optimal flexibility in room configuration to meet varying program interests of participants. Adjacent small programming space, and a quiet room are tailored to very specific interests and needs of the participant group. Participants will move to the exercise and program kitchen areas for functional programming needs while simultaneously creating the circumstance for movement and mobility which are essential to continued independent living.



## Wellness Centre – Exercise Room

Design elements create a community space that supports regularly scheduled Healthy, Safe, and Strong exercise classes in addition to an informal walking track. IT projection capacity to alternate rooms allows others to benefit from the class. Beyond scheduled classes, the space can be transformed into community meeting space with flexible furnishings and built in TV, audio and IT connectivity.



## Wellness Centre – Program Kitchen/Dining

Primary use is to support Adult Day Program client meal service and food related baking/cooking programs. Integrating the space with the adjacent conference room allows for projection and audio of cooking programs and/or target instructional healthy cooking habits such as heart smart cooking; while refining skills through the teaching kitchen.





### Linhaven – Great Room & Café Seating

Residents, families and visitors will have access to a large multi-use area on the ground floor of the home. The area has been purposely designed to provide a variety of environments, through the use of décor, equipment and furniture, to encourage casual use by both residents and their families as well as to facilitate appropriately scaled programs and events.



## Resident Home Area – Dining Room

The dining rooms are located within the central hub of each resident home area. There are two dining rooms per resident home area, each accommodating 16 residents, and are serviced from a centrally located home kitchen. Incorporating two smaller dining rooms into the design provides residents with a home like setting to experience pleasurable dining. Dining rooms have been designed to facilitate optimal circulation around tables and mobility aids. Beyond their function during meal services, the dining rooms add to the domestic character of the home area and serve as a catalyst for social activities that relate to food and home.



### Resident Home Area – Bedroom Corridor

Resident home area corridors have been designed in an efficient manner thereby minimizing the distance residents need to travel to access amenities within the home area. Handrails on both sides of the corridor hallways provide for safe and secure travel by residents. Outside of each bedroom memory boxes have been incorporated to personalize the space and provide visual cues for residents. Personal protective equipment (PPE) cabinets have been discretely incorporated into the space providing convenient access for staff and optimizing infection control.





## Resident Bedroom

The layout and location of the private and semi-private (basic) resident bedrooms are similar for all resident home areas. The design of the resident bedroom was informed in part by the requirements of the ceiling-mounted lift track system that will be installed in each room. Resident rooms include large operable windows and individual HVAC units for personalized comfort and temperature control. Wood accents on the wardrobe and walls provide for a warm homelike feel. Lighting controls provide for day and nighttime settings, supporting resident wellbeing by minimizing the effect of electric light on the human circadian rhythm.



### Semi-Private Resident Washroom

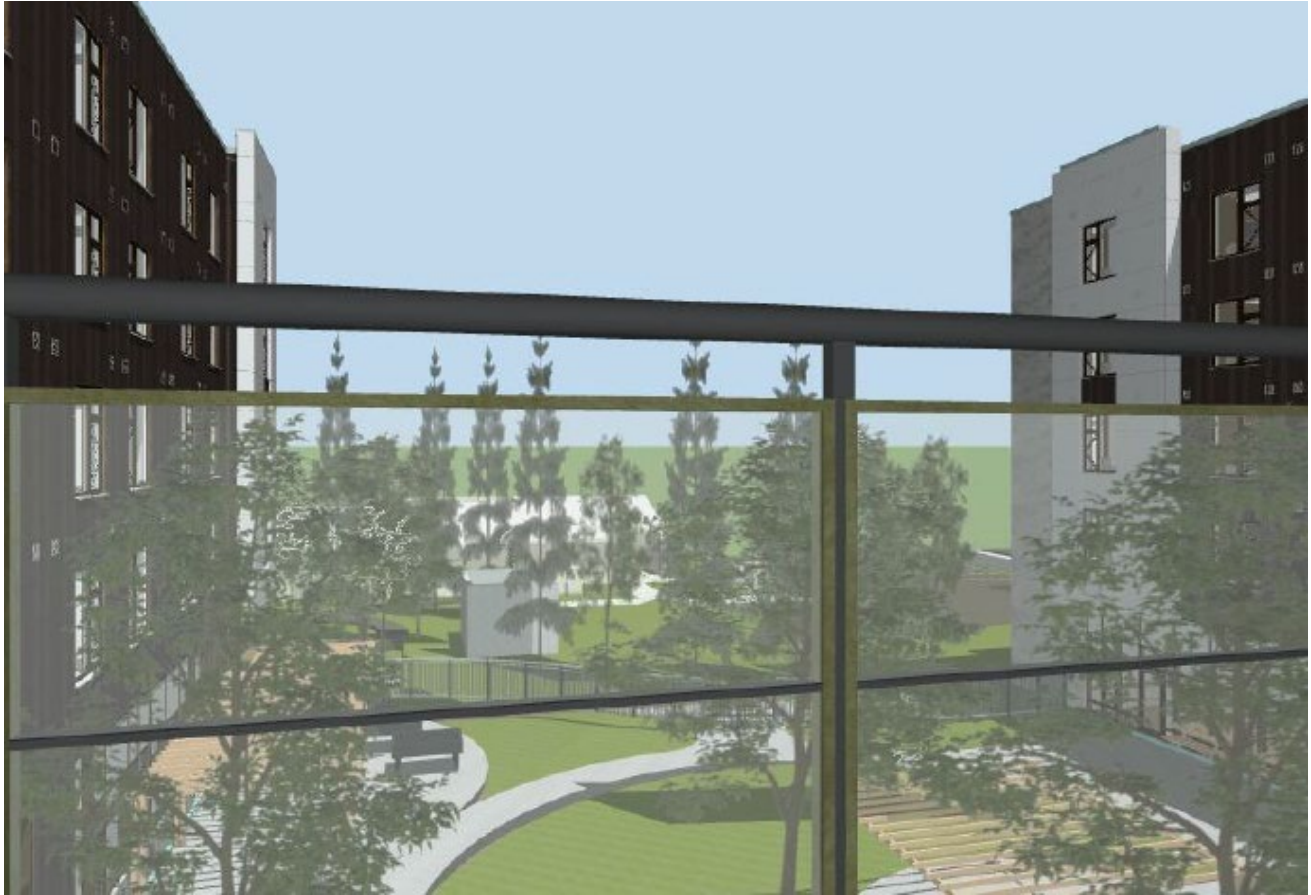
Semi-private washrooms include two vanities and storage cabinets, providing residents with their own space for personal grooming items. Separate vanities also assist with infection control and avoidance of cross contamination.





### View from Resident Home Area Balcony – Looking South

The building design incorporates outdoor spaces throughout the LTC home that will provide residents with a safe environment to enjoy the outdoors. In each home area, residents will have access to an outdoor terrace centrally located off the dining room.



## LTC Exterior Courtyard

The home features two large secure courtyards at ground level which will be accessible from several programming spaces available to residents including the celebration room, café, great room, diner, rehabilitation gym and auditorium. The courtyard will be designed to provide a variety of experiences for residents ranging from quiet meditative spaces to more active and stimulating areas. The courtyard will feature hard flat surfaces in looped configurations allowing residents to easily and safely navigate all areas. Shade structures and seating will be incorporated into the design to provide residents with rest areas and protection from the elements.



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**MEMORANDUM****COM-C 17-2021****Subject: COVID-19 Response and Business Continuity in Community Services****Date: April 13, 2021****To: Public Health & Social Services Committee****From: Adrienne Jugley, Commissioner, Community Services**

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This memo provides continued updates on the measures Community Services has taken to ensure the ongoing delivery of essential services during the COVID-19 pandemic, and the alternate approaches used to support those most vulnerable in Niagara.

**Seniors Services – Long-Term Care****Long-Term Care COVID-19 Outbreak Updates**

At the time of writing this report, there is one active outbreak within a Regionally operated long-term care (LTC) home.

**Woodlands of Sunset**

Public Health declared an outbreak at Woodlands of Sunset on March 26, 2021. The asymptomatic case was identified through the rapid antigen screening testing. The positive result was then confirmed through a follow-up PCR test. It should be noted, as we know that vaccination is not a guarantee of protection, that the positive case was vaccinated and had received both doses of the COVID-19 vaccine. A second, unrelated positive case has also been identified. The second case is an essential caregiver who has not been vaccinated. Residents have been isolated in contact and droplet precautions, as per Public Health direction and all outbreak measures have been implemented in the home.

Since the last report, the following homes have been in declared outbreaks with no transmission of cases within the homes:

- Woodlands of Sunset: March 3 – March 19

- Rapelje Lodge: March 3 – March 14
- Linhaven: February 6 – February 28

### **COVID-19 Vaccine Update**

Seniors Services has completed the initial vaccine campaign for residents, staff and essential caregivers across all eight Regionally operated LTC homes. At this time, the vaccination rates across the homes are as follows:

- Residents: 96%
- Staff: 82%
- Essential caregivers: 75%

Given the high level of vulnerability of residents in LTC homes and that some residents are not eligible to be vaccinated, efforts to encourage staff and essential caregivers to be vaccinated are ongoing.

Public Health and EMS are working in collaboration to develop a sustainable solution to ensure that residents who are being admitted into LTC homes and retirement homes from hospital and the community have a means of being vaccinated. Given the current vaccines available, LTC homes and retirement homes are unable to keep vaccines in-house and manage vaccinations internally. The homes require support with transporting the vaccine and reconstituting the vaccine.

### **Rapid Antigen Testing Update**

Seniors Services has moved to the full introduction of mandatory rapid antigen screening testing across all LTC home sites. Everyone who enters the home is required to complete a rapid antigen screening test up to a maximum of three times weekly. The homes fully operate the antigen screening clinics including administering the tests, processing the tests, communicating results, processing the associated paperwork and meeting ongoing reporting requirements with Public Health, the Ministry of Long-Term Care and the Ministry of Health.

All positive rapid antigen screening results are followed by a PCR test. Anyone who tests positive is required to isolate pending results of the PCR test. To date, the program has been effective in proactively identifying positive COVID-19 cases among asymptomatic staff. The drawback to the program is the significant cost, the impact on staff and essential caregivers subjected to a high frequency of testing, and the

unintended consequence that people may engage in higher risk behaviour if three times weekly testing indicates that they are clear of COVID-19.

### **Personal Support Worker (PSW) Wage Enhancement Update**

The temporary wage enhancement for PSW's has been extended until June 30, 2021. The province has been providing the temporary wage increase since October 1, 2020.

### **Homelessness Services & Community Engagement**

Homelessness Services continues to operate the full emergency shelter system, overflow hotel rooms, the self-isolation facility and an enhanced street outreach service. As of March 24, 2021, 506 individuals have been referred to the isolation facility with testing administered in shelter.

Niagara Region Homelessness Services is grateful for the donation from the Rotary Club of St. Catharines, which provided activity kits for individuals in the self-isolation facility, as well as masks, new shoes, towels, toiletries and clothing.

### **COVID-19 Vaccine Update**

The last report indicated staff and clients across the emergency shelter system would be receiving their first doses of the COVID-19 vaccine. Throughout February and March 2021, emergency shelter staff and medical staff who support emergency shelter clients received their first dose of the COVID-19 vaccine through the Niagara Health clinic.

From March 8 to March 19, five COVID-19 vaccination clinics were set up in various emergency shelter locations across the region. The clinics were done in collaboration with Niagara Region Public Health, Niagara Region Homelessness Services, and Regional Essential Access to Connected Healthcare (REACH) Niagara. Approximately 50 to 60 per cent of Niagara's homelessness population received their first dose of the COVID-19 vaccine. The clinics also provided vaccinations to additional staff who support the homeless serving system. Over 250 clients and staff received their first dose vaccine through these clinics.

During the COVID-19 vaccination clinics, clients who attended were offered coffee, breakfast and various nourishments. Niagara Region Homelessness services received a generous donation from Starbucks to support the provision of food and refreshments to clients at the clinics.

Prior to implementing the vaccination clinics, Homelessness Services collaborated with REACH Niagara, family health teams, and agencies across the homeless serving system, to inform planning for the administration of the COVID-19 vaccination to this high risk population. REACH Niagara and shelter staff provided clients with information regarding the vaccine, and answered any client questions to address vaccine hesitancy as well as encourage vaccine uptake. It is believed that these efforts contributed significantly to the positive uptake of the vaccine on the clinic days.

### **Children's Services**

Licensed child care centres and home child care programs documented more than 10,000 COVID-19 related child absent days in February 2021. This was due to the provincial stay-at-home order and the closure of in-person learning for kindergarten and school-aged children, which continued during the first week of February. This does not include any absent days incurred by children for regular occurrences such as non-COVID-19 illness, injury, absence, etc. Children's Services continues to support licensed child care service providers with COVID-19 related costs through one-time funding supports. Children's Services continues to monitor the child care system and provide support to service providers in their ability to remain open.

### **Social Assistance & Employment Opportunities (Ontario Works)**

Staff from Social Assistance and Employment Opportunities (SAEO), Senior Services and Niagara Regional Housing came together to develop and implement a very successful campaign to help accelerate local vaccination efforts of the older adult community. Together, the team identified hundreds of seniors to contact, designed a process and script for calls, developed a transportation strategy, coordinated bookings with hospital clinic staff, developed a tracking tool and made hundreds of calls to, and bookings for seniors. Staff from the team also attended on site to ensure these seniors were able to access the clinic safely. The team provided the tools and processes developed through this work to the Local Health Integration Network so that their staff could also facilitate calls to their clients.

SAEO and Senior Services staff also collaborated to assist with providing interpretation supports at the vaccination clinic held by Niagara Health for migrant farm workers. Spanish speaking staff were on site at the clinic to provide translation and supports to over 300 migrant workers. Migrant workers live in congregate settings and work in spaces or roles that preclude physical distancing, putting them at a higher risk for infection.

## **Niagara Regional Housing (NRH)**

### **COVID-19 Vaccine Update**

During the week of March 8 to 12, every NRH public housing tenant, housing provider tenant and the majority of applicants on the centralized waiting list over 80 years of age were contacted and assisted with booking vaccines as low-income priority populations. NRH staff, with assistance from Niagara Region Community Services (SAEO and Seniors Community Programs staff) called tenants and tenant/members and registered them online for their first COVID-19 vaccine at the Seymour-Hannah Sportsplex in St. Catharines.

In addition to booking the appointments for the seniors, transportation arrangements were made for those unable to make them for themselves. Seniors Community Programs staff were onsite at the clinic to ensure mobility issues and any other concerns were addressed immediately when seniors reached the site.

NRH will continue to work with partners to assist with the next priority population to receive the vaccine, and has communication materials developed and ready for possible vaccine rollouts.

### **VIP@home Tenant Wellness Program**

The NRH partnership with McMaster University and Niagara College, for the VIP@home Tenant Wellness Program, began in March. The program involves Niagara College Social Worker students contacting tenants of NRH communities to determine their support and service needs, provide them with referrals to programs or services they require, and track their current needs to improve future well-being.

### **Affordable Internet Services**

NRH has begun discussions with local internet provider “*Neighbourhood Connects*” to determine if affordable internet service can be piloted in an NRH community. If successful, this will provide tenants with the opportunity to participate in online programs and supports that have been inaccessible to them at current internet provider rates. In March, NRH was advised that the CyberSeniors program received funding to extend virtual programs to additional NRH communities. With affordable internet and the CyberSeniors’ training, workshops and activities, many new social, mental health and educational opportunities will be made more accessible to community housing tenants.

Respectfully submitted and signed by

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Adrienne Jugley, MSW, RSW, CHE  
Commissioner



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**Subject:** Medical Directors Annual Report 2020 – Long Term Care Homes

**Report to:** Public Health and Social Services Committee

**Report date:** Tuesday, April 13, 2021

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## **Recommendations**

1. That this report **BE RECEIVED** for information.

## **Key Facts**

- The purpose of this report is to provide a summary of the 2020 Annual Reports submitted by the Medical Directors of Niagara Region's eight long-term care homes.
- Under the Long-Term Care Homes Act, 2007, each home is required to have a Medical Director, who must be a physician. The Medical Director fulfills a number of functions including liaising with the Director of Resident Care on matters related to medical care in the home, and serving as a member of Medical Advisory Committee. Medical Directors review and provide input into medical and clinical policies based on best practices. They also ensure 24/7 medical coverage for the home and residents and oversee the Attending Physicians in their home.
- The pandemic has had a significant impact on long-term care homes and the considerations and recommendations from the Medical Directors arise from the unique circumstances COVID-19 presented.

## **Financial Considerations**

As per the Long-Term Care Homes Act and the Ministry of Long-Term Care (MLTC) Level-of-Care Per Diem funding policy, Medical Directors are issued a payment through the Nursing and Personal Care envelope.

## **Analysis**

Annually, the Medical Directors (MD) of each home complete a review of the prior year's data and provide insight into the trends and changes they observe in their respective home.

## **The Significant Impact of COVID-19 on Residents in Long-Term Care Homes**

COVID-19 has had a significant impact on residents of long-term care homes. Most residents are frail seniors with multiple underlying health conditions and as such they are particularly vulnerable to this virus. Adding to their challenges, very few residents in long-term care homes can tolerate wearing a mask. A large proportion of residents have a diagnosis of dementia and are unable to follow physical distancing guidelines. It is also very difficult to ensure continued isolation among this population when they are restricted to their room due to contact and droplet precautions.

*Implications:* Staff in full personal protective equipment are providing care for residents who are not wearing any personal protective equipment. Care requires close, sustained contact within resident's bedrooms, increasing the risk of exposure for both the resident and front-line staff. Staff are required to fully don and doff their personal protective equipment as they move from room to room. Additional staffing is required to afford the extra time required for frequent, and safe donning and doffing, the enhanced work to support physical distancing of residents, and ongoing efforts to encourage residents in isolation to remain in their rooms.

## **COVID-19 Treatment Options**

The Medical Directors report that although there are care pathways to treat symptoms, there has not been an acceptable treatment for patients once exposed or infected with COVID-19.

*Implications:* Managing resident safety throughout the pandemic focuses on mitigating the risk of transmission. Enhanced disinfecting of high touch surfaces, ongoing staff training, diligent active screening of anyone entering the home, and ongoing surveillance of residents through twice daily active screening help to support early detection and prompt isolation of potential COVID-19 cases. A significant contributing complication to effective early detection of COVID-19 is asymptomatic virus transmission.

## **Staffing Levels**

The pandemic has again highlighted the previously identified need for increased staffing. Niagara Region long-term care homes that had COVID-19 outbreaks brought in additional Nurse Practitioner resources to ensure enhanced resident assessment and care planning support. Personal Support Worker (PSW), Registered Nurse (RN),

Registered Practical Nurse (RPN) and housekeeping staffing were also increased to support the significantly increased workload of providing care and services in an outbreak. Future increases in staffing will be instrumental in ensuring that staff are equipped to address increases in resident acuity. The homes will require the ability to increase full-time positions to ensure sustained staff cohorting practices.

*Implications:* In response to staffing concerns highlighted by the pandemic, the province has committed to increasing front-line PSW, RPN and RN staffing to four hours of care per resident per day. Staffing will increase, in line with funding increases, over the next four years. The Medical Directors encourage expediting this increase in staffing if possible.

### **Medical Care and Virtual Resources**

Medical Directors have access to a number of virtual resources to support the ability to provide care remotely. Remote access to the residents' electronic medical record is available through Point Click Care, and Zoom for Health Care Providers supports secure communication. Medical Directors and Attending Physicians also have access to further virtual tools including the Ontario Telemedicine Network (OTN) and Clinical Connect tools that afford remote access to acute care records. Seniors Services continues to pursue further virtual tools and are currently trialing an e-consult program at one site, prior to rolling it out across all eight homes.

*Implications:* Throughout 2020 Medical Directors and Attending Physicians have increased their use of virtual resources to support medical care. The medical team will build on this learning to leverage virtual tools that contribute to better and more timely resident care and support.

The impact of COVID-19 on long-term care homes will be the subject of studies for years to come. Lessons learned from this analysis will help to support enhanced infection prevention and control measures in future.

The Medical Directors commented that the past year has been an unprecedented one and will hopefully not recur in the near future. Long-term care homes were significantly challenged by the demands of care at the onset of the pandemic. The administration and front-line staff should be commended for their dedication and continuous efforts in providing the best care for the residents and their families during a difficult and demanding year.

## **Alternatives Reviewed**

Not Applicable.

## **Relationship to Council Strategic Priorities**

Healthy and Vibrant Community

## **Other Pertinent Reports**

- COM 10-2020 Medical Directors Annual Report 2019 – Long-Term Care Homes

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### **Prepared by:**

Kim Eros  
Associate Director Clinical & Support  
Services  
Community Services

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### **Recommended by:**

Adrienne Jugley, MSW, RSW, CHE  
Commissioner  
Community Services

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### **Submitted by:**

Ron Tripp, P. Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Dr. D. Al-baldawi, Dr. M. Ali, Dr. T. Bastedo, Dr. A. Daniel, Dr. D. Henry, Dr. C. Hu, Dr. S. Khandelwal and Henri Koning, Director, Seniors Services.*

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**Subject:** Managing the Licensed Child Care System During the COVID-19 Pandemic

**Report to:** Public Health and Social Service Committee

**Report date:** Tuesday, April 13, 2021

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## Recommendations

1. That this report **BE RECEIVED** for information.

## Key Facts

- On March 17, 2020 the provincial government declared a state of emergency due to the COVID-19 pandemic, and all licensed child care centres were, at that time, ordered to cease operations, and remained closed until June 12, 2020.
- Further to changing provincial direction, licensed child care centres have been operating since June 2020, however service providers are facing fiscal challenges, due to increased costs associated with enhanced COVID related operating requirements, and reduced revenues with parents not working or opting not to access care.
- The province wide shortage of qualified Registered Early Childhood Educators (RECE) has been exacerbated by COVID-19, with some staff electing not to return to work in a licensed child care centre; some seeking higher paying employment, while others are on infectious disease leave further to risks associated with the virus.
- Because of legislated staffing ratios, a reduction of qualified staff means a reduction in the operating capacity of licensed child care centres, and fewer licensed child care spaces accessible to families. Currently, the Niagara licensed child care system is operating at approximately 42 percent of the pre-COVID system operating capacity.
- Niagara Region Children's Services used core provincial funding, federal Safe Restart funding (SRF), and reallocated funds to offset pressures and stabilize licensed child care service providers throughout the challenging and rapidly evolving COVID-19 pandemic in 2020.
- Niagara Region Children's Services is closely monitoring the licensed child care system and continues to use core funding to stabilize service delivery as much as possible, to ensure access to reliable care for parents currently utilizing child care, and in the future when more parents can return to the workplace.

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## Financial Considerations

In accordance with its role as a provincially designated municipal service manager, Niagara Region Children's Services receives a child care allocation from the provincial government, which includes funding that supports the operation and expansion of licensed child care and early years services across Niagara.

The Ministry of Education (MEDU) has consistently supported Children's Services' approach to be flexible with the child care allocation, as well as federal Safe Restart funding throughout 2020, to direct funds to stabilize licensed child care service providers throughout the challenging and rapidly evolving COVID-19 pandemic.

In addition, Children's Services has regularly provided information regarding federal programs, available through the Canada Economic Response Plan, which licensed child care service providers should continue to maximize in 2021.

## Analysis

Children's Services is responsible for planning and management of the local licensed child care system, operating under guidelines established by the Ministry of Education, and the legislative requirements of the *Child Care and Early Years Act, 2014*.

On March 16, 2020, the licensed child care system across Niagara had the following capacity:

Total number of licensed child care service providers contracted with Niagara Region	61
Total number of licensed child care centres (Note: many providers have more than one centre)	175
Total number of licensed child care spaces (infants, toddlers, preschoolers, and school age children)	11,595
Number of children in receipt of financial assistance for child care fees for the month of March 2020 (Note: the monthly average is approximately 2,500 children)	2,620

On March 17, 2020, the provincial government declared a state of emergency due to the COVID-19 global pandemic. As such, all licensed child care centres were ordered to

cease operations, and remain closed until further notice. While not mandated by the provincial government, out of an abundance of caution, the Niagara Region Home Child Care Program was also temporarily closed.

On March 22, 2020, the provincial government announced that it would exempt certain licensed child care centres from the closure order to provide emergency child care, free of charge, to provincially identified health care and essential services workers.

Niagara Region Children's Services submitted a local emergency child care plan, approved by the Ministry of Education, to reopen four Niagara Region directly operated licensed child care centres, as needed, based on demand. Because Niagara Region provides essential services, and directly operates licensed child care centres, this allowed Children's Services to quickly pivot and reopen centres to provide emergency child care. Over the course of 12 weeks, from April 1<sup>st</sup>, until June 26, 2020, 186 children from 127 families received emergency child care at one of these four directly operated centres. As well, the licensed Home Child Care Program operated by Niagara Region, and a third party home child care agency, provided emergency child care to 66 children from 43 families during this time.

Only one other licensed child care service provider was able to reopen beginning in May 2020. Other service providers were unable to reopen because of their location in schools (unable to access the centre due to school closures), and/or an insufficient number of qualified staff willing to return to provide emergency child care in order to meet legislated staffing ratios.

For the duration of the closure period, the provincial government prohibited licensed child care service providers from charging child care fees to parents, and mandated that parents could not lose their child care spaces or be otherwise penalized as a result of fees not being paid during the closure period.

On June 9, 2020, the provincial government announced that the licensed child care system may begin to reopen commencing June 12, 2020 and emergency child care would end on June 26, 2020. As part of the reopening of licensed child care, the Ministry of Education announced regulatory changes to the *Child Care and Early Years Act*, to be in alignment with the "Operational Guidance During COVID-19 Outbreak" document.

The regulatory changes and the operational guidance document outline health and safety requirements necessary in order to operate a licensed child care centre during

the pandemic. More specifically, it details enhanced cleaning and disinfecting protocols, use of masks and other personal protective equipment, daily screening of children and staff, and protocols when a staff or child present with symptoms. While critical to the safe operation of a licensed child care centre during the pandemic, the added health and safety requirements has meant additional costs to service providers.

To ensure licensed child care service providers remain viable, Children's Services has used the flexibility in Niagara's child care allocation, in addition to the federal Safe Restart Fund, to financially stabilize service providers throughout the challenging and rapidly evolving COVID-19 pandemic.

In December 2020, the licensed child care system across Niagara had the following capacity:

Total number of licensed child care service providers contracted with Niagara Region	60
Total number of licensed child care centres	172
Total number of licensed child care spaces (infants, toddlers, preschoolers, and school age children)	11,787
Total number of licensed child care spaces in operation (based on qualified staffing ratios)	4,910
Number of children in receipt of financial assistance for child care fees for the month of December 2020 (Note: the pre-pandemic monthly average was approximately 2,500 children)	1,553

As the licensed child care system continues to operate during the global pandemic, and because of the importance licensed child care will play in the economic recovery as parents return to work, Children's Services is closely monitoring the system, due of the following factors:

### **Reduced revenues**

A factor affecting operations of licensed child care centres is the reduced parent fee revenue due to parents opting not to access child care at this time, or parents currently not working during the pandemic. With the increased costs to operate during the pandemic and reduced revenue, some licensed child care centres may have to increase parent fees in the future or risk permanent closure.



### **Shortage of qualified staff**

Prior to the COVID-19 global pandemic, the province faced a critical shortage of qualified Registered Early Childhood Educators (RECE) to care for children attending a licensed child care centre. This staffing crisis has been exacerbated by COVID-19, as some staff have elected not to return to work in a licensed child care centre, but rather are seeking higher paying employment, while others are on infectious disease leave further to risks associated with the virus. It should be noted, prior to the pandemic many RECEs were earning less than a living wage, and had no benefits, further contributing to recruitment and retention challenges.

Because of legislated staffing ratios, a reduction of qualified staff means a reduction in the operating capacity of licensed child care centres, and fewer licensed child care spaces accessible to families when they can return to the workplace. Currently, the Niagara licensed child care system is operating at approximately 42 percent of the pre-pandemic system operating capacity.

In order to support recruitment and retention of qualified staff for local licensed child care centres, Children's Services is in discussion with the Ministry of Labour, Training and Skills Development and Niagara College to create a long-term path to support individuals interested in pursuing a career as a RECE.

Niagara Region Children's Services is closely monitoring the licensed child care system and using core funding to stabilize service delivery, to ensure access to reliable care for parents currently utilizing child care, and in the future, when more parents can return to the workplace.

It should be noted that provincial funding that supports affordability in the licensed child care system is now, and will be in the future, critical to the ability of a community to support access to care. As the provincial government moves to redirect its funding to a CARE Credit approach, and potentially reducing municipal funding, system access and affordability will need to be monitored carefully.

### **Alternatives Reviewed**

Not applicable.

## **Relationship to Council Strategic Priorities**

The provision of accessible and quality early learning programs and services supports Council's focus on Supporting Businesses and Economic Growth.

## **Other Pertinent Reports**

- CWCD 219-2020 New Child Care EarlyON Provincial Announcement

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### **Prepared by:**

Sandra Noël  
Manager  
Community Services

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### **Recommended by:**

Adrienne Jugley, MSW, RSW, CHE  
Commissioner  
Community Services

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### **Submitted by:**

Ron Tripp, P. Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Lori Bell, Manager, and John Pickles, Program Financial Specialist, and reviewed by Darlene Edgar, Director.*

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**Subject:** New Provincial-Municipal Vision for Social Assistance

**Report to:** Public Health and Social Services Committee

**Report date:** Tuesday, April 13, 2021

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## **Recommendations**

1. That this report **BE RECEIVED** for information.

## **Key Facts**

- The purpose of this report to provide an overview of the province's New Provincial-Municipal Vision for Social Assistance.
- The new vision aims to create an efficient, effective and streamlined social services system that focuses on people by connecting them with a range of local services that respond to their unique needs, address barriers and support movement to employment.
- The province intends to work collaboratively with municipalities to co-design the transformation, with a focus on developing a new operating model for social assistance, including updated roles and responsibilities, the revised human services approach as well as a new funding, performance and accountability framework.
- Broad engagement, testing and prototyping will occur in 2021-2022 in anticipation of a provincial roll out of a new human services model in 2024.
- Ontario is facing economic challenges brought on by COVID-19 and Ontario's social assistance system must be ready to support increased numbers of people in returning to employment, independence and stability.

## **Financial Considerations**

There are no financial implications associated with this report. SAEO has an approved 2021-operating budget of \$133.3M (\$11.9M net tax levy). This operating budget is inclusive of program operating costs and income benefits paid to recipients.

## **Analysis**

This is the first of two reports and the purpose of this report is to provide an overview of the province's new vision for social assistance. Details outlining system changes

underway in Niagara, early learnings, achievements and challenges that align with the new vision will be presented at the May 2021 PHSSC meeting.

## **Need for Change**

The COVID-19 pandemic has shown that a new approach is needed as more Ontarians are looking for help with basic needs, stabilizing their family's lives, and returning to work and financial security. Ontario's social assistance system must be poised to focus on supporting people back into employment, independence and stability. There is an opportunity to build on the learnings from COVID-19 and fundamentally change how social assistance is delivered.

## **System Changes**

The vision is for the province to automate, streamline and realign functions that are largely administrative, making it easier for people to access the system while maintaining program integrity. It is expected that municipal partners will use their expertise in delivering person-centred case management and leveraging knowledge of local community resources to support people on a pathway to greater independence and employment.

The Ministry of Children, Community and Social Services (MCCSS) has started the work of transformation by realigning the roles and responsibilities in the areas of income support and employment services/programs to allow staff to focus on case management.

## **Income Support**

Eligibility for social assistance will no longer be determined at the local level. Individuals in need of assistance now apply through a provincial digital application or by contacting a provincial Centralized Intake Unit. MCCSS will assess and grant the majority of cases through a mix of automation and manual granting and will provide phone support for clients who need assistance with the technology or who need to apply over the phone. In Niagara, the centralized application process launched in February 2021.

## **Employment Services Transformation**

The vision of employment services transformation is to build a locally responsive employment services system that more effectively meets the needs of a range of job

seekers and employers in Ontario. The transformation will integrate employment programs for Ontario Works and the Ontario Disability Support Program into a transformed Employment Ontario service to create one system. The new employment services model launched in January 2021 beginning in three prototype catchment areas: Region of Peel, Hamilton-Niagara Peninsula and Muskoka-Kawartha.

### **Human Services Integration**

In the current state, income-tested and publicly funded programs are often seen as difficult to navigate and many clients are unable to access the broader system of supports they need. Human Services Integration focuses on the alignment and integration of children's services, housing, homelessness services and income support programs where possible. By working to build better connections between programs, it is hoped that people will be able to access support outside of their eligibility period for social assistance.

### **Co-Designing the Social Assistance System**

The province will be seeking input from municipal and sector partners to design and prototype elements of the new system. The province is taking an integrative approach to municipally delivered programs as well as building better connections between programs in the community. The provincial vision for social assistance transformation is a starting point for a phased approach to system change and integration. Phases will begin at different times in different regions between now and 2024 with the following timeline:

- Phase 1: 2021-2022. Learning, testing, prototyping the new model and engagement with municipal partners
- Phase 2: 2022-2024. Realign service delivery with human services model ready by the end of 2024

In the spring of 2021, the province will release the road map to a co-designed social assistance system. Stakeholder engagement is expected to occur within the community once the province releases more details regarding the plan.

### **New Funding Model, Performance Measures and Accountability Framework**

The province currently shares the cost of Ontario Works delivery with municipalities. At this time, it is not known how the Ontario Works operational budget that is 100%

provincially funded or the cost of the administration budget that is shared 50/50 will be affected. However, the vision paper does note that there will be no additional costs to municipalities. As transformation continues for employment services and social assistance, the funding model will evolve alongside the system changes. The transformed system will include a new approach to funding and a new performance and accountability framework co-designed between the province and municipalities.

### **Next Steps**

Based on many process improvements already implemented and continuous efforts to align services with emerging provincial policy, SAEO is well positioned to move forward with the first phase of transformation. Details outlining system changes underway in Niagara, early learnings, achievements and challenges that align with the new vision will be presented at the May 11, 2021 PHSSC meeting.

### **Alternatives Reviewed**

Not applicable

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

The province's New Provincial-Municipal Vision for Social Assistance aligns to Council's strategic priority of ensuring a "Healthy and Vibrant Community" by creating an efficient, effective and streamlined social services system.

### **Other Pertinent Reports**

COM 36 – 2019	Confidential Report- A Matter respecting A Position, Plan, Procedure, Criteria or Instruction to be Applied to Any Negotiations Carried on by or on Behalf of the Municipality under s.239(2) of the <i>Municipal Act, 2001</i> - Niagara Region Application for Service System Manager Employment Services Transformation
CWCD 66 – 2019	Ministry of Training, Colleges and Universities Announcement Plan to Transform Employment Services
CONF – C 1-2020	Ministry of Labour, Training and Skills Development Plan to Transform Employment Services
COM-C 4 – 2020	Provincial Employment Transformation

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**Prepared by:**

Lori Watson  
Director  
Community Services

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**Recommended by:**

Adrienne Jugley, MSW, RSW, CHE  
Commissioner  
Community Services

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

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**MEMORANDUM****COM-C 15-2021**

**Subject: Seniors Services LTC Homes Volunteer Update**  
**Date: April 13, 2021**  
**To: Public Health and Social Services Committee**  
**From: Henri Koning, Director, and Heather Wilde, Volunteer Coordinator, Seniors Services**

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Each year Seniors Services provides a Volunteer Report that outlines the level of contribution provided by volunteers in the previous year. Unfortunately, in 2020 on-site volunteer services were suspended as part of the COVID-19 risk mitigation measures. Many of the volunteers who support Seniors Services are seniors themselves and in a high risk category for COVID-19. In 2021 Seniors Services will be reviewing the opportunity to safely re-introduce volunteers back into the homes. In lieu of the Volunteer Report, Heather Wilde, Volunteer Coordinator has provided an update to offer Committee with an overview of the role and experience of volunteers in 2020.

**2020 Seniors Services Volunteer Update**

2020 began as any other year, with opportunity and possibilities aplenty. Volunteer presence in Regional homes was bountiful, providing emotional, social, and physical support to residents. The first quarter of 2020 saw 9,439 hours of volunteer time invested into Niagara Region's long-term care homes by 500 dedicated volunteers.

March 2020 came in like a lion and dramatically altered the daily functions of long-term care. The onset of COVID-19 and the restrictions that came with it ended all volunteer programming in the blink of an eye. Given the average age of the Region's volunteer group, it was also evident that COVID-19 could have a negative impact on our volunteers' social, physical and mental health. Our dedicated volunteers continued to keep the residents and their health in mind, and accepted the pause in volunteering with hopes of returning in a few short weeks.

**Staying Connected**

As the days and weeks continued to fly by and the restrictions mounted, becoming creative in how volunteering could look in the homes became a new priority. Open



communication via phone and email was the first step taken to ensure volunteers remained an active part of each home. Keeping the residents informed of the day-to-day events in the homes through communication and newsletters brought continued dedication from the volunteers. It was clear that residents remained present in the minds and hearts of volunteers.



### **Volunteer & Staff Appreciation**

Each year, April brings the volunteer appreciation event, typically held at The Americana Resort, where volunteers from all eight homes come together to celebrate their many years of service. Not wanting to miss the opportunity to thank them for their hard work and dedication, a letter of recognition was delivered to each volunteer. The volunteers were appreciative that at the beginning of a global pandemic, the homes took the time to recognize and appreciate their contributions, no matter how small in comparison to previous years.

Residents were not the only ones who felt the loss of volunteer presence in the homes. Staff, too, were missing the daily interactions with the volunteers who are an integral part of each home. Volunteers were quick to recognize that every day Niagara Region's front line staff put themselves at risk to provide the best resident care possible. Pairing up with various local family owned restaurants, our generous volunteers ensured that staff were also recognized for their hard work and dedication during these difficult times by providing funding for staff appreciation events.

Outside of COVID-19, many volunteer hours are spent running tuck shops and cafes. Volunteers saw a great opportunity to ensure residents were still able to access treats through travelling tuck shop carts in collaboration with recreation and redeployed staff. Volunteer funds were used to ensure residents had regular access to extra treats and supplies not typically available to them.



## Technology

Throughout the pandemic, we recognized the opportunities that technology can provide. Using technology, volunteers were able to have meaningful virtual connections with residents via FaceTime, Zoom and Skype. Building upon this “new to volunteers” technology, several tech-savvy volunteers brought forward ideas on how to creatively engage residents in small group activities within the home. Volunteers provided pre-recorded videos where they were able to share things such as; current events, local news, inspirational stories, craft programs, as well as denominational and non-denominational spiritual content. These videos were uploaded to a secure link allowing recreation teams to stream the programs on in-home smart TVs. This gave volunteers, from the comfort and safety of their homes, the ability to provide meaningful social interaction to the residents. Volunteers continue to provide new and innovative virtual ideas to Program Managers and Volunteer Coordinators as the pandemic continues.

## **Community Support**

Not only have the volunteers continued to support the homes during these times of uncertainty, it has been heartwarming to see the outpouring of community support from local restaurants and businesses to residents and front line workers.

Over the year, local businesses have donated meals, coffee, tea, treats, masks, ear savers and shields. Resident family members have provided Christmas gifts, gift cards and cash donations to be used toward resident and staff appreciations. The support from the volunteers and community, have helped boost resident and staff morale, and reminded the homes of the kindness and compassion that exist within our communities.

## **Holiday Season**

The holiday season is a time that reminds us of those who are most important to us, and a time where we reflect upon the past year. Although 2020 has been difficult, it has brought to light the dedication, resilience, and compassion that our volunteers truly have for the residents and the homes, and the vibrant community support within the Niagara region. Volunteers ensured their presence was felt throughout the holiday season by financially funding treats, staff and resident appreciation gifts, ensuring the homes were decorated with poinsettia plants, and providing hand written Christmas notes and cards.

To end the year, with our volunteers still physically out of the homes, each home sent personalized holiday cheer cards or letters to every volunteer.

Although we remain in the midst of difficult times, and under normal circumstances our volunteers would be by our sides with a joke or a coffee to brighten our spirits, the support from the volunteers and community that Senior Services has received throughout 2020 remind us that we truly are in this together, but from a social distance.

Respectfully submitted and signed by

---

Heather Wilde, Volunteer Coordinator



**Mailing Address:**  
P.O. Box 344  
Thorold ON L2V 3Z3

**Street Address:**  
Campbell East  
1815 Sir Isaac Brock Way  
Thorold ON

Phone: 905-682-9201  
Toll Free: 1-800-232-3292  
(from Grimsby and beyond Niagara region only)

Main Fax: 905-687-4844  
Fax – Applications: 905-935-0476  
Fax – Contractors: 905-682-8301  
Web site: [www.nrh.ca](http://www.nrh.ca)

March 19, 2021

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

Dear Ms. Norio,

At their March 19, 2021 meeting, the Niagara Regional Housing Board of Directors passed the following motion as recommended in attached report NRH 6-2021:

1. That the Niagara Regional Housing Board of Directors **RECEIVES** this report for information regarding the end of provincial funding for the Strong Communities Rent Supplement program.
2. That the Niagara Regional Housing Chief Executive Officer **BE DIRECTED** to send a letter on behalf of the Niagara Regional Housing Board of Directors to the Minister of Municipal Affairs and Housing (MMAH) advocating for a continuation of the Strong Communities Rent Supplement Program or replacement program funding.
3. That the Niagara Regional Housing Board of Directors **FORWARD** this report to the Public Health and Social Services Committee (PHSSC).

Your assistance is requested in moving report NRH 6-2021 through proper channels to Regional Council.

Sincerely,

Councillor Walter Sendzik  
Chair



**REPORT TO:** Board of Directors of Niagara Regional Housing

**SUBJECT:** Strong Communities Rent Supplement Program Funding

## **RECOMMENDATION**

1. That the Niagara Regional Housing Board of Directors **RECEIVES** this report for information regarding the end of provincial funding for the Strong Communities Rent Supplement program.
2. That the Niagara Regional Housing Chief Executive Officer **BE DIRECTED** to send a letter on behalf of the Niagara Regional Housing Board of Directors to the Minister of Municipal Affairs and Housing (MMAH) advocating for a continuation of the Strong Communities Rent Supplement Program or replacement program funding.
3. That the Niagara Regional Housing Board of Directors **FORWARD** this report to the Public Health and Social Services Committee (PHSSC).

## **PURPOSE**

To provide the Niagara Regional Housing Board with information regarding the approaching end of Strong Communities Rent Supplement funding.

## **KEY FACTS**

- Strong communities currently funds 250 Units across Niagara Region;
- Some of the strong community units are funded through agency agreements that support highly vulnerable tenants (Positive Living, CMHA);
- There is currently no plan to replace this funding and if the Province doesn't fund, NRH will have to cancel 200+ agreements or seek levy for 1.7M. NRH is still committed to funding these units beyond March 31, 2023;
- Current funding is set to expire March 21, 2023 (Annual funding allocation \$1,758,387);
- Under the Strong Communities Rent Supplement agreements, all 250 units that are currently in receipt of Rent Geared to Income will continue to receive Rent Supplement for as long as the tenant remains in their unit and maintains eligibility per the agreements;
- Donna Woiceshyn, CEO, NRH has been selected as Service Manager Representative on a committee with other service managers, OMSSA, AMO and the Province, for the Strong Community Rent Supplement Program technical table.

## Summary

Niagara Regional Housing (NRH) administers various rent supplement programs, including Strong Communities Rent Supplement Program (SCRS), funded 100% by the Provincial Government. This 20-year program is set to expire on March 31, 2023. The expiration of this program will effectively leave 250 units unfunded.

SCRS funding is divided into three streams, each of which are required to meet set targets annually. The three program streams are: Regular; Ministry of Health/Long Term Care supportive (MOHLTC); and Ministry of Community/Social Services supportive (MCSS).

- As of April 2021 250 units are supported by Strong Communities Funding:
  - Regular Stream 200 Units
  - MOHLTC Stream 33 Units (Target groups supported include: Psychiatrically disabled, Frail elderly, Adults with brain injuries, Physically disabled, Adults with HIV or AIDS. Individuals recovering from substance abuse)
  - MCSS Stream 17 units (Target groups supported include: Adults with developmental disabilities, Youth under 18, Abused women and their Children, Chronically Homeless)

These funded units are supporting highly vulnerable tenants who will be at risk of homelessness, hospitalization and/or other crisis with a loss of funding. With 250 units being supported by Strong Communities the ongoing well-being of these tenants will require a replacement of funding, a continuation of funding in its current form, or a commitment from Regional levy to keep the program whole.

An important factor in this funding is that Niagara Regional Housing administers it in partnership with agencies supporting people living with physical and mental capacity issues. The method of administration is a safety net for many tenants and allows individuals to remain living as independently as possible.

- Strong Communities Rent Supplement was delivered in partnership with several community agencies who were able to support their clients in maintaining housing through memorandum of agreements to the rent supplement agreements. Community partners who were able to support their clients include:
  - Canadian Mental Health Association
  - Brain Injury Community Re-entry
  - Positive Living Niagara (formerly AIDS Niagara Supportive Housing)
  - Gateway Residential & Community Support Services
  - Grimsby/Lincoln and District Association for Community Living
  - Community Living Fort Erie
  - Oak Centre (Welland)
  - St Catharines Community Living
  - Mainstream Vocational & Residential Services

The combination of the financial and human impact of this funding stream being ended is significant and it is with this in mind that we ask for support in our advocacy to keep this funding intact.

## **CONSIDERATIONS**

### **Financial**

The projected annual expenditure for 2021 is estimated at \$1,864,140 (based on April 2021 \$154,345). Spending in excess of annual allocation is due to an approved prior year carryover of funds.

The program currently has an annual allocation of \$1,758,387.00. This figure is the minimum amount to maintain current housing with no new growth. Attrition will happen naturally and therefore there will be movement of tenants but no new net units. Without provincial funding this amount will be required from Regional levy.

### **Governmental Partners**

Current funding is provided exclusively by the Province and should this cease, the funding will be required to come from the Niagara Region tax levy.


### **Public and or Service Users**

Ensuring that existing Social Housing Stock in Niagara remains a safe and affordable place for those who need it across Niagara is a priority. If the Province fails to continue or replace this funding, there is a significant risk that many of our tenants will become homeless or cause undue pressure in the healthcare and homelessness sector.

## **ANALYSIS**

It is essential that our position is shared with the Provincial government as well as OMSSA in an effort to play a role in advocacy and preservation of these units.

**Submitted by:**

  
Donna Woiceshyn  
Chief Executive Officer

**Approved by:**

  
Walter Sendzik  
Chair

*This report was prepared by Jenny Shickluna, Manager Housing Programs with Andrew Hope, Rent Supplement Supervisor.*

Appendix 1: Positive Living Niagara  
Appendix 2: Client Testimony



March 15, 2021

To Whom It May Concern,

Positive Living Niagara has been a participant in the Strong Communities Rent Supplement Program since its inception. This program has been crucial in the support of HIV positive individuals in the Niagara Region. As the HIV/AIDS epidemic enters its 40<sup>th</sup> year, this chronic medical condition continues to have profound impacts on physical and mental health, as well as economic well being. For people living with HIV — the majority of whom are men who have sex with men, and Black, Indigenous and people of colour on minimal or fixed income, housing support is foundational to having access to food and life-saving HIV medications. The end of this program in 2023, which has provided housing support for people living with HIV, would significantly threaten individual and population health, particularly for Black, Indigenous and racialized people who are disproportionately impacted by HIV and poverty, many of whom experience stigma and discrimination based on their HIV-positive status as well as Indigeneity, race, gender, gender identity and sexual orientation. Providing access to subsidized rent, enables people living with HIV to have shelter security and focus on medication and treatment adherence.

Below is a small sampling of the benefits of the Strong Communities program has had on our clients living with HIV:

- A 65-year-old senior on OAS, with several co-morbidities associated with HIV and who suffers from the after-effects of a stroke, is able to live independently with the assistance of our in-home support program. Without the rent subsidy, he would be relegated to a long-term care home at considerably more cost.
- A 54-year-old immigrant from Africa, suffering with PTSD as a result of persecution based on sexuality in his home country, is able to focus on his mental health recovery and maintain his connection to HIV treatment, because of the Strong Communities Program.
- A 43-year-old gay man, previously not on any treatment for HIV and living precariously and in poor health as a result has, since benefiting from the Strong Communities program, connected to HIV treatment, is regaining his health and has been able to start part-time employment. The impact on his mental and physical health is the direct result of having stable, secure housing.

As previously stated, those living with HIV are often from racialized and/or marginalized communities who are disproportionately impacted by HIV and poverty. Many of our clients are dealing with homelessness and when access to affordable housing is unavailable, these clients, out of necessity, must focus on finding shelter, rather than managing their HIV health. Others are racialized individuals working minimum wage jobs, who are forced to spend the majority of their income on unsustainable housing costs, which impacts their ability to stay in care and achieve viral suppression. When coupled with case management and in-home care, access to affordable housing directly impacts the lives of those living with HIV, enabling them to focus on treatment and viral suppression, rather than the basic human need of shelter. Not only does viral



suppression lead to healthier individual lives, but people living with HIV who have a suppressed viral load can no longer pass the virus to others.

The Strong Communities Rent Supplement Program has been invaluable in helping those living with HIV maintain their health and become active members of the larger community.

Sincerely,

A handwritten signature in black ink, appearing to read "Glen Walker", with a long horizontal flourish extending to the right.

Glen Walker  
Executive Director

NRH 6-2021  
21-197-3.4. App. 2  
March 19, 2021  
Page 1 of 1

Having subsidized rent has enabled me to focus on my health and ability to maintain my HIV treatment and health, but alleviating the great financial burden (and stress), of rent. With limited ODSP funds, rent is extremely difficult to balance, with hydro, proper nutrition, telephone (for both job hunting and doctor appointments), as well as transportation, laundry, insurance, and miscellaneous bank fees etc. The financial burden is extremely difficult at this time due to the COVID-19 not only severely limited my job hunting options and prospects, but has also brought upon extra costs, such as hand sanitizers, and mask replacements. ODSP has not provided me with any type of financial assistance during this time, that is available to everyone else via CERB, so the need to stretch my money forces me to choose between my own personal health and wellbeing (very important to be hireable), or simply fulfilling financial obligations, which will lead to not being about to maintain my health via proper foods, vitamin supplements etc.

Without the subsided rent my costs would at this time, be unsustainable.

-45 year old male client

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## MEMORANDUM

**PHD-C 5-2021**

**Subject:** Update Regarding Class Action Lawsuit Against Opioid Manufacturers and Distributors On Behalf of Canadian Municipalities

**Date:** April 13, 2021

**To:** Public Health & Social Services Committee

**From:** Scott Crocco, Legal Counsel

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The purpose of this Memorandum is to provide Regional Council with an update further to the resolution of PHSSC, approved September 19, 2019, directing staff *“to provide a legal opinion on the feasibility of Niagara Region joining the Ontario and British Columbia (and any other) provincial governments in their proposed class action lawsuit from August 2018 against pharmaceutical companies with respect to the opioid crisis”*.

Given the significance of this issue for many municipalities, Staff’s investigations have focussed on engagement and collaboration with various other municipal legal departments, including Peel Region, Brampton, Mississauga, St. Catharines, Brantford and Toronto, some of which had received a similar direction from their respective Councils.

In March 2020, Guardian Law Group LLP (**“Guardian Law”**), a Calgary-based class action law firm, approached municipal legal departments across Canada seeking municipalities willing to participate as “representative plaintiffs” in a proposed class action lawsuit against opioid pharmaceutical manufacturers and distributors to be commenced on behalf of all Canadian municipalities.

Guardian Law is working with Napoli Shkolnik PLLC (**“Napoli Law”**), a New York City based law firm who reached a \$260-million settlement with three opioid distribution companies and one manufacturer on behalf of an Ohio county in 2019.

In June 2020, the City of Grande Prairie, Alberta agreed to stand as a representative plaintiff for the proposed class action. At that time, Guardian Law and Napoli Law filed a proposed **\$10 billion class action** lawsuit in Alberta against opioid manufacturers and

distributors, naming Grande Prairie as Representative Plaintiff on behalf of **all Canadian municipalities** (the “**Proposed Class Action**”). The Proposed Class Action, as amended, is attached as **Appendix 1**.

Through summer and fall of 2020, Guardian Law continued to seek a second, Ontario-based “representative plaintiff” to join the Proposed Class Action. Region legal staff continued to engage with other Ontario-based municipal legal departments through this period, particularly Brantford, who liaised with lawyers at Guardian Law. In late Fall 2020, Brantford confirmed that it was prepared to take the lead and come forward as the second, Ontario-based representative plaintiff in the Proposed Class Action. As a result, on November 17, 2020, Brantford was formally added as a second, Ontario-based Representative Plaintiff in the Proposed Class Action.

Staff engaged in discussions with lawyers at Guardian Law who confirmed that **Niagara Region does not need to undertake any steps or assume any costs or risks** to participate in the Proposed Class Action at this time.

A summary of the Proposed Class Action and anticipated timelines are as follows:

- The \$10 billion claim is made on behalf of all Canadian municipalities and seeks recovery of increased costs incurred by municipalities as a result of the opioid crisis, including, among other things, increased EMS, policing and mitigation costs. A separate class action has been commenced in British Columbia seeking recovery of health care costs incurred by Provinces.
- More than 40 companies are named as defendants. There are two main targets: drug manufacturers and drug distributors.
- The lawsuit asserts a number of causes of action, including conspiracy, public nuisance, negligence, negligent misrepresentation, fraud, unjust enrichment, and alleges (at page 1) that manufacturers of prescription opioids “*engaged in a massive false marketing campaign to drastically expand the market for such drugs and their own market share,*” and both manufacturers and distributors “*reaped enormous financial rewards by refusing to monitor and restrict the improper distribution of those drugs.*”
- Niagara Region does not need to come forward or take any steps until the example case (representative case) is determined, likely in **2 to 3 years** from now, or not at all. This is known as the **certification stage**, which includes determination of (1)

issues in common; (2) whether the proposed class (municipalities) is an appropriate class; and (3) whether the named Representative Plaintiffs are appropriate representative plaintiffs.

- At the certification stage (2 to 3 years from now), if the Proposed Class Action is certified, a Notice will go out to all municipalities, providing an option for the Region to “opt out” of the lawsuit. If the Region does nothing at that point (does not opt out), it will automatically be included in the Proposed Class Action going forward.
- **Settlement** negotiation typically occurs after certification. If there is no settlement, the class action proceeds to: (1) common issue trial; and (2) individual issues trial (e.g. individual municipalities proving damages). Such trials are extraordinarily rare.
- If a settlement is reached, the Region can elect to “opt out” of that settlement. If it does not, the settlement would bind the Region and the Region would receive a portion of the settlement proceeds. A settlement structure is usually put in place to apportion damages / settlement proceeds among the participating plaintiffs. Apportionment may be simple (e.g. population based), but not necessarily, if, for instance, some communities assert they have been disproportionately impacted by the opioid crisis. It is possible that that the Region may need formal legal representation should this lawsuit reach the settlement stage.

The Region does not need to retain Guardian Law, Napoli Law or any other external lawyers, nor otherwise incur any costs in relation to the Proposed Class Action at this stage. Region legal staff will continue to monitor the Proposed Class Action and report back to Council when the claim advances to the certification stage (likely 2023 to 2024).

Respectfully submitted and signed by

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Scott Crocco  
Legal Counsel

**MEMORANDUM**

**PHD-C 8-2021**

**Subject:** COVID-19 Response and Business Continuity in Public Health & Emergency Services (March 2021 Update)

**Date:** April 13, 2021

**To:** Public Health & Social Services Committee

**From:** M. Mustafa Hirji, Medical Officer of Health & Commissioner (Acting)

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**Current Status as of March 26, 2021**

- The latest updates including statistics can be found at the [Niagara Region website](https://niagararegion.ca/health/covid-19). (<https://niagararegion.ca/health/covid-19>)
- Globally, much of the Western world is seeing the resurgence of COVID-19 as variants drive further spread. Countries like Italy, France, and Germany are seeing deaths and hospitalizations increase, and are all instituting or extending lockdowns to protect their health care systems from collapse and prevent loss of life.
- Countries that have had success in acquiring large amounts of vaccine the exception to the above: Israel, the United Kingdom, and the United States have managed to lower or flatten their cases through a combination of very widespread vaccination and restrictions on social life, especially in Israel and the UK where intense lockdowns were imposed in alignment with vaccine roll-out.
- Canada has not had success in acquiring vaccine early, and is beginning to see a pattern similar to most European countries of cases increasing driven by variants. Hospital and ICU beds are again filling up, and more people are dying of COVID-19 again.
- The challenge facing Canadian provinces now is to avoid a severe third wave before vaccinations have been delivered in significant quantities by early summer. If a third wave hits, Ontario will likely see hospitals overwhelmed, many deaths, and a delay of returning to looser restrictions while we try and drive cases down from this third wave.
- If a third wave can be avoided, there is the opportunity that restrictions on social life can begin to be lessened by early summer.
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- As cases have gone up in Ontario, they are also now high in Niagara. Many more cases are being seen in schools and workplaces disrupting the operations of these settings.
  - High cases and many outbreaks are also stressing Public Health's capacity for follow-up and contact tracing. Given the simultaneous need to ramp up vaccinations, Public Health has had to move resources to immunization, resulting in more cursory contact tracing now occurring. As well, given the increasing difficulty of contact tracing, given non-cooperation of the public and anger directed towards Public Health, there is low retention of staff in case management, outbreak management, and contact tracing work. Attempts are being made to hire new staff to resume more detailed contact tracing.
  - In order to manage workload, the Public Health COVID-19 Call Centre has stopped working evenings and weekends to prioritize staff for mass immunizations and contact tracing efforts.
  - Vaccinations are now commencing for some Phase 2 priorities, particularly for elderly persons in a sequence of decreasing age categories. Work continues to complete Phase 1 populations, however. Persons with chronic conditions and essential workers will also be vaccinated as part of this group over the next three months.
  - In Emergency Services, call volumes for EMS have largely returned to normal levels as business and life has resumed.
  - EMS is closely monitoring patient flow within local emergency departments and working with Niagara Health to ensure capacity and surge planning for anticipated COVID-19 related hospitalizations.
  - Emergency Management continues to support both Regional and Local Area Municipal EOC's for coordinated response and business continuity planning.

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## **Previous (March 9) Summary on Business Continuity**

Public Health & Emergency Services deliver essential services year-round to impact the health and health equity of Niagara residents, and to pursue Council's strategic goal of building a Healthy and Vibrant Community. During the current pandemic, the department is playing a central role in the response to protect and mitigate the impacts of COVID-19, while also continuing the essential work around all other health issues that continue to affect residents.

While COVID-19 has commanded the primary focus of Public Health and society at large, it is important to remember that most of the pre-existing health issues continue to exist and are responsible for more deaths (4,500 per year in Niagara) than the projected number of deaths from COVID-19 in Niagara (250–1,000 deaths).

Activity in Public Health & Emergency Services reflects focusing on COVID-19 response, while also ensuring ongoing service to protect the health in other essential areas.

### ***Public Health Emergency Operations Centre for COVID-19/Pandemic Response Division***

#### **Current Status of Operations**

Public Health began work in response to COVID-19 on January 8, 2020. As volume of activities grew, the Public Health Emergency Operations Centre was partly activated on January 28, 2020 to ensure coordination of work and central leadership. By March 9, staff had begun to be redeployed from regular duties to supporting the activities of the Emergency Operations Centre, which was fully activated at this time. Currently over 200 staff work in COVID-19 emergency response (equivalent to 70% of the staff complement in Public Health), with close to another 100 being recruited currently.

Emergency Operations have now transitioned to the new temporary Pandemic Response Division to consolidate most pandemic response activities, and streamline reporting lines and management processes. This was explained in more detail in [CWCD 299-2020](#).



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## Significant Initiatives or Actions Taken

There are five principle lines of response to COVID-19:

1. **Case, Contact, and Outbreak Management.** Public Health is following-up with every person diagnosed with COVID-19 to ensure they are isolated and no longer infecting others. Public Health identifies all contacts of that person who may also have been infected, and arranges for those contacts to be isolated as well. That way, if they develop illness, they cannot have exposed anyone. By isolating all persons who may be infected with COVID-19, the chain of transmission can be broken. Case and contact management will be critical to ensuring ongoing control of COVID-19 transmission if and when physical distancing measures are relaxed.

A critical subset of this work is advising and supporting the management of outbreaks in long term care homes, retirement homes, and other health care facilities. We have seen that most cases and deaths in Niagara, Ontario, and Canada as a whole have occurred in these settings. Better protecting them and supporting these facilities to manage outbreaks are our top priority.

Public Health usually has 12 staff working on case, contact, and outbreak management year-round for 75 diseases of public health significance (e.g. measles, influenza, salmonella, HIV). Within the Emergency Operations Centre, this had been scaled-up to over 100 staff. However, with the need to support mass immunizations, and staff choosing to leave due to increased workload stressors (quickly growing workloads, lack of cooperation by the public, high levels of anger directed towards them by clients), the team is now down to only about 25 persons, and grossly insufficient to meet current demands. Work is underway to try and recruit new staff, however, the hiring pool is very thin as all health care organizations are trying to hire more staff during this time.

In addition, Public Health is further expanding its capacity by “out sourcing” some of this work to staff offered by the Public Health Agency of Canada and the provincial government. With Council’s approval received on August 13, 2020, there is now the ability to enter into assistance agreements with other local public health agencies to further expand capacity if needed. However, with most parts of the province experiencing surges of cases, it is unlikely Niagara will be able to leverage the support of others. The case/contact/outbreak management operation now works 7 days a week, 08:00 to 19:30.

2. **Supporting Health Care & Social Services Sector.** The health care and social services sectors play an essential role in supporting those most vulnerable, including diagnosing and caring for those who contract COVID-19. Public Health has been working with the sector to advise and support protocols that will minimize risk of infection to both clients and staff.

A dedicated health care provider phone line supports health care providers in providing advice and latest recommendations around COVID-19.

Approximately 5 FTE currently support the health care and social services sector within the Emergency Operations Centre, all redeployed from normal public health work.

3. **Supporting Schools & Child Care.** A new call line has been created to support schools, teachers, staff, and child care operators with keeping children safe in their reopening's. Supporting these sectors is a priority in terms of protecting vulnerable children as well as older staff who may work in these settings and are at risk of severe illness. However, it is also a priority given the potential for children to spread infections through families and through the large populations in schools which could trigger a second wave. As well, successful reopening of schools and child care is critical for our economic recovery to enable parents to return to work. This is a particular equity issue for women given the disproportionate role women play in child care. Approximately 40 staff, including the 20 new provincially-funded hires are supporting schools and child care.

Since the reopening of schools, the school health team has

- Managed over 1000 clients who are cases or contacts of COVID-19 and associated with a school
- Provided 350 consultations to schools
- Provided, on average, 5 engagements with each school
- Conducted, on average, 4 in-person visits a week to schools in Niagara to do proactive infection prevention work
- Supported 145 school staff with virtual professional development around preventing COVID-19
- Provided resources that have been accessed over 10,000 times (on-line or in hard copy) by school staff or school boards.

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4. **Public Messaging.** Given the rapidly changing landscape of COVID-19. Public Health seeks to provide the public with the information to address their fears and concerns, as well as to understand their risk and how to protect themselves. These efforts include a comprehensive web site library of frequently asked questions, an information phone line to speak to a health professional that operates 09:15 to 20:30 on weekdays and 09:15 on 16:15 on weekends, an online chat service with health professionals that operates during the same hours, social media, and approximately 15 media requests per week. Daily, Public Health has over 20,000 interactions with the public across all channels.

Due to recent increase in cases for COVID-19 as well as pressures for mass immunization, Public Health reduced staff available for the informational phone line and online chat, to increase more staff in case and contact management. There will also be a reduction of the hours of the call centre, so that it closes at 16:15; as well, the call centre no longer operates on weekends. With these changes, wait times for callers are unfortunately increasing. Public Health is looking at options to outsource this work.

Approximately 10 staff have been redeployed from usual public health operations to support the Emergency Operations Centre with public messaging.

5. **Vaccination.** Since the start of the pandemic, work has been underway to update and adapt off-the-shelf mass vaccination plans to the current situation. Plans are near complete, and dependent on information on vaccine distribution to finalize and allow execution to begin.

Early parts of the plan, in terms of mobile teams, have already been mobilized to vaccinate in long-term care homes, retirement homes, and congregate care setting with the limited volume of vaccine available.

~~With mass immunization clinics expected to begin at the end of March, work is underway to recruit and add staff to facilitate operation of these clinics. Further details as well as the budgetary impact of this will be shared with Council at a future date.~~

Public Health has now launched mass immunization clinics. As of late March, clinics are vaccinating up to 1000 persons a day. The goal is to continue to scale this volume up over time to several thousand a day as more staff are hired and trained, and more vaccine supply becomes available.

In addition to these lines of work, there is significant work around data entry, customizing data systems and process management to make the above three lines of work as efficient and effective as possible. As well, there are comprehensive planning teams, logistics teams, a finance and administration team, and liaison activities. Approximately 45 staff have been reallocated to these activities.

## **Operational Outlook**

### **1 month**

- As the Shutdown and vaccination reduced cases, Public Health managed to return to case and contact management operations more similar to the rest of the fall.
- However, with variants of COVID-19 growing rapidly now, it is likely that case will surge again and overwhelm case and contact management capacity again.
- Due to the pressures of mass immunization efforts, quickly growing numbers of cases and outbreaks, and poor retention of staff in case/outbreak/contact management, Public Health is again unable to conduct full contract tracing on all new cases and has significantly curtailed follow-up.

### **3 months**

There is a strong possibility of a third lockdown which would bring cases back to a manageable level. Alternately, with the pressure to staff expanding vaccination activities, staff available for case and contact management are decreasing, and will no longer be able to actively control the pandemic in Niagara.

### **3 months to 6 months**

- Projections on operations in the future will depend on Provincial government policy decisions around COVID-19 response and the speed at which vaccines become available. The expectation is that current emergency operations would continue with emphasis shifting based on provincial response and expected high vaccine roll-out which will control the pandemic. The emergence of new variants that could be vaccine-resistant however threaten this outcome.

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***Clinical Services Division (Excluding Mental Health)*****Current State of Operations**

Most efforts in this area normally focus on infectious disease prevention. Many staff (60 FTE of 84 total) have been reallocated to the Emergency Operations Centre for COVID-19 response. Current operations are focused on

- case and contact management of sexually transmitted infections
- case and contact management of significant infectious diseases (e.g. tuberculosis, measles)
- distributing provincial vaccination stockpiles to primary care
- advising primary care around complex immunization scenarios
- emergency contraception
- outreach to marginalized populations around vaccination and sexual health

**Services/Operational Changes**

- Cessation of immunization clinics
- Cessation of school vaccinations
- Cessation of enforcing the *Immunization of School Pupils Act*
- Cessation of supplying the public with immunization records
- Cessation of sexual health clinics
- Cessation of health promotion around vaccinations
- Cessation of health promotion around healthy sexuality

With the current state of COVID-19 cases and the ramping up of COVID-19 vaccinations, it is very unlikely any school vaccinations will take place this year.

**Operational Outlook**

1 month & 3 months

- Partnership with primary care to deliver vaccination to school-aged children during the week-long April School Break.
- Increasing staff investigating adverse events following immunization since these will surge as vaccines are rolled out.
- ~~Plan for enforcement of the *Immunization of School Pupils Act*.~~

## ***Mental Health***

### **Current State of Operations**

Mental Health supports clients in the community who would often otherwise need to be hospitalized. This work is critical to keep people out of the hospital and ensure health system capacity for those with COVID-19. As well, given current challenges around loss of employment, anxiety, and social isolation, delivery of mental health services is more important than ever. With the resurgence of COVID-19, some staff have again been redeployed to the COVID-19 response, affecting waiting times for Mental Health services. Two staff returned to Mental Health have once again been reassigned to pandemic response.

### **Services/Operational Changes**

- Shift of some in-person clinics to remote delivery
- Reduction in some volume of work to shift 6 FTE to provide mental health case management in shelters.

### **Operational Outlook**

- With the resurgence of COVID-19, staff have been redeployed to COVID-19 response, and likely will remain redeployed for several more weeks.
- Mental Health services are expected to continue to have long waiting times given loss of staff to COVID-19 response.

## ***Environmental Health***

### **Current State of Operations**

Several lines of inspection that were discontinued due to closures of certain sectors (e.g. food services, personal services, recreational pools) have resumed as those sectors reopen. In addition, other sectors of inspection remain more important than ever (e.g. infection control inspections of long term care homes and retirement homes). No staff remain completely deployed to support Emergency Operations. However, almost all staff are supporting emergency operations in their home program by inspecting COVID-19 prevention measures as part of their normal inspection work, or taking on roles around non-COVID-19 infection prevention normally done by staff redeployed to

Emergency Operations. For early October, 1 staff person has been formally redeployed to emergency operations. Currently staff focus upon

- Investigation of animal bites for rabies prevention
- Investigation of health hazards
- Foodborne illness complaints
- Food premises complaints
- Infection prevention and control lapse investigations
- Inspection of reopened food premises
- Inspection of housing and infection prevention amongst temporary foreign workers
- Support and advice to private drinking water and small drinking water system operators
- Inspection of reopened recreational water establishments
- Inspection of reopened personal services settings
- Surveillance and prevention of West Nile Virus, Lyme Disease, and other vector borne diseases
- Investigation of adverse water quality
- Supporting businesses and other partners with infection prevention and control, especially as many businesses move to re-open
- Supporting operators with other unique health risks from resuming after a period of extended closure, such as flushing and managing stale water in pipes

### **Services/Operational Changes**

- Increase of infection control investigations of long term care facilities and retirement homes
- Simulations of outbreaks with long term care facilities and retirement homes to increase their preparedness for outbreaks have now been discontinued
- Refocusing infection control investigations of day cares to focus on very frequent inspection of those that remain operational
- Inspections conducted as part of COVID-19 case and outbreak investigations in workplaces and public settings

### **Operational Outlook**

1 month

- Environmental Health staff will be supporting mass immunization efforts.

3 month & 6 month

- Projections on operations in the future will depend on Provincial government policy decisions around COVID-19 response.

## ***Chronic Disease & Injury Prevention***

### **Current State of Operations**

Chronic illnesses are responsible for 70% of ill health and lead to more deaths (75,000 deaths per year in Ontario) than are likely to be caused by COVID-10 (Ontario government projects 3,000 to 15,000 deaths from COVID-19). Chronic diseases are heavily exacerbated during this period of social restrictions. As well, since chronic disease make one more likely to suffer severe illness from COVID-19, mitigating chronic diseases remains a high priority.

Efforts are being consolidated around three areas:

1. Mental health promotion. This reflects the greater risk of persons suffering mental health challenges including suicide during this time.
2. Substance use prevention. This reflects the risk of greater substance use while people are unemployed and lack other means of recreation.
3. Health eating and physical activity. The goal is to ensure physical activity despite current social restrictions, and support healthy eating when mostly fast food is available to purchase for take-out.

The above three priorities align with the underlying causes of most ill health and most deaths in Canada. In order to support COVID-19 vaccinations, some staff have been redeployed to support data management around vaccinations. Of 35 staff, 24 remain in their role supporting work on these health issues. However, on a temporary basis, 19 additional staff have been redeployed to support mass immunization while hiring and training takes place to fill critical immunization support roles.

### **Services/Operational Changes**

- Consolidation of resources around the previously mentioned three priorities
- Elimination of engagement of populations in-person
- Elimination of activities in schools, workplaces, and other public settings
- Cessation of most cancer prevention work



- Cessation of most healthy aging work
- Cessation of most injury prevention work
- Expansion of role of Tobacco Control Officers to also enforce Provincial emergency orders around physical distancing

## **Operational Outlook**

### 1 month

- Almost all chronic disease prevention work is suspended while staff are temporarily redeployed to fill mass immunization support roles, until new employees can be hired and trained.

### 3 month & 6 month

- Resumption of workshops for smoking cessation
- Roll-out of major suicide-prevention initiatives
- Projections on operations in the future will depend on Provincial government policy decisions around COVID-19 response. Loosening of social restrictions will enable delivery of programming with more direct engagement.

## ***Family Health***

### **Current State of Operations**

There continues to be redeployment of 79 of 144 staff in Family Health to support Emergency Operations. As well, 20 school health staff while not formally redeployed, work overwhelmingly in COVID-19 response. In addition, most staff working in normal assignments are managing the exacerbated harms from the pandemic on other health issues.

Families in Niagara are burdened now more than ever to try to provide safe and healthy care, environments and opportunities for children. The Family Health division continues to provide essential services for families with a small number of staff. Limited services are provided by phone, live chat and virtual access to nurses through Niagara Parents where families can seek support with breastfeeding, parenting, pregnancy, postpartum mental health and child health issues.

Efforts are now underway to plan with schools on how school health programming may be delivered this fall. The Healthy Babies Healthy Children program has begun transitioning back to in-person visits with physical distance to better support families, as well as in-person screening in the hospitals. The Nurse Family Partnership has also been able to transition to mostly in-person visits using physical distance having maintained visiting at pre-COVID levels for the prior 3 months with more virtual visits.

Staff are focusing their efforts on the following areas:

- Prenatal/postnatal support
- Supporting vulnerable families
- Parenting supports
- Providing enrollment and information towards emergency dental care

Home visiting programs for some of our most vulnerable families are also offering virtual support to assist with

- adjusting to life with a new baby,
- addressing parenting concerns,
- promoting healthy child development,
- accessing other supports and services as they are available, and
- assessing for increased risk related to child protection

### **Services/Operational Changes**

- Cessation of dental screening
- Cessation of dental services
- Cessation of breastfeeding clinics
- Cessation of well baby clinics
- Shifting all prenatal/postnatal support to virtual options from in-person service
- Shifting home visits to remote connections

For the period of March 16, 2020 to March 20, 2021:

- 793 registrants for online prenatal education
- 3700 HBHC postpartum screens and assessments completed by PHN
- 2374 HBHC home visits
- 1140 Nurse Family Partnership visits
- 719 Infant Child Development service visits
- 986 Breastfeeding outreach visits

- 2828 interactions with Niagara Parents (phone, live chat, and email)
- 247 moms received support and skill building through our cognitive behavioural therapy post-partum depression group
- 276 visits to families receiving support and skill building through our Triple P Individualized Parent Coaching

## **Operational Outlook**

### 1 month

- ~~Resumption of breastfeeding clinics has been halted due to redeployment of staff to support COVID-19 again.~~

### 3 month & 6 month

- Future operations will depend on Provincial policy decisions around COVID-19 response. Loosening of social restrictions will enable delivery of programming with more direct engagement.
- Breastfeeding clinics may resume in the winter.
- Resumption of dental clinics and fluoride varnish administration is also being planned for the winter.
- Positive Parenting Program being planned for resumption in the fall. There has been high uptake to virtual class options.

## ***Organizational and Foundational Standards***

### **Current State of Operations**

Organizational and Foundational Standards supports the data analytics, program evaluation, quality improvement, professional development, communications, engagement, and customer services activities of Public Health. There has been redeployment of 34 of 39 staff to Emergency Operations. Ongoing activity includes

- Opioid surveillance reporting
- Active screening of staff at Regional buildings
- Managing data governance and privacy issues

### **Services/Operational Changes**

- Cessation of public health surveillance work

- Cessation of most public health communications and engagement work
- Cessation of public health data analytics
- Cessation of expanded implementation of electronic medical record system
- Cessation of all public health quality improvement work
- Cessation of Public health applied research
- Cessation of evaluating public health programs
- Cessation of public reception service in Public Health buildings
- Scaling back data governance initiative

### **Operational Outlook**

- Expectation is that resources will remain reallocated to Emergency Operations for at least 6 months.

### ***Emergency Medical Services***

#### **Current State of Operations**

Emergency Medical Services (EMS) continues to dispatch land ambulance services to the population calling 911, as well as modified non-ambulance response to 911 calls as appropriate (the System Transformation Project). At present, call volumes have returned to expected values and operational response is normal. EMS has moved from the Monitoring stage of their Pandemic Protocol back to the Awareness stage following the recent increase in COVID-19 cases and the impact on resources. EMS is experiencing many staff in all areas of EMS operations needing to self-isolate due to family testing requiring business continuity procedures to be enacted. EMS continues to face pressures around personal protective equipment procurement as global shortages continue.

#### **Services/Operational Changes**

- Providing enhanced community support through COVID-19 specific programs (refer to PHD 05-2020 for additional details)
- Additional requests by the Province for EMS to supplement community support through enhanced Mobile Integrated Health services – 100% funding for any new initiatives approved by the LHIN

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**Operational Outlook****1 month**

The Pandemic Plan for response prioritization remains in place. This is a unique plan to Niagara, enabled by Niagara's local control and tight integration of both ambulance dispatch and the land ambulance services.

**3 month & 6 month**

- Projections on operations in the future will depend on Provincial government policy decisions around COVID-19 response, and the subsequent circulation of COVID-19 in the population. Higher COVID-19 circulation would create demand for more calls to 911 as well as increase risk for EMS staff who must be off work due to COVID-19 infection or exposure. As 911 calls increase and/or staff are unable to work, the Pandemic Plan will prioritize which calls continue to be served, and which 911 calls receive a modified response (e.g. phone call and advice from a nurse) or no response.

***Emergency Management*****Current State of Operations**

Emergency Management is currently fully deployed to supporting the Regional Emergency Operations Centre and advising the Public Health Emergency Operations Centre. Emergency Management is also deeply engaged with supporting emergency operations teams at the local area municipalities, as well as other key stakeholders (e.g. Niagara Regional Police, fire services, Canadian Forces). The CBNRE team has also been supporting emergency operations part time. Paramedics are also assisting with staffing the shelter system.

**Services/Operational Changes**

- Cessation of preparedness activities to focus fully on current response to COVID-19.
- A mid-response review is being conducted by staff to assess the functionality and effectiveness of emergency management coordination internally and with external stakeholders, primarily LAM EOC's to identify what is/has worked well

and opportunities to improve emergency management coordination as the emergency continues

### **Operational Outlook**

Ongoing support of current Emergency Operations Centres and recovery planning efforts. There are some elements of recovery planning that are being implemented.

### **Recommended by:**

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M. Mustafa Hirji, MD MPH FRCPC  
Medical Officer of Health & Commissioner (Acting)  
Public Health & Emergency Services

**Minute Item No. 5.1**

**CSD 18-2021**

**Authorization of Tile Drainage Loan**

That Report CSD 18-2021, dated April 14, 2021, respecting Authorization of Tile Drainage Loan, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That an amount sufficient for the payment of the principal and interest costs of the debenture for tile drainage listed in Schedule "A" attached to Report CSD 18-2021, **BE LEVIED** to the Town of Lincoln.

**Minute Item No. 5.2**

**CSD 22-2021**

**Program Review and Options for 2021-2022 Insurance Renewal**

That Report CSD 22-2021, dated April 14, 2021, respecting Program Review and Options for 2021-2022 Insurance Renewal, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Council **AUTHORIZE** staff to negotiate with Niagara Region's existing Insurer/Broker, Marsh Canada Limited ("Marsh") in order to secure an insurance agreement extension on behalf of Niagara Region, Niagara Regional Police Service and Niagara Regional Housing for the November 1, 2021, to November 1, 2022, policy period;
2. That staff **BE DIRECTED** to continue the review of the current insurance program and associated risks and to report back to Council by the end of April 2022, regarding all available options to Council including potentially going back out to market in 2022-2023; and
3. That staff **BE DIRECTED** to obtain an updated actuarial analysis of Niagara Region's loss exposure and risk financing.

**Minute Item No. 5.3**

**CSD 23-2021**

**2021 Property Tax Policy, Ratios and Rates**

That Report CSD 23-2021, dated April 14, 2021, respecting 2021 Property Tax Policy, Ratios and Rates, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **APPROVE** the following tax ratios and sub-class reductions for the 2021 taxation year:

<b>Property Classification</b>	<b>Tax Ratio</b>	<b>Sub-Class Reduction</b>
Residential	1.000000	
New Multi-Residential	1.000000	
Multi-Residential	1.970000	
Commercial	1.734900	
Commercial – Excess Land	1.734900	22.5%
Commercial – Vacant Land	1.734900	22.5%
Industrial	2.630000	
Industrial – Excess Land	2.630000	22.5%
Industrial – Vacant Land	2.630000	22.5%
Pipeline	1.702100	
Farmland	0.250000	
Managed Forest	0.250000	
Farmland Awaiting Development 1	1.000000	25%
Farmland Awaiting Development 2	Class Ratio	
Landfill Sites	2.940261	

2. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration and **BE CIRCULATED** to the Councils of the Area Municipalities for information; and
3. That Report CSD 23-2021 **BE CIRCULATED** to the Councils of the Area Municipalities for information.



**Minute Item No. 6.4**  
**CLK 3-2021**  
**Double Direct Councillors**

That Report CLK 3-2021, dated April 14, 2021, respecting Double Direct Councillors, **BE RECEIVED** for information.

**Minute Item No. 6**  
**Consent Items for Information**

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

CSC-C 13-2021  
COVID-19 Response and Business Continuity in Corporate Services

CSD 21-2021  
Regional Development Charges Treasurer's Statement 2020

PHD-C 5-2021  
Update Regarding Class Action Lawsuit Against Opioid Manufacturers and Distributors on Behalf of Canadian Municipalities

**Minute Item No. 9.1**  
**Confidential CSD 25-2021**  
**A Matter Respecting a Proposed Acquisition of Land by the Municipality – Seniors Community Programs Lease Agreement in St. Catharines**

That Confidential Report CSD 25-2021, dated April 14, 2021, respecting A Matter Respecting a Proposed Acquisition of Land by the Municipality – Seniors Community Programs Lease Agreement in St. Catharines, **BE RECEIVED** and the recommendations contained therein, **BE APPROVED**.

**Minute Item No. 9.2**  
**Confidential CSC-C 12-2021**  
**A Matter of Advice that is Subject to Solicitor-client Privilege and Respecting Litigation – Response to Councillor Gale's Motion regarding Litigation Matters reported in Confidential CSD 60-2020**

That Confidential Correspondence Item CSC-C 12-2021, being a memorandum from M. Cruickshank, Legal Counsel, dated April 14, 2021, respecting A Matter of Advice that is Subject to Solicitor-client Privilege and Respecting Litigation – Response to Councillor Gale's Motion regarding Litigation Matters reported in Confidential CSD 60-2020, **BE RECEIVED** for information.

**THE REGIONAL MUNICIPALITY OF NIAGARA  
CORPORATE SERVICES COMMITTEE  
OPEN SESSION**

**CSC 4-2021  
Wednesday, April 14, 2021  
Council Chamber / Video Conference  
Niagara Region Headquarters, Campbell West  
1815 Sir Isaac Brock Way, Thorold, ON**

Committee Members Present in the Council Chamber: Foster (Committee Chair), Rigby

Committee Members Present via Video Conference: Bradley (Regional Chair), Butters, Campion, Diodati, Easton, Edgar, Fertich, Gale, Heit, Ip, Redekop, Whalen (Committee Vice-Chair)

Other Councillors Present via Video Conference: Sendzik

Staff Present in the Council Chamber: H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, E. Fabiani, Technology Support Analyst, D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Corporate Services, A.-M. Norio, Regional Clerk, D. Pasto, Risk Management Program Manager, J. Tonellato, Director, Water Wastewater Services, R. Tripp, Acting Chief Administrative Officer, B. Zvaniga, Interim Commissioner, Public Works

Staff Present via Video Conference: S. Crocco, Legal Counsel, M. Cruickshank, Legal Counsel, R. Fleming, Senior Tax & Revenue Analyst, K. Lotimer, Legislative Coordinator, B. Menage, Director, Procurement & Strategic Acquisitions, M. Murphy, Associate Director, Budget Planning & Strategy

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**1. CALL TO ORDER**

Committee Chair Foster called the meeting to order at 9:30 a.m.

**2. DISCLOSURES OF PECUNIARY INTEREST**

Councillor Redekop declared an indirect pecuniary interest respecting the presentation, Niagara Health - Partnering Together for the Future South Niagara Hospital (Agenda Item 3.1), as his daughter is employed by the Niagara Health System.

**3. PRESENTATIONS**

**3.1 Niagara Health - Partnering Together for the Future South Niagara Hospital**

Mary Jane Johnson, Project Director, Stakeholder Relations, Lynn Guerriero, President and Interim Chief Executive Officer, Angela Zangari, Executive Vice President Finance, Redevelopment and Operations, Chief Financial Officer, Dr. Johan Viljoen, Chief of Staff and Executive Vice President, Medical Affairs and Cliff Harvey, Chief Planning Officer, Niagara Health provided information respecting Niagara Health - Partnering Together for the Future South Niagara Hospital. Topics of the presentation included:

- Building a Healthier Niagara, Together
- Current Service Model
- Future Service Model
- South Niagara Site Overview
- South Niagara Site Programs and Services
- South Niagara Site - Regional Benefits
- Regional Local Share - Commitments

**4. DELEGATIONS**

There were no delegations.

**5. ITEMS FOR CONSIDERATION**

**5.1 CSD 18-2021**  
Authorization of Tile Drainage Loan

Moved by Councillor Easton  
Seconded by Councillor Edgar

That Report CSD 18-2021, dated April 14, 2021, respecting Authorization of Tile Drainage Loan, **BE RECEIVED** and the following recommendation **BE APPROVED**:

1. That an amount sufficient for the payment of the principal and interest costs of the debenture for tile drainage listed in Schedule "A" attached to Report CSD 18-2021, **BE LEVIED** to the Town of Lincoln.

**Carried**

5.2 CSD 22-2021

Program Review and Options for 2021-2022 Insurance Renewal

Moved by Councillor Butters

Seconded by Councillor Fertich

That Report CSD 22-2021, dated April 14, 2021, respecting Program Review and Options for 2021-2022 Insurance Renewal, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Council **AUTHORIZE** staff to negotiate with Niagara Region's existing Insurer/Broker, Marsh Canada Limited ("Marsh") in order to secure an insurance agreement extension on behalf of Niagara Region, Niagara Regional Police Service and Niagara Regional Housing for the November 1, 2021, to November 1, 2022, policy period;
2. That staff **BE DIRECTED** to continue the review of the current insurance program and associated risks and to report back to Council by the end of April 2022, regarding all available options to Council including potentially going back out to market in 2022-2023; and
3. That staff **BE DIRECTED** to obtain an updated actuarial analysis of Niagara Region's loss exposure and risk financing.

**Carried**

5.3 CSD 23-2021

2021 Property Tax Policy, Ratios and Rates

Moved by Councillor Heit

Seconded by Councillor Gale

That Report CSD 23-2021, dated April 14, 2021, respecting 2021 Property Tax Policy, Ratios and Rates, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **APPROVE** the following tax ratios and sub-class reductions for the 2021 taxation year:

Property Classification	Tax Ratio	Sub-Class Reduction
Residential	1.000000	
New Multi-Residential	1.000000	
Multi-Residential	1.970000	
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Industrial – Vacant Land	2.630000	22.5%
Pipeline	1.702100	
Farmland	0.250000	
Managed Forest	0.250000	
Farmland Awaiting Development 1	1.000000	25%
Farmland Awaiting Development 2	Class Ratio	
Landfill Sites	2.940261	

2. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration and **BE CIRCULATED** to the Councils of the Area Municipalities for information; and
3. That Report CSD 23-2021 **BE CIRCULATED** to the Councils of the Area Municipalities for information.

**Carried**

**Councillor Information Request(s):**

Provide information on the financial impact of taxing all multi-residential properties at the same rate prior to the 2022 budget discussions.  
Councillor Redekop.

Consider implementation of a small business tax class. Councillor  
Campion.

6. **CONSENT ITEMS FOR INFORMATION**

Reports CSD 24-2021 and CLK 3-2021 were considered separately.

6.3 **CSD 24-2021**

Hospice Niagara Request for Funding

Moved by Councillor Redekop

Seconded by Councillor Ip

That Report CSD 24-2021, dated April 14, 2021, respecting Hospice  
Niagara Request for Funding, **BE RECEIVED** for information and the  
following recommendation **BE APPROVED**:

1. That the Hospice Niagara Funding request of \$4 million **BE  
RECEIVED** for information.

Moved by Councillor Redekop

Seconded by Councillor Campion

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

1. That the Hospice Niagara Funding request of \$4 million **BE  
RECEIVED** for information;
2. ***That Council SUPPORTS the request for funding by Hospice  
Niagara in the amount of \$4 million;***
3. ***That funding for the project BE INCLUDED in the 2022 Niagara  
Region operating budget, to be paid in 4 equal annual instalments  
with timing to be determined and a report to come forward to the  
Budget Review Committee of the Whole; and***
4. ***That staff BE DIRECTED to develop a program for dealing with  
this type of health care related request for funding, possible  
criteria to include how the proposed project integrates with other  
health care services in Niagara, the extent of service to all  
residents of Niagara, the impact of proposed new services or  
extension of existing services and how the project will be funded  
through private fundraising and other sources of revenue.***

Moved by Councillor Ip  
Seconded by Councillor Diodati

That consideration of the amendment, respecting Hospice Niagara Request for Funding, **BE DEFERRED** to the Corporate Services Committee meeting being held on July 14, 2021.

**Carried**

6.4 CLK 3-2021

Double Direct Councillors

Moved by Councillor Diodati  
Seconded by Councillor Whalen

That Report CLK 3-2021, dated April 14, 2021, respecting Double Direct Councillors, **BE RECEIVED** for information.

Moved by Councillor Diodati  
Seconded by Councillor Gale

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

That Report CLK 3-2021, dated April 14, 2021, respecting Double Direct Councillors, **BE RECEIVED** for information;

***That Regional Council SUPPORT the request from the City of Niagara Falls; and***

***That staff BE DIRECTED to initiate the process to elect, by the double direct method, three members of Niagara Falls City Council to serve as both Regional and City Councillors.***

Recorded Vote:

Yes (3): Diodati, Fertich, Gale.

No (11): Bradley, Butters, Campion, Easton, Edgar, Foster, Heit, Ip, Redekop, Rigby, Whalen.

**Defeated**

The Committee Chair called the vote on the original motion and declared it,

**Carried**

**6. CONSENT ITEMS FOR INFORMATION**

Moved by Councillor Heit  
Seconded by Councillor Ip

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

CSC-C 13-2021

COVID-19 Response and Business Continuity in Corporate Services

CSD 21-2021

Regional Development Charges Treasurer's Statement 2020

PHD-C 5-2021

Update Regarding Class Action Lawsuit Against Opioid Manufacturers and Distributors on Behalf of Canadian Municipalities

**Carried**

**7. OTHER BUSINESS**

**7.1 2022 Canada Summer Games Update**

Councillor Whalen enquired whether Committee will be receiving a report providing an update on the 2022 Canada Summer Games. Todd Harrison, Commissioner Corporate Services/Treasurer, advised that a report will be provided at an upcoming Committee of the Whole meeting.

**7.2 Request for Revisions to the Municipal Act, 2001 to Address Serious Misconduct by Municipal Councillors**

Councillor Butters enquired about the motion respecting Request for Revisions to the Municipal Act, 2001, to Address Serious Misconduct by Municipal Councillors, that was referred to the Corporate Services Committee at the Council meeting held on March 25, 2021. Committee Chair Foster advised that the referred motion would be included on the agenda for the Corporate Services Committee meeting being held on May 12, 2021.

**7.3 Review of Ride Sharing and Vehicles for Hire Policies**

Councillor Ip requested an update on the review of the by-laws related to ride sharing and vehicles for hire. Todd Harrison, Commissioner, Corporate Services/Treasurer, advised that a report would be included on the agenda for the Corporate Services Committee meeting being held on June 16, 2021.



**8. CLOSED SESSION**

Moved by Councillor Gale  
Seconded by Councillor Whalen

That this Committee **DO NOW MOVE** into closed session for the purpose of receiving information of a confidential nature respecting A Matter of Advice that is Subject to Solicitor-client Privilege and Respecting Litigation – Response to Councillor Gale’s Motion regarding Litigation Matters reported in Confidential CSD 60-2020.

**Carried**

Committee resolved into closed session at 11:53 a.m.

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

Committee reconvened in open session at 12:24 p.m. with the following individuals in attendance:

Committee Members Present in the Council Chamber: Foster (Committee Chair), Rigby

Committee Members Present via Video Conference: Bradley (Regional Chair), Butters, Diodati, Easton, Fertich, Gale, Heit, Ip, Redekop, Whalen (Committee Vice-Chair)

Absent/Regrets: Campion

Staff Present in the Council Chamber: H. Chamberlain, Director, Financial Management & Planning/Deputy Treasurer, E. Fabiani, Technology Support Analyst, D. Gibbs, Director, Legal & Court Services, T. Harrison, Commissioner/Treasurer, Corporate Services, A.-M. Norio, Regional Clerk, D. Pasto, Risk Management Program Manager, J. Tonellato, Director, Water Wastewater Services, B. Zvaniga, Interim Commissioner, Public Works

Staff Present via Video Conference: K. Lotimer, Legislative Coordinator

9.1 Confidential CSD 25-2021

A Matter Respecting a Proposed Acquisition of Land by the Municipality – Seniors Community Programs Lease Agreement in St. Catharines

Moved by Councillor Rigby  
Seconded by Councillor Gale

That Confidential Report CSD 25-2021, dated April 14, 2021, respecting A Matter Respecting a Proposed Acquisition of Land by the Municipality – Seniors Community Programs Lease Agreement in St. Catharines, **BE RECEIVED** and the recommendations contained therein, **BE APPROVED**.

**Carried**

9.2 Confidential CSC-C 12-2021

A Matter of Advice that is Subject to Solicitor-client Privilege and Respecting Litigation – Response to Councillor Gale’s Motion regarding Litigation Matters reported in Confidential CSD 60-2020

Moved by Councillor Gale  
Seconded by Councillor Easton

That Confidential Correspondence Item CSC-C 12-2021, being a memorandum from M. Cruickshank, Legal Counsel, dated April 14, 2021, respecting A Matter of Advice that is Subject to Solicitor-client Privilege and Respecting Litigation – Response to Councillor Gale’s Motion regarding Litigation Matters reported in Confidential CSD 60-2020, **BE RECEIVED** for information.

**Carried**

10. **NEXT MEETING**

The next meeting will be held on Wednesday, May 12, 2021 at 9:30 a.m.

**11. ADJOURNMENT**

There being no further business, the meeting adjourned at 12:27 p.m.

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Councillor Foster  
Committee Chair

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Kelly Lotimer  
Legislative Coordinator

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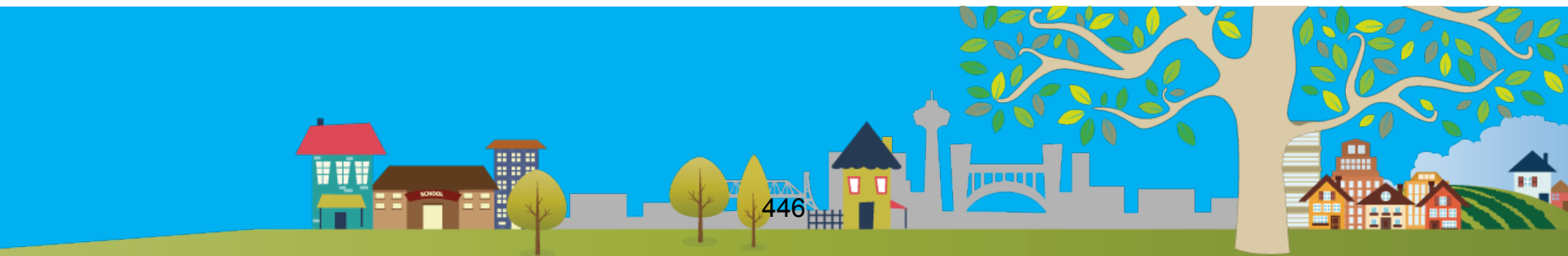
Ann-Marie Norio  
Regional Clerk

# niagarahealth

Extraordinary Caring. Every Person. Every Time.

## Partnering Together for the Future South Niagara Hospital

April 14, 2021





## Building a Healthier Niagara, Together.

Our vision calls for Niagara Health to centralize expert care found in hospitals and **expand access** to local healthcare services in communities across Niagara.



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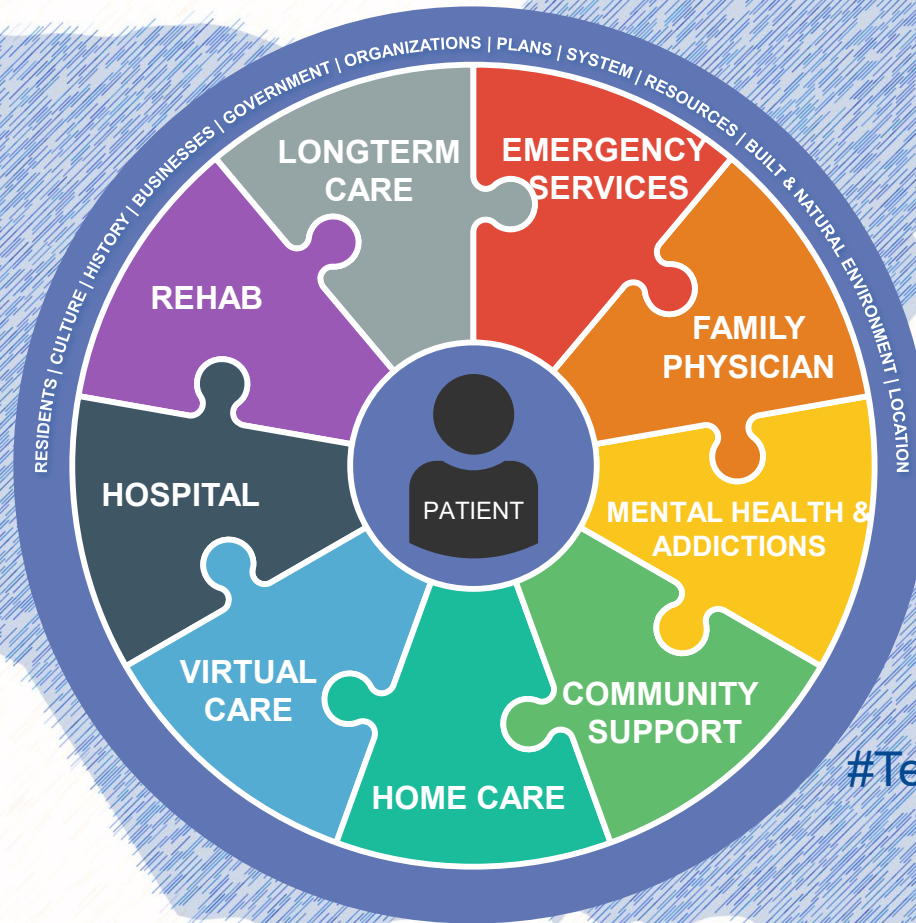






## What does a Healthier Niagara look like?

Patients receive all their care, including family physicians, hospital services, mental health & addictions services, long-term care, and home and community care from ONE COORDINATED TEAM.

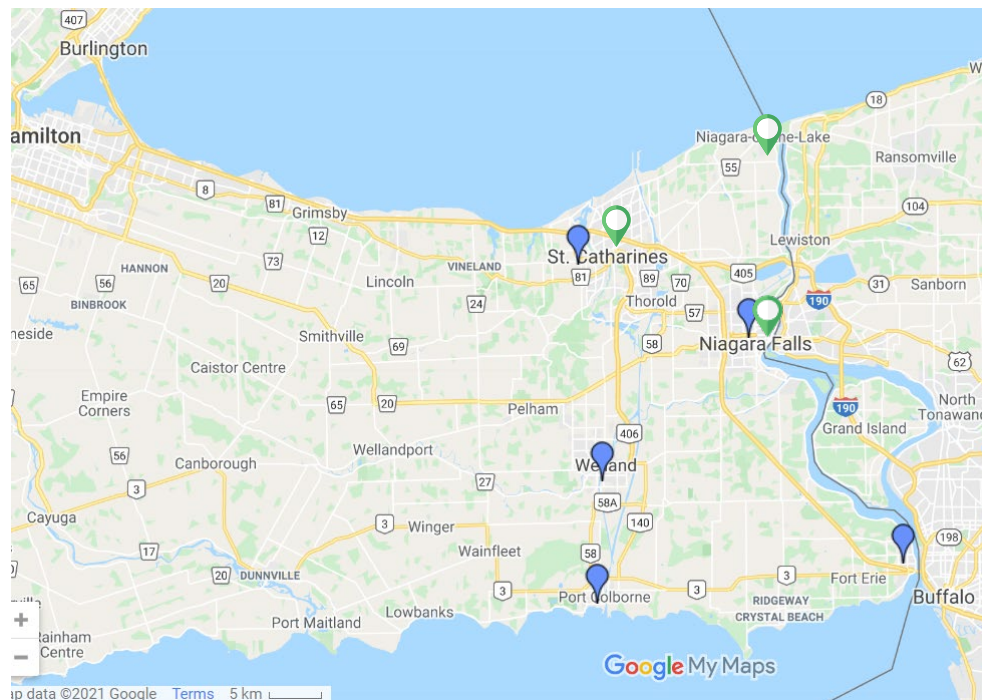


#TeamNiagara





## Current Service Model



Hospital Site



Community-based service

Niagara Health (NH) currently has five (5) sites:

- Douglas Memorial
- Greater Niagara General
- Port Colborne
- St. Catharines
- Welland

NH has a growing network of community-based and virtual services.

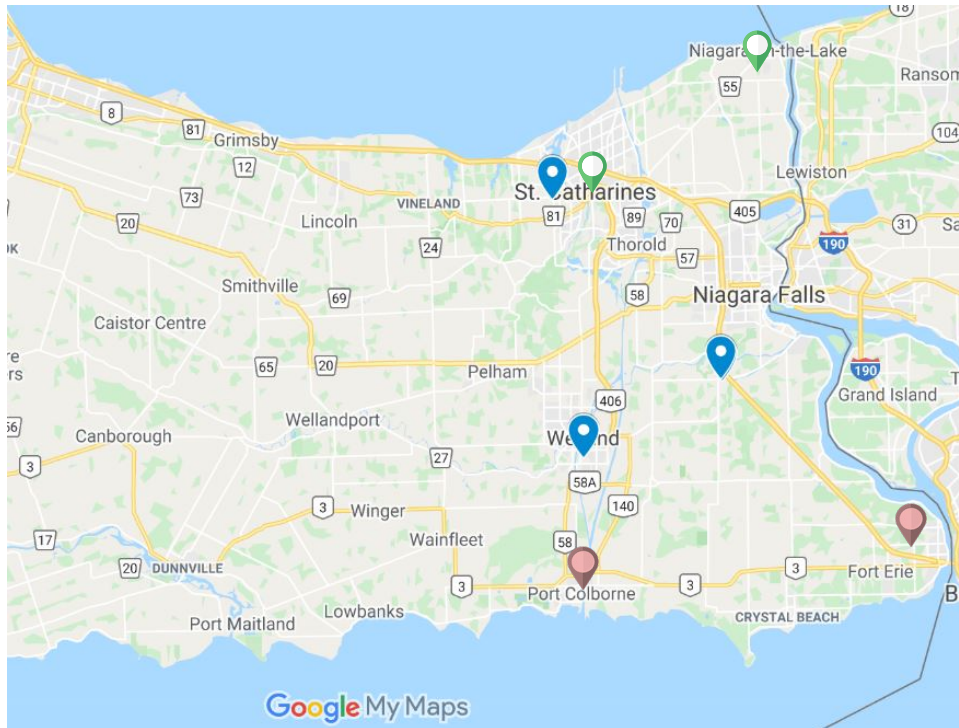
- Welland Avenue, St. Catharines (CMHA Partnership: Mental Health & Addictions program)
- Niagara Falls Satellite Dialysis Site
- Nurse Practitioner Walk-in Clinic, Niagara-on-the-Lake







## Future Service Model (2026/27)



Hospital Site



Community-based service



Future community-based service

NH future vision calls for three (3) sites:

- St. Catharines
- South Niagara
- Welland
- Welland Avenue, St. Catharines (CMHA partnership)
- Nurse Practitioner Walk-in Clinic, Niagara-on-the-Lake
- Future community-based services, Fort Erie & Port Colborne







## Future Site Model (2026/27)

### ST. CATHARINES SITE



Emergency Medicine  
Critical Care  
General Surgery  
Ambulatory Care  
Diagnostic Imaging &  
Laboratory  
Outpatient Clinics  
Children's Health  
Administration

#### CENTRES OF EXCELLENCE

Women & Babies  
Cancer  
Cardiac  
Kidney  
Mental Health

### SOUTH NIAGARA SITE



Emergency Medicine  
Critical Care  
General Surgery  
Ambulatory Care  
Mental Health & Addictions  
Diagnostic Imaging &  
Laboratory  
Outpatient Clinics  
Kidney Care  
Joint Care  
Indigenous Healing  
Administration

#### CENTRES OF EXCELLENCE

Complex Care  
Geriatric Psychiatry  
Seniors' Wellness  
Stroke

### WELLAND SITE



24/7 Emergency Services  
8-10 Observation Beds  
Ambulatory Care  
Mental Health & Addictions  
\*Diagnostic Imaging &  
Laboratory  
Outpatient Clinics  
Administrative Hub  
Long Term Care Centre

#### CENTRE OF EXCELLENCE

Eye Care

\*Limited services

6





## South Niagara Site

*The artist rendering is conceptual and for illustrative purposes only. It is subject to change.*

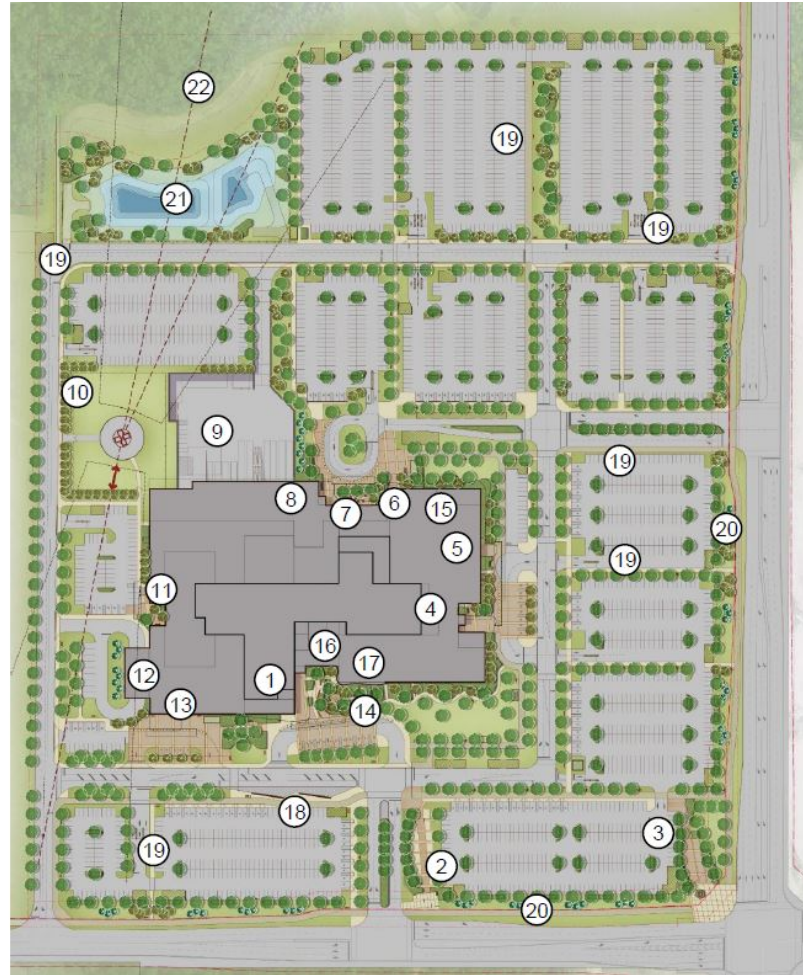




## South Niagara Site

### Illustrative Site Plan

- ① MAIN ENTRANCE COURTYARD
- ② COMMUNITY PLAZA
- ③ GATEWAY PLAZA
- ④ AMBULATORY CARE ENTRANCE
- ⑤ DIALYSIS ENTRANCE
- ⑥ STAFF ENTRANCE
- ⑦ CAFETERIA COURTYARD
- ⑧ DI ENTRANCE COURTYARD
- ⑨ LOADING DOCKS
- ⑩ HELIPAD
- ⑪ PATIENT TRANSFER ENTRANCE COURTYARD
- ⑫ AMBULANCE GARAGE
- ⑬ EMERGENCY ENTRANCE COURTYARD
- ⑭ INDIGENOUS HEALING GARDEN
- ⑮ MENTAL HEALTH TERRACE
- ⑯ AUDITORIUM TERRACE
- ⑰ SPIRITUAL CARE TERRACE
- ⑱ TRANSIT STOP
- ⑲ PEDESTRIAN/CYCLIST NETWORK
- ⑳ VEGETATED BUFFER
- ㉑ STORM WATER MANAGEMENT POND
- ㉒ NATURAL AREA



This site plan is conceptual and for illustrative purposes only. It is subject to change.







## South Niagara Site Overview



### 469 Beds

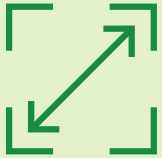
30 Critical Care Beds

170 Complex Care Beds

269 Medical Surgical Beds

8 Operating Suites

42 Hemodialysis Stations



Approximately 1.2 Million  
Square Feet



*Designed with a seniors'  
focus embedded into all  
aspects of care.*



**Working toward being the first WELL® certified healthcare facility in Canada.** WELL® certification will improve the work-life experience and promote well-being for staff and physicians who will travel all across Niagara, and overall improve the experience for all who use the building.





## South Niagara Site: Programs & Services

### Emergency Medicine Program

**91,000 Visits**

24/7 Emergency Department  
Trauma Care  
Geriatric Crisis Services

### Critical Care Program

**30 Beds**

Intensive Care Unit  
Cardiac Monitoring

### Medicine/Surgical Program

**269 Beds**

Inpatient Care  
Cardiac Program  
Inpatient Kidney Care

### Mental Health & Addictions Program

**20,000 Visits**

Adult, Children and Adolescent day services

### Diagnostic Services

**179,000 Tests**

X-ray  
Ultrasound  
CT  
MRI  
Ontario Breast Screening Program  
Cardiac Ultrasound (Echocardiography)  
Interventional Radiology (IR)

### Ambulatory Care

**94,000 Visits**

Medicine Outpatient Clinics  
Surgical Outpatient Clinics  
Assessment Clinic

### Surgical Program

**8 Operating Suites**

### Chronic Disease Management

**7,900 Visits**

Outpatient Rehab  
Diabetes Education

### Kidney Care

**42 Dialysis Stations**

### Laboratory

**3,700,000 Tests**

### Pharmacy

**8,700,000 Units**

### Cardio-Respiratory

**24,000 Visits**

Cardio-Respiratory Clinics  
Stress Testing  
Electrocardiography (ECG)

### Complex Care Centre of Excellence

**NEW! 170 Beds**

Inpatient Care  
Specialized Complex Care\*

### Wellness in Aging Centre of Excellence

**NEW! 7,500 Visits**

Seniors Wellness Services  
Seniors Assessment Services

### Stroke Centre of Excellence

**NEW! Excellence**

### Indigenous Healing Centre

**NEW!**

### Geriatric/Geriatric Psychiatry Centre of Excellence

**NEW!**

### LHIN-wide Joint

455

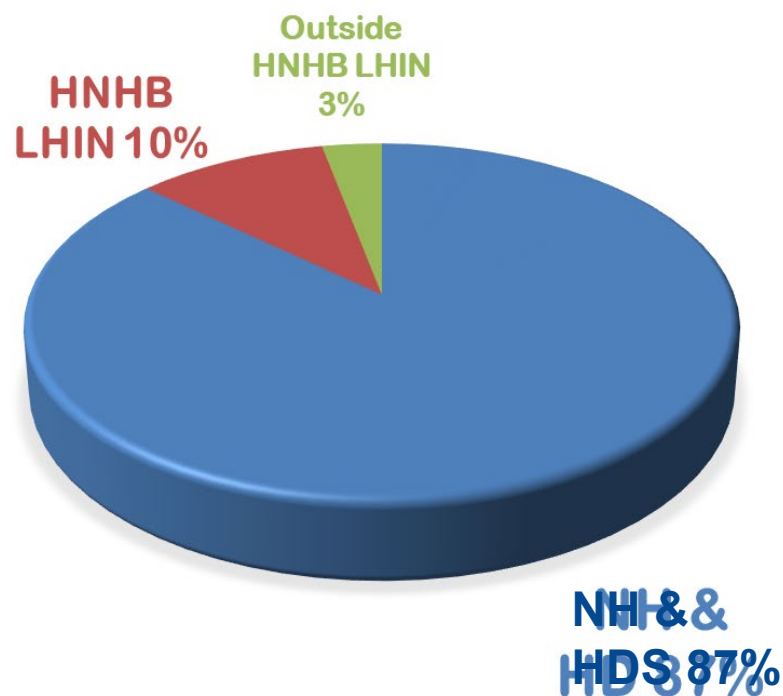
### Other Resources

Spiritual Care  
Cafeteria  
Auditorium  
Education/ Academic Centre  
Retail Space  
Administrative Space  
NH Foundation

\*Reflects most recent 2021 updates,  
Volumes have been rounded up to the  
nearest thousand



## Where Niagara Residents Go for Care



- **86.7% Come to NH**
  - Over 90% come for Emergency/UCC, Mental Health and Renal Dialysis Programs
  - 78% for acute inpatient, day surgery and 81% for endoscopy services
  - 70% for cardiac catheterization & 72% outpatient oncology
- **97% stay in Niagara for Complex Care**
  - 66% at NH & 31% at Hotel Dieu Shaver (HDS)
  - In 2026, Complex Care beds will only be located at South Niagara Site & Hotel Dieu Shaver

11





## South Niagara Site: Primary Users



### EXPERT CARE CLOSE TO HOME

Serve **231,663 residents**

**Over 50%** of Niagara's population from:  
Niagara Falls, Fort Erie, Port Colborne, Wainfleet,  
Welland & Pelham.

**Centre of Excellence** programs serve **447,888 residents**





## South Niagara Site: A Regional Hospital



**7,400 More  
Senior  
Wellness Visits**



**77% more capacity for  
Mental Health & Addictions  
Visits**



**Building a Healthier Niagara  
TOGETHER.**



**156 More  
Beds**



**20,000 More  
Emergency Visits**



**12 More  
Hemodialysis  
Stations**







## South Niagara Site: Regional Benefits

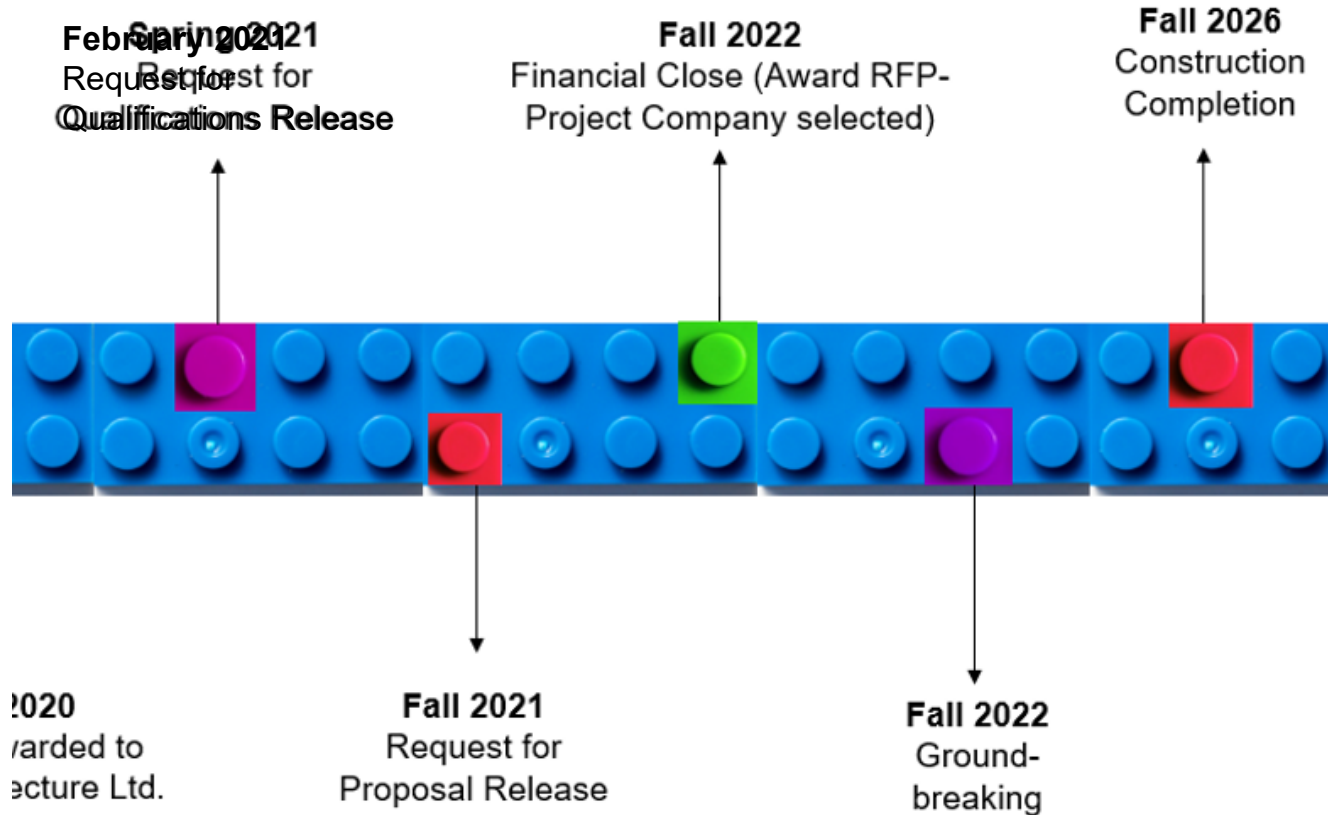
- Larger than the St. Catharines Site, serving a larger population with expanded services
- Reduce wait times
- Accommodate more senior visits
- Additional beds for the region
- Facility that supports older persons
- Provide a better overall patient experience
- Multi-year economic spin-off benefits boosting employment and community growth
- Ability to attract and retain top healthcare professionals
- Have adequate space and infrastructure to accommodate new and emerging health care technology and current standards of care
- Leading innovation
- State-of-the-art infection prevention control measures

14





## South Niagara Site Upcoming Milestones





# South Niagara Site: What is Local Share?

The local share is the portion of funding for which a hospital is responsible. The Ministry of Health's capital cost-sharing policy for hospital projects does not cover 100 per cent of all costs incurred, not all elements of a project are eligible for ministry cost-sharing.

## Hospitals are responsible for:

- 10% of the eligible construction costs and associated ancillary costs;
- 100% of the costs associated with the purchase of new and replacement furniture, fixtures and equipment.



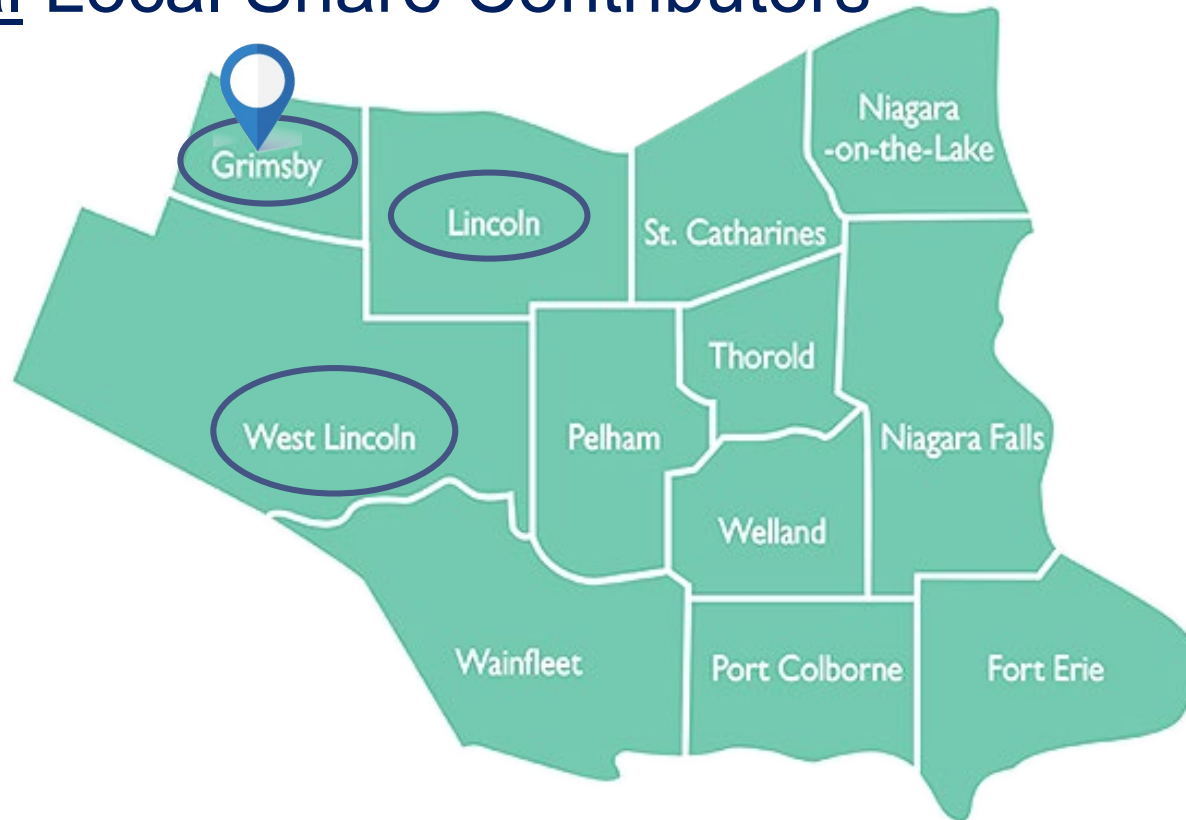


## Niagara Health, St. Catharines Site: Municipal Local Share Contributors





## Hamilton Health Sciences, West Lincoln Hospital: Municipal Local Share Contributors





# Niagara Health, South Niagara Site: Municipal Local Share Anticipated Contributors





## Regional Local Share: Commitments

### Niagara Health, St. Catharines Site

\$750+ million

- \$116 million total local share
- \$21 million regional local share contribution (Based on square footage for new regional services – Mental Health, Cardiac, Cancer)

### Hamilton Health Sciences - West Lincoln Memorial Hospital

\$250+ million

- \$60 million total local share
- \$12.6 million regional local share commitment (21% of total local share)

### Niagara Health, South Niagara Site

\$1+ billion

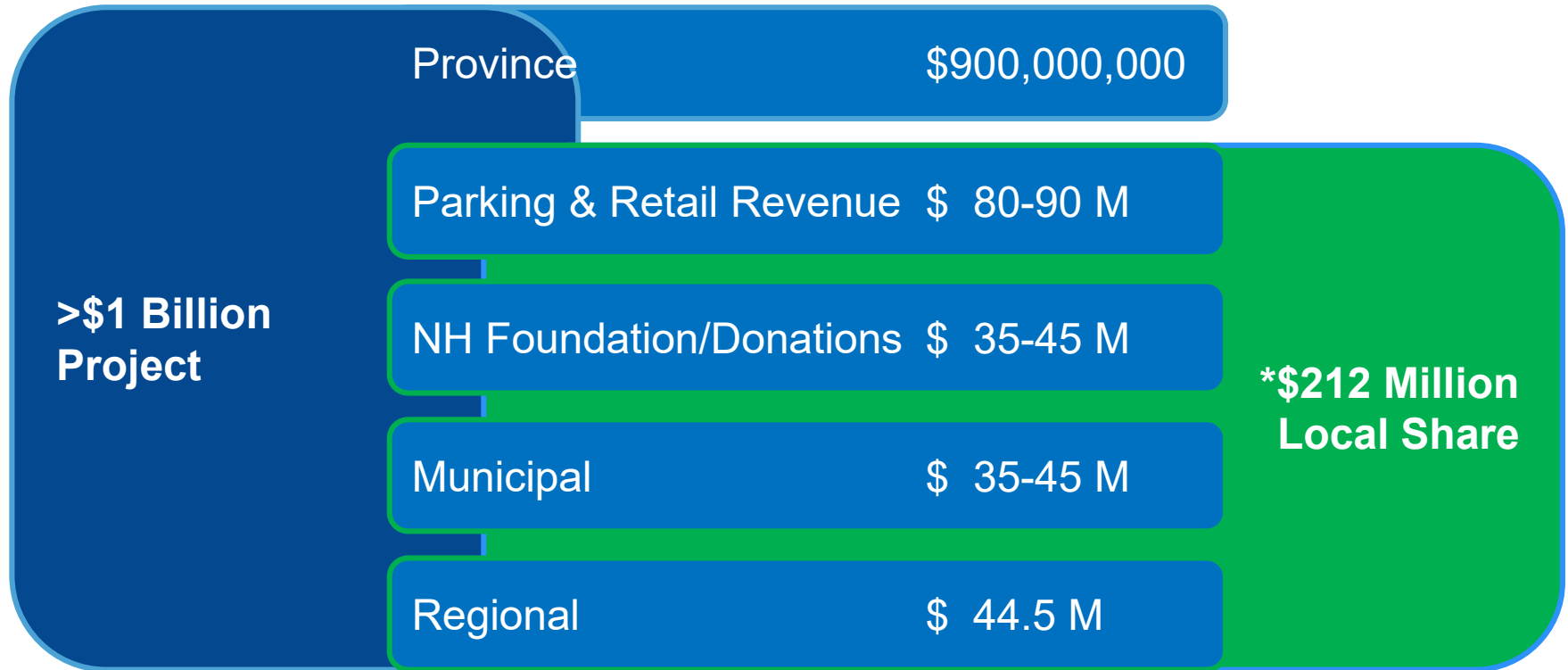
- \$212 million total local share
- \$44.5 million regional local share commitment (21% of total local share)







## South Niagara Site: Local Share



\*The Cost of Financing and Private-Public-Partnership (P3) Costs are excluded from the calculation of the Local Share at this time.

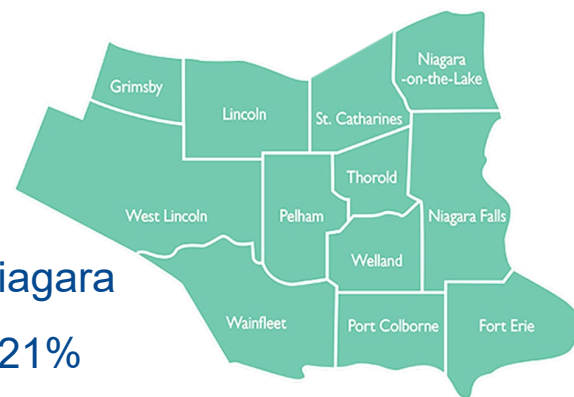






## Why invest \$ 44.5 million?

- Regional hospital serving over 50% of Niagara's population
- Providing additional beds and expanded services for all of Niagara
- Supported Hamilton Health Sciences – West Lincoln Site at 21%
- Square footage for regional services total over 50% of hospital
- South Niagara Site offers new regional programs:
  - Regional Complex Care beds (66% at NH & 31% at Hotel Dieu Shaver)
  - Regional Stroke Centre
  - Regional Wellness in Aging Centre
  - Regional Geriatric and Geriatric Psychiatry Centre
  - Regional Joint program
  - Regional Indigenous Healing Centre
- Multi-year economic spin-off benefits
- Improve the health and well-being of Niagara residents





## Questions?



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**Subject:** Authorization of Tile Drainage Loan**Report to:** Corporate Services Committee**Report date:** Wednesday, April 14, 2021

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## Recommendations

1. That an amount sufficient for the payment of the principal and interest costs of the debenture for tile drainage listed in Schedule “A” attached to Report CSD 18-2021, **BE LEVIED** to the Town of Lincoln.

## Key Facts

- By-law no. 5988-90 authorizes the Region to borrow an amount not exceeding \$4,657,000 and to issue debentures payable to the Treasurer of Ontario pursuant to The Tile Drainage Act, 1971, upon application of an Area Municipality from time to time
- The Town of Lincoln has received an application for a Tile Loan and has completed inspection of the drainage system
- The Council of the Town of Lincoln has passed Rating By-law 2021-16, March 8, 2021 imposing a special annual drainage rate upon land in respect of which money is borrowed under the *Tile Drainage Act*
- Through the Tile Loan Program offered by the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA), landowners can access loan funding through their local municipality for the installation of tile drainage systems on their agricultural land
- Tile loans continue to be available at a 6 per cent interest rate for a ten-year term and a maximum amount of loan available to an individual farmer in one year has been maintained at \$50,000
- Town of Lincoln has current outstanding debt of \$7,816,897 at the end of 2020.
- Town of Lincoln estimated Annual Repayment Limit (ARL) as per the most recent Financial Information Return (FIR) is 2.59 per cent of own source revenues, which falls within the statutory limit of The Town’s ARL of \$5,419,857, or 25 per cent.

## Financial Considerations

This debt will show on Niagara Region’s financial statements as a liability on the financial statement (long-term liabilities) and as an asset on the financial statement (debt recoverable from Local Area Municipality). All debt servicing costs associated



with the tile loan will be recovered from the Town of Lincoln. Although there is some administration involved with the Tile Drainage Program, there is no net financial implication for Niagara Region.

## **Analysis**

In accordance with the Municipal Act, the authority to sell debentures to raise funds is granted solely to Regional government. The Town of Lincoln and The Ministry of Agriculture, Food and Rural Affairs will work together with Niagara Region to settle the tile loan to the landowner and collect the annual principal and interest payments. The landowner in the Town of Lincoln is ultimately the recipient of the tile loan from The Ministry. Funds borrowed through the Tile Drainage Program are used to install tile drainage systems on the landowner's agricultural land.

Application to the Town of Lincoln has been made for a tile loan in the amount of \$50,000 at a rate of 6 per cent for 10 years. The Town has completed their inspection of the drainage work that has been done on the land, and has passed Rating By-law 2021-16. Staff from OMAFRA have reviewed the application, inspection certificate, all invoices and documentation, loan amount and repayment calculations, and by-laws/authorization.

To facilitate the loan to the farmer as per the Tile Drainage Program, Niagara Region will sell the Tile Drainage Debenture to the Minister of Finance. The loan amount of \$50,000 will be settled with Niagara Region and the funds will then be forwarded to the Town of Lincoln who will settle the loan with the landowner.

On an annual basis, through either invoice or taxation, the Town will collect \$6,793.40 from the landowner. OMAFRA will invoice Niagara Region annually from 2022-2031 in the amount of \$6,793.40, and Niagara Region will invoice the Town for the same amount.

Per their 2018 Financial Information Return, the Town of Lincoln has net debt charges of \$625,093 or annual repayments of 2.59 per cent of own source revenues, which falls within the statutory limit of The Town's Annual Repayment Limit (ARL) of \$5,419,857 or 25 per cent. The ARL represents debt charges as a percentage of municipal source revenues. After this debenture issuance, the Town's net debt charges will increase but still be well below the ARL limit.

## **Alternatives Reviewed**

No alternatives were considered as this is a loan program is provided by The Ministry of Agriculture, Food and Rural Affairs.

## **Relationship to Council Strategic Priorities**

Supporting our Local Area Municipalities in programs such as the Tile Drainage Loan program promotes Sustainable and Engaging Government.

## **Other Pertinent Reports**

N/A

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### **Prepared by:**

Margaret Murphy, CPA, CMA  
Associate Director, Budget Planning &  
Strategy  
Corporate Services

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### **Recommended by:**

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

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### **Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared by Margaret Murphy, Associate Director, Budget Planning & Strategy and reviewed by Helen Chamberlain, Director, Financial Management & Planning.*

## **Appendices**

Appendix 1

Schedule A

Schedule A

Description of Land Drained	Proposed Date of Loan	Sum to be Loaned \$	Annual Rate to be Imposed \$
Concession 2, Lot 6, Town of Lincoln  Roll No.  2622044000405600.0000	May 3, 2021	\$50,000.00	\$6,793.40
TOTAL PRINCIPAL OF DEBENTURE  AND TOTAL SUM SHOWN ON BY-LAW		\$50,000.00	\$6,793.40

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**Subject:** Program Review and Options for 2021-2022 Insurance Renewal

**Report to:** Corporate Services Committee

**Report date:** Wednesday, April 14, 2021

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## **Recommendations**

1. That Council **AUTHORIZE** staff to negotiate with Niagara Region's existing Insurer/Broker, Marsh Canada Limited ("Marsh") in order to secure an insurance agreement extension on behalf of Niagara Region, Niagara Regional Police Service and Niagara Regional Housing for the November 1, 2021, to November 1, 2022, policy period;
2. That staff **BE DIRECTED** to continue the review of the current insurance program and associated risks and to report back to Council by the end of April 2022, regarding all available options to Council including potentially going back out to market in 2022-2023; and
3. That staff **BE DIRECTED** to obtain an updated actuarial analysis of Niagara Region's loss exposure and risk financing.

## **Key Facts**

- As approved by Council following cancellation of the RFP for insurance and risk management services issued on behalf of Niagara Region, Niagara Regional Police Service ("NRPS") and Niagara Region Housing ("NRH"), staff negotiated renewal terms for the November 1, 2020, to November 1, 2021, policy period with Marsh.
- As noted in report CSD 74-2020, Niagara Region experienced significant premium increases and changes to desired program coverages which were primarily due to the hard market, impacts of COVID-19 as well as Brokers' reduced ability to secure other liability and property markets as a result of the competitive procurement process undertaken.
- In preparation for the November 1, 2021, renewal and as indicated in CSD 74-2020, staff have been undertaking a review of the current insurance program and associated risks in the context of the now known changing insurance market.
- Based upon the research completed to date, the insurance market has not improved and there is no indication that there will be any favourable changes in 2021, therefore proceeding with a competitive procurement process for insurance in 2021 is not advisable.

- Staff proposes to work with Marsh to secure suitable insurance for 2021-2022 on behalf Niagara Region, NRPS and NRH based on the current conditions; while continuing to review and research other alternative coverage and procurement options for Council to consider for the following 2022-2023 insurance renewal period.
- The review undertaken to date has disclosed that Niagara Region would benefit from obtaining updated actuarial analysis of Niagara Region's loss exposure and risk financing; and, independent property valuation and loss control inspection reports for some of its property holdings in order to assist with future decision making with respect to insurance coverage and procurement options for Niagara Region, NRPS and NRH.

### **Financial Considerations**

In 2020, the insurance premium budget was \$904,100. The negotiated 2020-2021 insurance premium resulted in an increase of \$899,386 or 99.5% over the 2020 budget. The 2021 insurance premium budget is \$1,803,487 which anticipated the hard insurance market and impact of COVID-19 continuing into 2021. The anticipated increase was factored into the last two months of the 2021 budget.

Depending on the scope of work for the recommended actuarial services, the estimated cost provided by Marsh was in the \$35,000 to \$65,000 range. Staff believe this can be accommodated within the approved 2021 Budget for Corporate Services.

Given Niagara Region's high property value schedule (over \$2.4B), and the feedback received by staff from subject matter experts/industry stakeholders, staff believe it would be beneficial to obtain independent property valuation and loss control inspection reports for some key property locations to enhance the level of information available to insurers/the market. Depending on the complexity, the estimated cost of such reports provided by Marsh was in the \$16,000 to \$42,000 range per property. In light of this cost, as part of the continued program review, staff will identify which of Niagara Region's 123 properties valued over \$1M should be considered to maximize the benefit of such reports and to ensure appropriate budget is set aside in 2022 to accommodate such expense.

### **Analysis**

As indicated in CSD 74-2020 - Insurance Program Update for 2020-2021, the hard market and impacts of COVID-19 resulted in Niagara Region experiencing significant



premium increases and some changes to desired program coverages in its insurance and risk management services for the November 1, 2020, to November 1, 2021, policy period; similar to the experience of many municipalities across Ontario.

In accordance with Council direction, staff have been undertaking a review of the current insurance program and potential options for 2021.

As noted in previous reports, there are less insurers in the municipal insurance market than previously. In addition, the following areas of concern related to municipal insurance have been identified to staff that may limit competition: 1) reduced coverage capacity for large property schedules (such as Niagara Region's \$2.4B value), 2) professional/E&O liability and medical malpractice coverage for Public Health/Senior Services/EMS Paramedics, 3) markets refusing to quote on Social Housing leaving a small market willing to insure and 4) Transit is deemed to be high risk and costly to insure. As a part of the program review, staff is considering options that may assist in mitigating these areas of concern for insurers to the extent possible that make it challenging for Niagara Region to competitively procure the type/level of coverage traditionally sought.

It is also of note that utilizing a competitive process to secure insurance services does not necessarily function to maximize options available to municipalities in an already reduced market. In practice, the existence of a competitive process restricts the ability of brokers to canvass all available markets for coverage due to existing commitments on the part of insurers to only engage with certain brokers as well as the general practice of a "first come first serve" basis to access the market as part of an RFP process.

After canvassing a number of municipalities and subject matter experts, there is no indication at this time that there will be any favourable changes in the insurance market in 2021. Since hard markets generally last for shorter periods of time than soft markets, there is hope for change in 2022; however, proceeding with a competitive process to secure insurance in 2021 is not advisable given the prevailing market conditions and likelihood of further premium increases.

As a result staff believe that Niagara Region would be better served to work with Marsh to negotiate an insurance agreement extension on behalf of Niagara Region, NRPS and NRH for the November 1, 2021, to November 1, 2022, policy period; during which time staff will continue to review and research other coverage and procurement options with a view to place Niagara Region in a better position for future renewals.

One of the ways this can be accomplished is by enhancing the data Niagara Region has available to assist with future decision making with respect to insurance coverage and procurement options for Niagara Region, NRPS and NRH.

In 2015/2016, staff retained the services of an actuarial consultant to perform a comprehensive review of Niagara Region's insurance program, cost allocation methodology and reserve funding. The combined cost in 2015/2016 for these reports was \$32,500 before taxes. Staff reached out to Marsh to obtain a current cost estimation with respect to performing actuarial services. Depending on the scope of work, the estimated cost provided was in the \$35,000 to \$65,000 range before taxes.

Staff recommend obtaining an updated actuarial analysis of Niagara Region's loss exposure and risk financing in order to assist in making informed decisions on the overall insurance coverage and risk financing program.

Given the challenges securing coverage for large property portfolios (such as Niagara Region's \$2.4B value), and the importance of data to better inform the market regarding risk exposures, staff also reached out to Marsh to obtain an estimated cost for independent property valuation and loss control inspection reports. These types of reports can help Niagara Region answer key questions that will support property insurance placement which include 1) what is the current valuation of key assets, 2) what types of property losses could be most impactful, 3) how property risks are being managed and 4) what opportunities are there to invest in loss control to better manage property risks. In a hard market, these reports become more of a necessity than a "nice to have"; particularly, when your Broker is looking for insurance markets with less capacity to make a decision to take on the risk and what rate should be applied to the risk. Depending on the asset complexity, the estimated cost per property would be in the \$16,000 to \$42,000 range before taxes. In light of the cost of these reports, and the significance of Niagara Region's property holdings, staff would need to determine which of the 123 key properties valued over \$1M should be considered for property risk valuation and loss inspection report and to ensure appropriate budget is set aside in 2022 to accommodate such expense.

In addition, staff will conduct further research with respect to other options that are responsive to the other challenges/concerns identified, and associated cost implications, to place Niagara Region in a better position for future renewals such as 1) divide Niagara Region's large property schedule, an example of this might be to insure all WWTP and WTP separately, 2) obtain separate medical malpractice coverage for Public Health/Senior Services/EMS Paramedics, 3) explore impact of potential changes

to renewal date and duration of insurance contract, 4) procure coverage for NRH's social housing program separate from Niagara Region/NRPS and 5) use of a Negotiated RFP process that incorporates a Best and Final Offer (BAFO) approach to procure insurance or other methods of securing insurance.

Staff will report back to Council by the end of April 2022, regarding all available coverage and procurement options to Council.

### **Alternatives Reviewed**

As noted above in the analysis, staff reviewed the option of commencing a competitive procurement process in 2021. However, due to the prevailing market conditions that were the primary driver of the premium increases/coverage changes experienced by the Region in 2020, staff do not recommend proceeding with a competitive process in 2021.

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

The proposed renewal and review of Niagara Region's insurance program is consistent with Council's strategic priority focus on Sustainable and Engaging Government – High Quality, Efficient and Coordinated Core Services and Fiscally Sustainable.

### **Other Pertinent Reports**

- CSD 16-2020 – Proposed Procurement Process for Insurance and Risk Management Services RFP
- Confidential CSD 54-2020 – A Matter of Legal Advice that is subject to Solicitor-Client Privilege – Insurance Program and RFP
- CSD 74-2020 – Insurance Program Updated for 2020-2021
- CSD 14-2021 – Motion by the Municipality of Charlton and Dack respecting the Cost of Municipal Insurance

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**Prepared by:**  
Donna Pasto  
Risk Management Program Manager  
Corporate Services

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**Recommended by:**  
Todd Harrison, CPA, CMA  
Commissioner/Treasurer  
Corporate Services

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**Submitted by:**

Ron Tripp, P.Eng.

Acting Chief Administrative Officer

*This report was prepared in consultation Donna Gibbs, Director Legal and Court Services.*

**Subject:** 2021 Property Tax Policy, Ratios and Rates

**Report to:** Corporate Services Committee

**Report date:** Wednesday, April 14, 2021

## Recommendations

1. That Regional Council **APPROVE** the following tax ratios and sub-class reductions for the 2021 taxation year:

Property Classification	Tax Ratio	Sub-Class Reduction
Residential	1.000000	
New Multi-Residential	1.000000	
Multi-Residential	1.970000	
Commercial	1.734900	
Commercial – Excess Land	1.734900	22.5%
Commercial – Vacant Land	1.734900	22.5%
Industrial	2.630000	
Industrial – Excess Land	2.630000	22.5%
Industrial – Vacant Land	2.630000	22.5%
Pipeline	1.702100	
Farmland	0.250000	
Managed Forest	0.250000	
Farmland Awaiting Development 1	1.000000	25%
Farmland Awaiting Development 2	Class Ratio	
Landfill Sites	2.940261	

2. That the necessary by-laws **BE PREPARED** and **PRESENTED** to Council for consideration and **BE CIRCULATED** to the Councils of the Area Municipalities for information; and
3. That Report CSD 23-2021 **BE CIRCULATED** to the Councils of the Area Municipalities for information.

## Key Facts

- The purpose of this report is to set the tax policy for 2021 which includes tax ratios, rates and other policy considerations. Tax policy accounts for property assessment changes and affects the actual taxes paid by property owners or classes.

- The recommended tax policy for 2021, supported by Regional staff and Area Treasurers, is to maintain the status quo tax ratio adopted for the 2020 taxation year and to continue the previous Council approved phase-out schedule of the commercial/industrial vacant/excess land subclass discounts from 30% to 22.5%.
- In order for the Area Municipalities to complete final tax billings in June, Regional bylaws should be established no later than April.
- The Region approved a 2021 levy increase of 1.80%. Area Municipal increases range from 0.32% to 2.64% for those that have approved budgets.
- Under the proposed tax policy the residential class in aggregate will see a tax increase of 1.7% (see Table 1).
- The Province for 2021 has also adopted a policy to standardize business education tax rates across the province resulting in education tax savings for Niagara commercial and industrial properties totaling \$6.6M and \$2.8M, respectively.
- The proposed tax policy and approved Regional tax levy will result in an increase of approximately \$27 to the typical residential property with a CVA of \$278,764 in 2021 for an annual Regional property tax of \$1,638.

## **Financial Considerations**

There are no direct costs to the Region as a result of setting 2021 tax policy. There are however, taxpayer impacts as a result of tax shifts between property classes due to assessment growth and tax ratio/discount decisions. Detailed analysis of these impacts are included in the Tax Policy Study attached as Appendix 1 to Report CSD 23-2021.

Regional staff engaged the Area Treasurers in the review of the tax study as completed by the Region's external tax consultant as well as reviewed various options and scenarios for 2021. Based on the feedback provided, both Regional staff and Area Treasurers are recommending to maintain the status quo tax ratio for the 2021 taxation year including the commercial/industrial vacant/excess land subclass discount phase-out from 30% to 22.5%, which results in a reduction in residential taxes shifted to other classes of 0.11%, or \$331,000.

The follow are the key factors that support the recommendation, these are expanded on in the Analysis section of this report:

- Preliminary assessment data for the next assessment cycle indicates that there will be a significant pressure on the residential tax base. It is estimated that there could

be a shift onto the residential class of approximately 1.74% or \$5 million before incorporating any impacts generated from future levy changes.

- The BMA study demonstrates that all residential taxation categories are above the BMA study average and data provided by the Region's Affordable Housing Strategy Steering Committee indicates that many of the households in core housing need currently reside in single detached homes (included in the residential tax class),
- Education tax rates for commercial and industrial classes have been reduced for 2021, these reductions in education tax rates will generate savings for commercial and industrial properties totaling \$6.6M and \$2.8M, respectively.
- The Region and local area municipalities offer many incentive programs including tax increment and development charge related grants that reduce the actual tax burden experienced by some property classes in Niagara including industrial.

Staff did consider alternate scenarios, these are found in the Alternatives Reviewed section, but none of these were supported by Regional staff or the Area Treasurers.

## **Analysis**

The Municipal Act provides the Region with the responsibility to establish tax policy to raise levy requirements. Reassessment impacts, assessment growth and provincial legislation can create tax shifts in burden across all property classes. These factors are outside the control of Niagara Regional Council and the budget process. The only opportunity to affect these is through a thorough analysis of options available for ratios and resulting impacts. Staff with the use of a third party consultant undertook an analysis of a number of options to arrive at the recommendations presented in this report.

### **Analysis of Current State**

#### ***1. Assessment Growth***

The overall real assessment growth that occurred in 2020 for the Region was 1.44% (as included in the approved 2021 tax supported operating budget), equivalent to \$5.7 million in tax dollars from new taxpayers. Table 1 summarizes the overall assessment growth that occurred in 2020 (column (2)) as well as the impacts affecting each of the tax classes based on maintaining the status quo tax ratios with the adjustment to the vacant/excess land subclass discounts from 30% to 22.5% as per the Council approved phase-out schedule (column (3)). Note this phase-out schedule was approved by the Province and has been written into Provincial legislation

**Table 1 – 2021 Tax Levy Impacts by Property Class (Status Quo Policy)**

Property Class	2020 Approved Levy (1)	Growth Impacts (2)	Inter-Class Shift (3)	2021 Levy Impacts (4)	2021 Approved Levy (5)	Avg. % Increase
Residential	\$285,569,439	\$5,456,643	\$(331,315)	\$5,158,042	\$295,852,809	1.7%
New Multi-Res	1,006,093	40,202	(1,191)	\$18,544	\$1,063,648	1.7%
Multi-Residential	15,628,351	(2,151)	(17,786)	\$276,958	\$15,885,372	1.7%
Farm	3,432,522	19,409	(3,917)	\$61,179	\$3,509,193	1.7%
Managed Forest	22,687	(189)	(26)	\$399	\$22,871	1.6%
Commercial	70,887,201	(61,524)	194,016	\$1,260,211	\$72,279,904	2.1%
Industrial	13,508,620	182,039	163,301	\$245,835	\$14,099,795	3.0%
Pipelines	2,453,164	30,320	(2,827)	\$44,018	\$2,524,675	1.7%
Landfill	61,314	-	(70)	\$1,087	\$62,331	1.7%
<b>Total</b>	<b>\$392,569,391</b>	<b>\$5,664,749</b>	<b>\$185</b>	<b>\$7,066,273</b>	<b>\$405,300,598</b>	<b>1.8%</b>
<b>% Increase</b>		<b>1.44%</b>	<b>0%</b>	<b>1.80%</b>	<b>3.25%</b>	

*\* Represents a tax shift away from residential of 0.11% as a result of the decrease in vacant/excess land subclass discount from 30% to 22.5% as per Council approved phase-out schedule.*

## 2. Re-Assessment Phase-In and Tax Shifts

Reassessments of all properties is mandated by the Province every four years across Ontario to ensure that current value assessments (CVA) relied upon for property tax purposes are reflective of current market conditions. Increases in assessment based on 2016 values have been phased in over 2017-2020. As a result of COVID-19, the Province announced that they are delaying the proposed new assessment cycle that was to be effective for the taxation years of 2021-2024. The Province has not provided any guidance as to when the next assessment cycle will take place, therefore the destination values from 2020 taxation year will continue into 2021 resulting in no tax shift impacts caused by assessment phase-in changes.

MPAC had released preliminary figures for the 2021 new assessment cycle and based on the preliminary analysis that was prepared during the 2020 tax policy review, Niagara was anticipated to experience significant residential assessment increases. The residential tax class in Niagara was anticipated to experience a 50% increase in average assessed values while all other non-residential classes would experience an approximate 20% assessment value increase. This increase for the residential tax class was approximately 20% higher than the MPAC average for the Regions of Peel and



Halton, Cities of Hamilton and Brantford, and the Counties of Haldimand, Norfolk and Brant. Niagara's anticipated residential assessments represent one of the highest increases across the Province. It is important to note that these values were preliminary and are subject to change until finalized by MPAC in advance of the next assessment cycle. More information on the residential assessment impacts can be found in Appendix 4 to Report CSD 23-2021.

Staff previously completed an estimate of the impacts of the aforementioned new assessment cycle during the preparation of the 2020 tax policy report. It was estimated that there could be a shift onto (i.e., increase in) the residential tax class burden of approximately 1.74% or \$5 million as a result of shifts from (i.e., decreases in) other tax class burdens primarily commercial and industrial. Shifts would also be experienced on an Area Municipality level but may vary as a result of different assessment trends that may occur on a more granular level.

Based on the recommended tax policy for 2021 there is a decrease in the residential class' proportionate share of taxes (0.11% or \$331,000) as a result of reducing the subclass discount for commercial/industrial vacant/excess lands from 30% to 22.5% (see Table 1 Column 3). This will result in minor municipal shifts. These impacts have been summarized in Appendix 1 to Report CSD 23-2021, Table 6 and range from -0.09 (Pelham and Wainfleet) to 0.11% (Niagara Falls). A negative number represents a decrease in the relative total municipal burden while a positive number represents an increase.

Table 2 shows the relative tax share of each tax class from 2020 to 2021. The 2021 amounts are based on the recommended tax policy. The table represents a starting point for any further ratio analysis. The residential increase noted previously of 1.70% (which is below the 2021 Regional levy increase of 1.80%) is as a result of the subclass discount reduction (See Appendix 1 to Report CSD 23-2021, Table 5).

**Table 2 – Multi-Year Tax Distribution by Tax Class**

<b>Realty Tax Class (Taxable)</b>	<b>2020 Year End (As Revised)</b>	<b>% Share</b>	<b>2021 Levy (As Returned)</b>	<b>% Share</b>
Residential	\$291,026,081	73.08%	\$295,852,809	73.00%
New Multi-Residential	1,046,295	0.26%	1,063,648	0.26%
Multi-Residential	15,626,200	3.92%	15,885,372	3.92%
Farm	3,451,930	0.87%	3,509,193	0.87%
Managed Forest	22,498	0.01%	22,871	0.01%
Commercial	70,825,677	17.78%	72,279,904	17.83%
Industrial	13,690,659	3.44%	14,099,795	3.48%
Pipeline	2,483,484	0.62%	2,524,675	0.62%
Landfill	61,314	0.02%	62,331	0.02%
<b>Total Taxable</b>	<b>\$398,234,138</b>	<b>100%</b>	<b>\$405,300,598</b>	<b>100%</b>

### *3. Education Rates*

The education tax rates are established by the Province to meet their revenue targets for the year. Typically the education tax rates decrease from one year to the next as the Provincial policy is to maintain revenue neutrality. In prior years, this Provincial policy has created savings in Niagara which generally assist in offsetting municipal increases. For 2021 however, the Province has maintained the education tax rates from 2020 for all classes except the commercial and industrial, which have been reduced. The Province has identified this as a priority as a result of the COVID-19 pandemic specifically indicating that this change will eliminate variations in business education taxes reducing tax inequalities and improve business competitiveness.

Table 4 summaries select education tax rates including the changes to the commercial and industrial classes. In aggregate for Niagara, the reduction in business education tax rates will generate savings for commercial and industrial properties totaling \$6.6M and \$2.8M, respectively.

**Table 4 – Select Education Tax Rates for Niagara Region**

<b>Realty Tax Class</b>	<b>2021 Education Rate</b>	<b>2020 Education Rate</b>	<b>Change</b>
Residential	0.00153	0.00153	0.0000
Multi-Residential	0.00153	0.00153	0.0000
New Multi-Residential	0.00153	0.00153	0.0000
Commercial Occupied	<b>0.0088</b>	<b>0.0098</b>	<b>-0.0010</b>
Commercial Occupied - New	<b>0.0088</b>	<b>0.0098</b>	<b>-0.0010</b>
Industrial Occupied	<b>0.0088</b>	<b>0.0125</b>	<b>-0.0037</b>
Industrial Occupied - New	<b>0.0088</b>	<b>0.0098</b>	<b>-0.0010</b>

#### *4. Waste Management Rates*

Waste management tax rates are also set based on the Regional tax ratios. The waste management requisition by municipality was approved through Report CSD 66-2020; however the by-law setting for the waste management rates for the 2021 requisitions are brought forward with the 2021 general tax levy by-law as the rates are based on each municipality's assessment and are dependent on the tax ratios (with the exception of Niagara-on-the-Lake).

#### **Tax Policy Considerations**

The Region utilizes several BMA tax related performance metrics as seen in Appendix 3 to Report CSD 23-2021. These metrics were considered in the evaluation of tax policy options and discussed with Area Treasurers which helped inform the policy decisions proposed.

- *Residential taxpayer* - The residential class is responsible for 73% of the overall tax levy. Under the recommended tax policy the tax shift away from the residential class will mitigate the overall levy increase on the class from 1.8% to 1.7% (see Table 1). In previous years, the Region utilized the tax shifts away from the residential class to provide relief to multi-residential and commercial tax classes through reduced tax ratios (see Appendix 2 to Report CSD 23-2021). As identified in the most recent BMA study, Niagara's average residential property taxes (including water and wastewater) payable as a percentage of household income is above the BMA study average (2020 - Niagara 5.2% verses BMA average 4.8%). This gap between Niagara and the survey average has increased from prior years (2019 - Niagara 5.0% verses BMA average 4.9%). The tax shift caused by reducing the subclass

discount for commercial/industrial vacant/excess lands from 30% to 22.5% will assist with narrowing the gap between Niagara and the BMA average.

In addition to this, the Region's Affordable Housing Strategy Steering Committee also provided information regarding the distribution of housing need in Niagara. The information demonstrated that the majority (approximately 85%) of households with modest incomes live in traditional residential buildings (i.e., residential tax class) as opposed to multi-residential structures.

- *Multi-Residential Tax Class* – the multi-residential tax category consists of two property tax classes. The multi-residential class is responsible for 3.9% of the overall tax levy while the new-multi-residential category (which includes multi-residential structures constructed after 2003) is responsible for 0.3%. Under the recommended tax policy the multi-residential and new-multi-residential classes will see an increase of 1.7% over 2020 as a result of the 2021 levy increase and the anticipated tax shifts. In previous years, the Region utilized the tax shift away from the residential class to provide relief to multi-residential through reduced tax ratios from 2.0 to 1.97.

Appendix 3 to Report CSD 23-2021, provides BMA metrics related to two multi-residential structure types (Walk-up and Mid/High-Rise). The walk-up style structure was identified as above the survey average by \$209 and the high-rise structure types are below the average by \$5 for 2020.

- *Industrial Tax Class* – per Table 2, under the recommended tax policy, the Industrial property class will be responsible for 3.48% of Regional taxes which includes a tax shift away from the industrial class in 2021 of 0.11%. As a result of significant reassessment and appeal reductions in this property class in the recent past, the Industrial class share of taxation is down from 3.3% in 2016 to 3.0% in 2021 (when excluding the vacant/excess land subclasses). Despite this, the relative tax burden averages for standard industrial for the Region is higher than the BMA survey average as provided in Appendix 3 to Report CSD 23-2021. This however is partially offset by the many incentive programs currently offered by the Region including tax increment and development charge related grants that reduce the actual tax burden experienced by some industrial properties in Niagara.
- *Commercial Tax Class* - properties pay the second largest share (after residential) of Regional taxes at 17.83%. Appendix 3 to Report CSD 23-2021 illustrates that Niagara taxation of office buildings is low and that shopping centres and motels are moderately above the BMA average while hotels are classified as high. It should be

noted that a significant number of hotel appeals that were previously outstanding have been settled which will decrease the overall burden experienced by those properties. It is also important to note that the current assessment practice for hotels is the net rental income approach. A higher potential income per night from a higher concentration of hotels in Niagara Falls tourist areas helps explain the higher Niagara hotel taxes relative to neighbouring municipalities. For the 2018 taxation year Council approved a reduction in the commercial tax ratio from 1.7586 to 1.7349. The Region's tax ratio for the commercial class approximates the BMA average of 1.6747. The current tax ratio has been in effect since 2018 when it was reduced from 1.7586.

### **2021 Property Tax Levy Impacts**

Table 4 shows the Regional tax increases for status quo tax ratios plus the commercial/industrial vacant/excess land subclass discount adjustment from 30% to 22.5%. Since there was no phase-in impacts for 2021, the levy increase on all classes under the proposed tax policy is 1.7%.

**Table 4 – Regional Tax Increases for Status Quo Tax Policy**

<b>Taxation Class</b>	<b>2020 Avg. CVA</b>	<b>2020 Regional Taxes</b>	<b>2021 Avg. CVA</b>	<b>2021 Regional Taxes*</b>	<b>\$ Increase</b>	<b>% Increase</b>
<b>Residential</b>	278,764	1,611	278,764	1,638	27	1.7%
<b>Multi-Res.</b>	2,543,766	28,964	2,543,766	29,444	480	1.7%
<b>Commercial</b>	814,152	8,164	814,152	8,299	135	1.7%
<b>Industrial</b>	786,286	11,952	786,286	12,151	198	1.7%
<b>Farmland</b>	400,452	579	400,452	588	10	1.7%

\* Based on draft rates utilizing the recommended 2021 tax policy.

### **Alternatives Reviewed**

A number of scenarios were reviewed for the 2021 tax policy. All scenarios considered utilizing a portion of the tax shift away from the residential class to benefit other tax classes (i.e., commercial and multi-residential). Staff did not feel that these scenarios would achieve the desired outcomes for the reasons cited below. This coupled with the anticipated impacts of the future assessment cycle update on the residential tax class resulted in staff **RECOMMENDING** a status quo tax ratio option for 2021.

Staff analyzed an alternative which utilized a portion of the tax shift away from the residential class (0.11% to 0.06%) to reduce the tax ratio of the commercial tax class from 1.7349 (status-quo) to 1.729135. This alternative was **NOT RECOMMENDED** as a result of the analysis discussed under the Tax Policy Considerations section of this report. Many of the Region's existing and future incentives will focus on the employment sectors. The Region currently offers grants to these property types in the form of tax increment and development charge grants which effectively reduces the burden experienced by some of the existing property owners in the industrial tax class.

Through report CSD 12-2021 - *Optional Small Business Tax Subclass Overview*, staff also reviewed the opportunities and challenges that exist with the implementation of new optional small business tax subclass. While the anticipated challenges with implementation were significant, staff committed to continue to monitor and report back to Council in advance of 2022 tax policy.

Given the strong emphasis on affordable housing, staff also analyzed an alternative that utilized the full tax shift away from the residential class (0.11% to 0.00%) to reduce the tax ratio of the multi-residential tax class from 1.97 (status-quo) to 1.91275. While this alternative was explored it is **NOT RECOMMENDED**. Under the Residential Tenancy Act, tenants are entitled to an automatic rent reduction when landlord's property taxes have been reduced by more than 2.49% from one year to the next. Based on current levy requirements for the Region and the anticipated levy requirements for the Area Municipalities coupled with the Province maintaining the education tax rate from 2020 for multi-residential properties for 2021, it is not anticipated that a significant number of properties (if any) would be eligible for the mandatory rent reduction as outlined in the Act. This means that there would be no legislated requirement for the landlords to pass any of the property tax savings as a result of a ratio reduction to the tenant.

Further to this, Regional Council approved a multi-residential tax class ratio reduction for 2018 which also utilized the tax shift away from the residential class 2018. It is important to note, that the new-multi-residential tax class has a legislated tax ratio of 1 (same as residential tax class). The intent behind the new class as legislated in 2017 (adopted by Region in 2003) is to assist in rental affordability of newly constructed multi-residential properties. Any reduction to the multi-residential tax class would also increase the tax burden on the new-multi-residential tax class.

## **Relationship to Council Strategic Priorities**

This tax policy report is aligned to Sustainable and Engaging Government.

## Other Pertinent Reports

- CSD 3-2019 - Vacancy Program Revisions Submission to Ministry of Finance
- CSD 12-2021 Optional Small Business Tax Subclass Overview

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### Prepared by:

Rob Fleming, MBA  
Senior Tax & Revenue Analyst  
Corporate Services

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### Recommended by:

Todd Harrison, CPA, CMA  
Commissioner/Treasurer  
Corporate Services

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### Submitted by:

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

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

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Appendix 2	History of Regional Tax Ratios
Appendix 3	Performance Measures
Appendix 4	MPAC Preliminary Market Trends – 2021 Assessment Cycle

# **2021 TAX POLICY STUDY**

## **The Region of Niagara**

**Prepared by:**  
**MTAG Paralegal Professional Corporation**  
**383 Richmond Street, Suite 408**  
**London, Ontario, M6A 3C4**  
**January 29, 2021**



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## **DISCLAIMER**

The information, views, data, and discussions in this document and related material are provided for general reference purposes only. Any regulatory and statutory references are, in many instances, not directly quoted excerpts and the reader should refer to the relevant provisions of the legislation and regulations for complete information.

The reader is cautioned that decisions should not be made in the sole consideration of or reliance on the information and discussions contained in this report. It is the responsibility of each individual in either of a decision-making or advisory capacity to acquire all relevant and pertinent information required to make an informed and appropriate decision about any matter under consideration concerning municipal finance issues.

No attempt has been made by the MTAG Paralegal Professional Corporation to establish the completeness or accuracy of the data prepared by the Municipal Property Assessment Corporation (MPAC) and the On-line Property Tax Analysis (OPTA) system, which have been relied upon for purposes of preparing this report. As a result, no warranties or guarantees are provided that the source data is free of error or misstatement.

Finally, the MTAG Paralegal is not responsible to the municipality, nor to any other party for damages arising based on incorrect data or due to the misuse of the information contained in this study, including without limitation, any related, indirect, special, or consequential damages.

## **PREFACE**

The following report has been prepared to assist the Region of Niagara in fulfilling its annual Property Tax Policy responsibilities for the 2021 taxation cycle. The Region, as is every other upper-tier and single tier municipality in Ontario, is charged with annually determining the Tax Policy for all municipalities within its jurisdiction. This means that annually Region Council must review and establish practices relating to:

- Class Ratios, Start Ratios or adoption of different ratios
- Options for Vacant Land and Excess Land Discounts for both Commercial and Industrial Classes,
- Discounts for Vacant Unit Program,
- Revenue Neutral Rates and Filtering,
- Revenue Neutral Ratios,
- Optional tax classes (maintaining or adjusting relationship)
- Levy restrictions,
- Capping parameters (limits and recovery),
- Tax relief programs

As part of this exercise of establishing policies that are responsive to local sensitivities, circumstances and priorities, numerous decisions must be made that will affect the distribution of the property tax burden within and between property classes, as well as among the local municipalities that comprise the Region's jurisdiction. Perhaps the most important of these decisions involves the setting of "tax ratios" to govern the unique rate of taxation applied to various property classes for municipal purposes.

However, prior to Regional Council making its decisions regarding its Tax Policies for 2021, it needs a clear understanding of the various phenomena affecting both the size and composition of the overall assessment base within the Region. Normally, in the absence of any further tax policy and budgetary changes at both the Upper-tier and Lower-tier levels, changes in assessment occurring between tax cycles inevitably affects the distribution of a municipality's overall tax burden. However, the 2021 tax year is different. It presents municipalities with the unique circumstance of there being no changes in assessed value between this year and 2020.

The content of the following document quantifiably summarizes and outlines patterns of assessment change, both in terms of real growth and reassessment impacts. Having this understanding is necessary to start the discussions that will lead to informed decisions about municipal budgetary requirements, the resulting tax rates and any adjustments to existing Tax Policy that should be examined for the Region's 2021 taxation year.

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To assist the Region with its 2021 Tax Policy and budget development process, this report contains an overview of what needs to be considered vis-à-vis annualized assessment growth and the setting of tax ratios, specifically “Starting Ratios”.

It should be noted that in “normal” years, this report would also contain an analysis on how the changes in current value, phase-in or reassessment, impact the distribution of the tax burden between Property Tax Classes and the Region’s lower-tier municipalities. However, for 2021 the Province has suspended its scheduled reassessment and the values MPAC has returned in the roll match those at the end of the 2020 tax year. As a result, this additional analysis is redundant for 2021. In addition, our usual analysis of Revenue Neutral Ratios has also been removed. Revenue Neutral Ratios are adopted by a municipality to maintain the existing distribution of tax burden each Property Tax Class attracts at the same level as the preceding taxation year. Since MPAC has maintained the 2020 assessments and returned them unchanged for 2021, Starting Ratios and Revenue Neutral Ratios are the same for this taxation year.

To assist the reader in understanding this report, it has been parsed into sections. These sections detail impacts at the broader Regional level and then offer similar analyses for each area municipality in local municipal-specific appendices. This way both Region-wide and individual constituent lower-tier impacts can viewed without the reader having to flip from section to section in the report. Finally, the impacts of the Region’s levy redistributions for growth and assessment phase-in are contained within the main body of the Region’s portion of the report. The Tables contained within the local municipal-specific appendices measure and illustrate the following:

- Appendix: Table 1, Increase (reduction) in CVA during 2020
- Appendix: Table 2, New Revenue (Loss in Revenue) for 2021 taxation as a result of the growth in 2020
- Appendix: Table 3, CVA Summary 2021
- Appendix Table 4, 2021 Inter-Class Shifts Based on Reduced Vacant and Excess Land Discount to 2.5%

The results of this exercise are respectfully offered for the Region’s and its constituent municipalities’ consumption and consideration.

## EXECUTIVE SUMMARY

Region of Niagara Council has the opportunity to continue to formulate long-term Tax Policy in 2021. Council can determine the tax per Property Tax Class and carefully manage relative tax burdens and responsibilities to:

- Provide balancing between classes so that each class reflects a proportionate share of the historical tax burden as determined by Council,
- Alternatively, Council can revise the tax burden by class to meet economic development goals and objectives,
- Provide relief where Region Council considers it appropriate,
- Consider intra municipal tax shifts of the Regional levy through ratio management,
- Despite Section 106 of the Municipal Act, the Region can offer some tax relief for business and industry classes in support of continued economic support,

The Tax Policy Study of the Region of Niagara provides detailed analyses of:

1. The growth (new builds or assessment corrections) that occurred in 2020
2. How the deferral of the scheduled reassessment has impacted the phased updated of market value assessment from the last valuation date (January 1, 2016)
3. Various options that Region Council should consider during its Tax Policy discussions.

Growth in the Region's taxable assessment tops out in 2021 at 1.57%. During 2020, changes in CVA through supplementary or omitted assessment additions, year-end adjustments and write-offs have netted the Region an increase in assessment of 971,705,313 (unweighted, taxable).

In terms of tax revenue generated by this increase, the Region can realize new tax revenue of \$5,664,749 (based on 2020 tax rates) to either reduce its levy requirements for 2021 or to use to offset the cost of inflation and assist it to maintain its current level of programs and services.

The greatest value increase in new assessment is in the Residential Property Tax Class (+\$944,079,425), while the New Multi-Residential Property Tax Class has the highest % increase (+4.0%). At the other end of the scale, the Managed Forest Property Tax Class has the largest reduction in % (-0.83%), while the largest decrease in revenue is in the Broad Commercial Property Tax Class (-\$61,524). Table 2 illustrates the new tax for use in 2021 by the Region.



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## **PART I – GROWTH IN ASSESSMENT AND TAXATION**

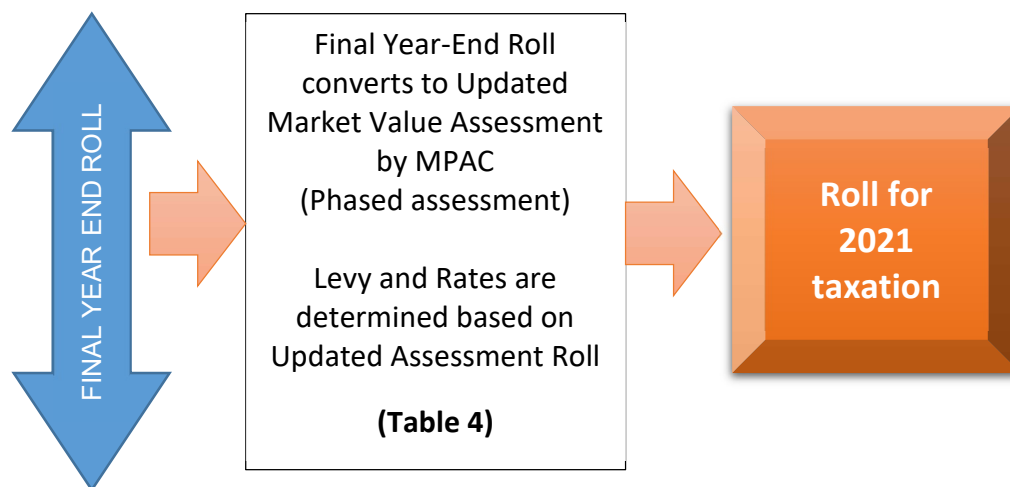
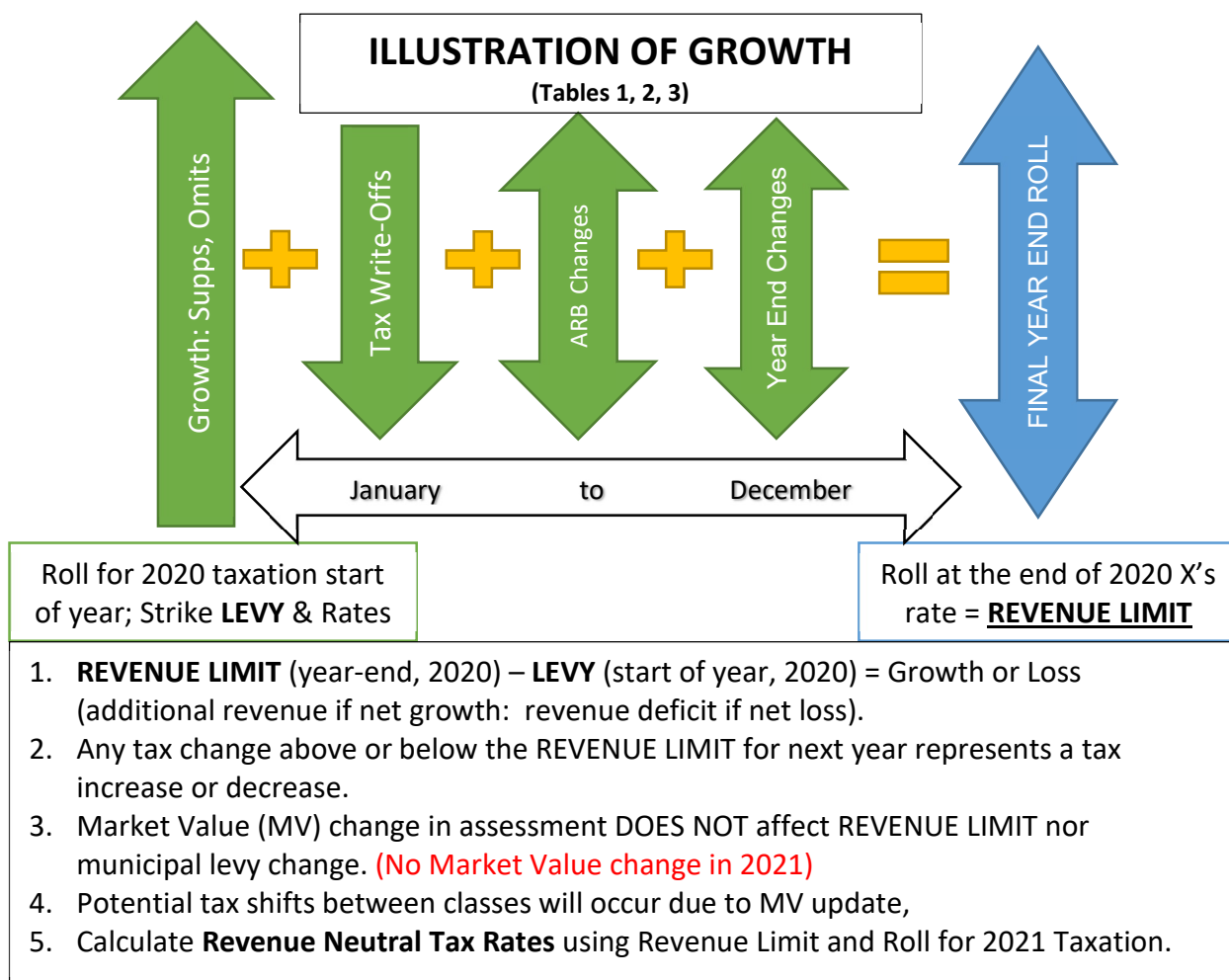
Updates in Current Value Assessment (CVA) that result from changes in the state, use and condition of property affect the overall size and health of municipal revenue streams on an annual basis. Such changes occur on an on-going basis throughout the year and result from new construction, additions, improvements to and demolitions of property, changes in ownership and occupancy, etc. These changes typically are captured by the Municipal Property Assessment Corporation (MPAC) in the form of supplementary and omitted assessments or post roll assessment notices. They also are often triggered by the Assessment Review Board issuing notices of decision, local municipalities approving applications for tax relief under various provisions of the *Municipal Act, 2001*, and/or Minutes of Settlement being ratified by MPAC pursuant to the Request for Reconsideration process.

Regardless of the mechanism employed to update the assessment roll or respective tax account, the net result is the same in that these changes and updates occurring throughout the year impact the total pool of revenue available to taxing authorities for the next budget cycle. This phenomenon, which is defined as “growth in assessment”, is measured by comparing the assessment roll as originally returned for the year prior against the most recently revised “year-end” assessment controls provided by MPAC.

To understand fully the impact of “growth” in assessment on the municipality’s property tax base, it is necessary to isolate the effect of such changes from updates in value that are due to reassessment and the application of the 4-year phase-in of increases (assessment stabilization program). This serves as a starting point for both the budget and tax policy process because of the insight it provides as to whether each municipality has ended the previous reporting cycle in a revenue deficit or surplus position when compared to the budget amount that was originally approved as the total tax levy for the year by Council. Where the assessment base is decreasing in size, the total amount of assessment loss (negative growth) needs to be carefully considered, and where the assessment base is increasing overall (positive growth) the new revenue that results should be appropriately accounted for in the budget process.

The entire process of in-year and year-end changes is demonstrated in the following Illustration. Growth in assessment does not change tax class redistribution where levies are not adjusted due to gains or losses in growth unless the Council uses the growth to reduce tax levy. Taxes between classes are redistributed when the proportion of market value changes between the classes (phase in or market value changes).





The following tables highlight the overall net impact of assessment “growth”, both in terms of actual current value assessment change and municipal tax dollars, for the Region as a whole, and then further isolated for each constituent lower tier municipality in the Appendices to this report.

**Table 1: Region of Niagara – 2020 Assessment Increase (-Reduction)**

Realty Tax Class	Destination / Phased CVA		Change in Assessment	
	2020 Returned	2020 Year End (As Revised)	\$	%
<b>Taxable</b>				
Residential	49,440,888,036	50,384,967,461	944,079,425	1.91%
Farm	2,375,513,201	2,388,945,297	13,432,096	0.57%
Managed Forest	15,700,500	15,570,000	-130,500	-0.83%
Multi-Residential	1,372,557,468	1,372,368,557	-188,911	-0.01%
New Multi-Residential	174,069,120	181,024,620	6,955,500	4.00%
Commercial	7,179,960,558	7,172,867,033	-7,093,525	-0.10%
Landfill	3,607,900	3,607,900	0	0.00%
Industrial	936,201,628	947,770,856	11,569,228	1.24%
Pipeline	249,359,000	252,441,000	3,082,000	1.24%
<b>Sub-Total Taxable</b>	<b>61,747,857,411</b>	<b>62,719,562,724</b>	<b>971,705,313</b>	<b>1.57%</b>
<b>Payment In Lieu</b>				
Residential	34,693,504	34,205,900	-487,604	-1.41%
Farm	491,000	491,000	0	0.00%
Commercial	691,180,599	688,239,799	-2,940,800	-0.43%
Landfill	1,706,000	1,720,300	14,300	0.84%
Industrial	13,966,300	13,965,000	-1,300	-0.01%
<b>Sub-Total PIL</b>	<b>742,037,403</b>	<b>738,621,999</b>	<b>-3,415,404</b>	<b>-0.46%</b>
<b>Total Taxable and PIL</b>	<b>62,489,894,814</b>	<b>63,458,184,723</b>	<b>968,289,909</b>	<b>1.55%</b>
Exempt	3,778,732,012	3,849,856,113	71,124,101	1.88%
<b>Total</b>	<b>66,268,626,826</b>	<b>67,308,040,836</b>	<b>1,039,414,010</b>	<b>1.57%</b>

**Table 2: Region of Niagara,  
2020 Revenue Growth (-Loss) for use in 2021 Levy**

Realty Tax Class	CVA Tax		Change in Tax	
	2020 Returned	2020 Year End (As Revised)	\$	%
<b>Taxable</b>				
Residential	285,569,439	291,026,081	\$5,456,643	1.91%
Farm	3,432,522	3,451,930	\$19,409	0.57%
Managed Forest	22,687	22,498	-\$189	-0.83%
Multi-Residential	15,628,351	15,626,200	-\$2,151	-0.01%
New Multi-Residential	1,006,093	1,046,295	\$40,202	4.00%
Commercial	70,887,201	70,825,677	-\$61,524	-0.09%
Landfill	61,314	61,314	\$0	0.00%
Industrial	13,508,620	13,690,659	\$182,039	1.35%
Pipeline	2,453,164	2,483,484	\$30,320	1.24%
<b>Sub-Total Taxable</b>	<b>\$392,569,389</b>	<b>\$398,234,139</b>	<b>\$5,664,749</b>	<b>1.44%</b>
<b>Payment In Lieu</b>				
Residential	200,523	197,705	-\$2,818	-1.41%
Farm	709	709	\$0	0.00%
Commercial	6,882,644	6,852,907	-\$29,737	-0.43%
Landfill	28,992	29,235	\$243	0.84%
Industrial	195,510	195,690	\$180	0.09%
<b>Sub-Total PIL</b>	<b>\$7,308,379</b>	<b>\$7,276,247</b>	<b>-\$32,132</b>	<b>-0.44%</b>
<b>Total Taxable and PIL</b>	<b>\$399,877,768</b>	<b>\$405,510,385</b>	<b>\$5,632,617</b>	<b>1.41%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$399,877,768</b>	<b>\$405,510,385</b>	<b>\$5,632,617</b>	<b>1.41%</b>

**Table 3: Region of Niagara  
2020 Revenue Growth (-Loss) by Local Municipality**

Municipality	CVA Tax		Change in Tax	
	2020 Returned	2020 Year End (As Revised)	\$	%
West Lincoln Township	\$12,472,467	\$12,631,585	\$159,118	1.28%
Grimsby Town	\$30,067,557	\$30,377,908	\$310,351	1.03%
Lincoln Town	\$23,333,614	\$24,034,256	\$700,642	3.00%
Niagara-On-The-Lake Town	\$34,027,305	\$34,477,114	\$449,809	1.32%
St. Catharines City	\$102,539,912	\$102,975,708	\$435,796	0.43%
Fort Erie Town	\$24,251,015	\$24,745,531	\$494,516	2.04%
Port Colborne City	\$12,567,069	\$12,782,690	\$215,621	1.72%
Wainfleet Township	\$5,941,618	\$6,024,913	\$83,295	1.40%
Welland City	\$32,493,028	\$33,002,956	\$509,928	1.57%
Niagara Falls City	\$82,802,370	\$83,871,480	\$1,069,110	1.29%
Thorold City	\$15,694,575	\$16,444,037	\$749,462	4.78%
Pelham Town	\$16,378,859	\$16,865,960	\$487,101	2.97%
<b>Total</b>	<b>\$392,569,389</b>	<b>\$398,234,139</b>	<b>\$5,664,749</b>	<b>1.44%</b>

## **PART II – REASSESSMENT AND PHASE-IN CHANGES**

### **Impacts of Reassessment and the 4-year Phase-in of Assessment Increases**

During normal times, the Province has mandated regular reassessments of all property every four years across Ontario. This is to ensure that assessments relied upon for property tax purposes are reflective of current market conditions. The last comprehensive Province-wide reassessment was undertaken for 2017 taxation based on an effective valuation date of January 1, 2016. The next update was scheduled for the 2021 taxation and was to be based on an effective valuation date of January 1, 2019.

Because of the impact of COVID-19, the Province instructed MPAC to place this scheduled on hold until further notice. This means that the destination current assessment values that MPAC returned in the 2020 assessment roll will again apply for 2021. The Province has indicated that it intends to have MPAC return to the practice of regular reassessments sometime in the future, but has not yet advised when this will occur or whether there will be changes from the values that would have been returned in the absence of this moratorium.

Inherent in the existing and past 4-year assessment cycles has been the Province's mandated "assessment stabilization program". This is the program that required the gradual phase-in of increases in CVA resulting from the general reassessment over the 4-years of an assessment cycle, while allowing 100% of decreases to be realized in the first year. This meant that municipalities did not receive the full benefit of increases in assessment until the final, fourth year of the assessment cycle. In other words, affected taxpayers were not taxed on their January 1st, 2016 full market value until 2020. This also means that because of the deferral of the next assessment cycle, properties will again be taxed in 2021 on the January 1, 2016 their values.

The following table illustrates the assessment phase in program:

January 1, 2016 Value	Assessment for Taxation 2017 to 2020
2016 Market Value less than 2012 Market Value	Full reduction granted for 2017 -2020 taxation
2016 Market Value = 2012 Market Value	No Change, Assessment carried forward for 2017-2020 taxation and now 2021
2016 Market Value is GREATER THAN 2012 Market Value	Determine the difference between 2012 and 2016 assessment; divide by 4;  2017 Assessment add 1/4 of the difference to 2012; 2018 Assessment add 1/2 of the difference to 2012; 2019 Assessment add 3/4 of the difference to 2012; 2020 Assessment add ALL of the difference to 2012; 2021 Assessment remains unchanged to the 2020 roll.

For the last (and extended) Assessment Cycle, phase-in began in 2017 and ending in 2020 (destination assessment). It also provided an opportunity for municipal tax policy decision makers to set a longer-term strategy to manage taxes better in each Property Tax Class.

In the 2020 – and now 2021 – taxation year, municipalities now have 100% of the increase in market value during the last assessment cycle on all properties reflected in their assessment rolls. Unfortunately, the extension of 2020 assessed values into 2021 mean that for the current taxation year, long term modelling is extremely difficult, as the assessed value of property for the next reassessment cycle, nor when it will be applied, is currently known.

This does not mean that for the 2021 taxation year that municipalities do not need to perform full reviews of their Assessment Bases and what they look like. Nor does it mean that 2021 Tax Policy cannot look beyond the current year. This is because there are always adjustments to the roll that will occur this year. This is because there will be assessment corrections and revisions (ARB's, PRAN's, SAN's, ANA's, RECON's, TIA's, and year-end corrections) and the Region will need to realistically calculate and determine what major tax policy adjustments these assessment corrections and adjustments may warrant<sup>1</sup>.

Table 4 illustrates the fact that the 2020 year end assessment is identical to the returned roll for 2021 taxation.

Because of this, in the absence of adjustments to Property Tax Class ratios, the Region's 2021 Tax Rates will be identical to its 2020 tax rates. However, as 2021 is the first year the Region was to reduce its Commercial and Industrial Vacant and Excess Land discounts to 22.5%, we have

<sup>1</sup> Significant in-year corrections or revisions in assessment will need to be analysed to determine magnitude and materiality of assessment corrections on an annual basis.

modelled this change against the Region's 2020 factors. The results of this analysis are illustrated in Tables 5 to 8.

**Table 4: Region of Niagara – 2021 CVA Summary**

Realty Tax Class	Destination / Phased CVA		Change in Assessment	
	2020 Year End (As Revised)	2021 Returned	\$	%
<b>Taxable</b>				
Residential	50,384,967,461	50,384,967,461	0	0.00%
Farm	2,388,945,297	2,388,945,297	0	0.00%
Managed Forest	15,570,000	15,570,000	0	0.00%
Multi-Residential	1,372,368,557	1,372,368,557	0	0.00%
New Multi-Residential	181,024,620	181,024,620	0	0.00%
Commercial	7,172,867,033	7,172,867,033	0	0.00%
Landfill	3,607,900	3,607,900	0	0.00%
Industrial	947,770,856	947,770,856	0	0.00%
Pipeline	252,441,000	252,441,000	0	0.00%
<b>Sub-Total Taxable</b>	<b>62,719,562,724</b>	<b>62,719,562,724</b>	<b>0</b>	<b>0.00%</b>
<b>Payment In Lieu</b>				
Residential	34,205,900	34,205,900	0	0.00%
Farm	491,000	491,000	0	0.00%
Commercial	688,239,799	688,239,799	0	0.00%
Landfill	1,720,300	1,720,300	0	0.00%
Industrial	13,965,000	13,965,000	0	0.00%
<b>Sub-Total PIL</b>	<b>738,621,999</b>	<b>738,621,999</b>	<b>0</b>	<b>0.00%</b>
<b>Total Taxable and PIL</b>	<b>63,458,184,723</b>	<b>63,458,184,723</b>	<b>0</b>	<b>0.00%</b>
Exempt	3,849,856,113	3,849,856,113	0	0.00%
<b>Total</b>	<b>67,308,040,836</b>	<b>67,308,040,836</b>	<b>0</b>	<b>0.00%</b>

**Table 5: Region of Niagara – 2021 Inter-Class Tax Shifts, Regional Levy (Start Ratios, Reduction in Vacant and Excess Land Discount to 22.5%)**

Realty Tax Class	CVA Tax		Change in Tax	
	2020 Year End (As Revised)	2021 Returned	\$	%
<b>Taxable</b>				
Residential	\$291,026,081	\$290,694,766	-\$331,315	-0.11%
Farm	\$3,451,930	\$3,448,013	-\$3,918	-0.11%
Managed Forest	\$22,498	\$22,472	-\$26	-0.11%
Multi-Residential	\$15,626,200	\$15,608,414	-\$17,786	-0.11%
New Multi-Residential	\$1,046,295	\$1,045,104	-\$1,191	-0.11%
Commercial	\$70,825,677	\$71,019,693	\$194,016	0.27%
Landfill	\$61,314	\$61,244	-\$70	-0.11%
Industrial	\$13,690,659	\$13,853,960	\$163,302	1.19%
Pipeline	\$2,483,484	\$2,480,657	-\$2,827	-0.11%
<b>Sub-Total Taxable</b>	<b>\$398,234,139</b>	<b>\$398,234,323</b>	<b>\$185</b>	<b>0.00%</b>
<b>Payment In Lieu</b>				
Residential	\$197,705	\$197,480	-\$225	-0.11%
Farm	\$709	\$709	-\$1	-0.11%
Commercial	\$6,852,907	\$6,857,186	\$4,279	0.06%
Landfill	\$29,235	\$29,202	-\$33	-0.11%
Industrial	\$195,690	\$199,611	\$3,920	2.00%
<b>Sub-Total PIL</b>	<b>\$7,276,247</b>	<b>\$7,284,187</b>	<b>\$7,940</b>	<b>0.11%</b>
<b>Total Taxable and PIL</b>	<b>\$405,510,385</b>	<b>\$405,518,510</b>	<b>\$8,125</b>	<b>0.00%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$405,510,385</b>	<b>\$405,518,510</b>	<b>\$8,125</b>	<b>0.00%</b>



**Table 6: Region of Niagara – 2021 Inter-Municipal Tax Shifts, Regional Levy (Start Ratios, Reduction in Vacant and Excess Land Discount to 22.5%)**

Municipality	CVA Tax		Change in Tax	
	2020 Year End (As Revised)	2021 Returned	\$	%
West Lincoln Township	\$12,631,585	\$12,621,764	-\$9,821	-0.08%
Grimsby Town	\$30,377,908	\$30,372,252	-\$5,656	-0.02%
Lincoln Town	\$24,034,256	\$24,030,985	-\$3,271	-0.01%
Niagara-On-The-Lake Town	\$34,477,114	\$34,479,462	\$2,348	0.01%
St. Catharines City	\$102,975,708	\$102,913,719	-\$61,988	-0.06%
Fort Erie Town	\$24,745,531	\$24,741,890	-\$3,642	-0.01%
Port Colborne City	\$12,782,690	\$12,781,934	-\$756	-0.01%
Wainfleet Township	\$6,024,913	\$6,019,295	-\$5,618	-0.09%
Welland City	\$33,002,956	\$33,001,685	-\$1,272	0.00%
Niagara Falls City	\$83,871,480	\$83,962,420	\$90,940	0.11%
Thorold City	\$16,444,037	\$16,458,749	\$14,712	0.09%
Pelham Town	\$16,865,960	\$16,850,169	-\$15,791	-0.09%
<b>Total</b>	<b>\$398,234,139</b>	<b>\$398,234,323</b>	<b>\$184</b>	<b>0.00%</b>

**Table 7: Region of Niagara – 2021 Upper Tier Revenue Neutral Tax Rates (Start Ratios, Reduction in Vacant and Excess Land Discount to 22.5%)**

Realty Tax Class	TAX RATES		Change in Rate	
	2020	2021	Absolute	%
<b>Taxable</b>				
Residential	0.00577985	0.00577327	-0.00000658	-0.11%
Farm	0.00144496	0.00144332	-0.00000164	-0.11%
Managed Forest	0.00144496	0.00144332	-0.00000164	-0.11%
Multi-Residential	0.0113863	0.01137334	-0.00001296	-0.11%
New Multi-Residential	0.00577985	0.00577327	-0.00000658	-0.11%
Commercial	0.01002746	0.01001604	-0.00001142	-0.11%
Commercial Vacant Land	0.00701922	0.00776243	0.00074321	10.59%
Landfill	0.01699427	0.01697491	-0.00001936	-0.11%
Industrial	0.01520101	0.01518369	-0.00001732	-0.11%
Industrial Vacant Land	0.0106407	0.01176736	0.00112666	10.59%
Pipeline	0.00983788	0.00982668	-0.00001120	-0.11%

**Table 8: Region of Niagara – Tax Distribution Based on Start Ratios (Vacant and Excess Land Discount Reduced to 22.5%)**

Realty Tax Class	CVA Tax			
	2020 Year End (As Revised)	2020 Year End Tax Distribution	2021 Returned (Reduced Vacant & Excess Land Discount)	2021 Year End Tax Distribution
<b>Taxable</b>				
Residential	\$291,026,081	71.77%	\$290,694,766	71.68%
Farm	\$3,451,930	0.85%	\$3,448,013	0.85%
Managed Forest	\$22,498	0.01%	\$22,472	0.01%
Multi-Residential	\$15,626,200	3.85%	\$15,608,414	3.85%
New Multi-Residential	\$1,046,295	0.26%	\$1,045,104	0.26%
Commercial	\$70,825,677	17.47%	\$71,019,693	17.51%
Landfill	\$61,314	0.02%	\$61,244	0.02%
Industrial	\$13,690,659	3.38%	\$13,853,960	3.42%
Pipeline	\$2,483,484	0.61%	\$2,480,657	0.61%
<b>Sub-Total Taxable</b>	<b>\$398,234,139</b>	<b>98.21%</b>	<b>\$398,234,323</b>	<b>98.20%</b>
<b>Payment In Lieu</b>				
Residential	\$197,705	0.05%	\$197,480	0.05%
Farm	\$709	0.00%	\$709	0.00%
Commercial	\$6,852,907	1.69%	\$6,857,186	1.69%
Landfill	\$29,235	0.01%	\$29,202	0.01%
Industrial	\$195,690	0.05%	\$199,611	0.05%
<b>Sub-Total PIL</b>	<b>\$7,276,247</b>	<b>1.79%</b>	<b>\$7,284,187</b>	<b>1.80%</b>
<b>Total Taxable and PIL</b>	<b>\$405,510,385</b>	<b>100.00%</b>	<b>\$405,518,510</b>	<b>100.00%</b>
Exempt	\$0		\$0	
<b>Total</b>	<b>\$405,510,385</b>	<b>100.00%</b>	<b>\$405,518,510</b>	<b>100.00%</b>

## PART III – TAX RATIOS

### The Rationale, Rules and Restrictions on Tax Ratios

As part of the Harris Government’s attempts in 1998 to improve the simplicity and transparency of Ontario’s property tax regime, a system of unique property classes and variable tax rates was implemented as part of the new Ontario Fair Assessment System (OFAS). Seven main classes of property were created: residential, multi-residential, commercial, industrial, managed forest, farmland and pipeline. Additional classes could be created by regulation and in total and by 2021 there are now 24 tax classes:

Realty Tax Class (RTC)	RTC Description	Realty Tax Class (RTC)	RTC Description
<b>R</b>	Residential	<b>L</b>	Large Industrial
<b>M</b>	Multi-Residential	<b>H</b>	Landfill Site
<b>N</b>	New Multi-Residential	<b>P</b>	Pipeline
<b>F</b>	Farmland	<b>O</b>	Resort Condominium
<b>T</b>	Managed Forest	<b>J</b>	Industrial, New Construction
<b>C</b>	Commercial	<b>K</b>	Large Industrial, New Construction
<b>A</b>	Theatre	<b>X</b>	Commercial, New Construction
<b>Q</b>	Prof. Sports Facility	<b>Y</b>	Office Building, New Construction
<b>G</b>	Parking Lot	<b>Z</b>	Shopping Centre, New Construction
<b>D</b>	Office Building	<b>U</b>	Utility Corridor
<b>S</b>	Shopping Centre	<b>W</b>	Railway Right-of-Way
<b>I</b>	Industrial	<b>E</b>	Exempt

Since 1998, each property class has remained eligible to be treated at a distinct rate of taxation for municipal purposes at the discretion of individual upper and single tier municipal governments. This variable tax rate scheme is governed by the setting of “tax ratios”. Tax ratios dictate the relationship of each class’s tax rate to the rate applied to residential property.

Municipalities are granted a certain degree of autonomy to, on an annual basis, establish tax rate and tax burden relationships between different property types in order to reflect local priorities. It should, however, be noted that the municipal community does not have unfettered authority to arbitrarily set variable tax rates at completely discretionary levels.

Consistent with the applicable regulations, the “Ranges of Fairness” prescribed by the Province for each class of property limit Municipalities’ ability to alter or vary tax rates. Where an existing tax ratio exceeds the prescribed range of fairness, tax ratio increases are only permitted to offset a shift in taxation that might result from a general reassessment. The exception to this option is that the multi-residential tax ratio (above 2.0) may not be increased to revenue neutral.

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Based on Provincial guidelines, to satisfying its 2021 tax ratio setting responsibility, the Regional Council may choose to do one of the following for classes of properties where ratio adjustments are permitted:

1. Adopt the previous year's actual tax ratio for the class for the current tax cycle in order to maintain the "ratio status quo"; or
2. Establish a new tax ratio for any class that is closer to or within the Range of Fairness; or

Usually municipalities have a third option available to them: to employ revised "class neutral tax ratios"<sup>2</sup> to limit the impact of reassessment related tax shifts that might occur between classes in accordance with the regulated formula. However, for the 2021 taxation year, Class Neutral Ratios are the same as the previous year's actual ratios, making this option redundant and not applicable during the current taxation year.

By changing the tax ratio for any class of property, Council can influence the overall apportionment of the upper-tier tax burden between property classes, which also results in Regional apportionment redistribution among its constituent lower-tiers. Moreover, decisions made by the upper-tier in respect of tax ratios are binding on its lower-tier municipalities for their own local taxation purposes. As a result, the establishment of tax ratios dictates the distribution of each local municipality's levy between properties classes located within their respective boundaries.

Consequently, before making any final decisions regarding tax ratios, it is important that a comprehensive sensitivity analysis to quantify the scope and magnitude of tax shifts that will result if the status quo is performed. This analysis is contained in Part II of the body of this report, and quantifies shifts in taxation from the Region maintaining status quo starting tax ratios for its 2021 Tax Policy.

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<sup>2</sup> Subject to limits and restrictions now imposed on the Multi-Residential Class applicable since 2018.

### Landfill Site Class

Regional Council has the opportunity to increase the Landfill Site Class Ratio to as high as 3.0873 in 2021. While the Region's 2020 Start Ratio for this class is 2.9403, MTAG PPC has modelled it at the maximum.

**Table 9: Upper-Tier - 2021 Tax Ratio Summary**

Class	2021 Start Ratio	Range of Fairness		Provincial Threshold Ratio	
		Lower Limit	Upper Limit	Applicable	
Residential	1.0000	1	1	2.00	No
Farmland	0.2500	0	0.25		
Managed Forest	0.2500	0.25	0.25		
Multi-Residential	1.9700	1	1.1		
New Multi-Residential	1.0000				
Broad Commercial	1.7349	0.6	1.1	1.98	No
Residual Commercial	1.7349				
Broad Industrial	2.6300	0.6	1.1	2.63	No
Residual Industrial	2.6300	0.6	0.7	3.0873	
Pipeline	1.7021				
Landfill	2.9403				

Source: Online Property Tax Analysis (OPTA) System, January 2021

### Small-Scale Value-Added Industrial and Commercial Activities on Farms

Starting in 2018 municipalities have had the option to reduce their tax rate on qualifying value-added activities that occur on farms as part of a farm business. Optional new subclasses in the Broad Industrial and Commercial Property Tax Classes have been created to allow the municipalities to reduce their tax rates by 75% for the first \$50,000 of assessment related to qualifying activities. The Province is also reducing its education property tax rate by 75% of the business education tax (BET) target rate and is applying this discount to all qualifying properties.

### Subsequent Analysis

Given that the 2021 roll matches the year-end roll of 2020, there are no market changes to model and therefore the Class Neutral Ratios are the same as the starting 2021 ratios. If this analysis were to be completed and compared to the results presented in Table 6, there would be no changes identified. All values would be identical.

Given this phenomenon in 2021, instead of producing class neutral tables, we have produced a set of tables illustrating the effects of maximizing the landfill ratio will have compared to the start ratios presented earlier. This calculation will employ all start ratios, a reduction in the commercial and industrial vacant and excess land discount to 22.5% while increasing the landfill ratio to 3.087274.

**Table 10: Region of Niagara – Ratio Comparison Tax Ratios**

Class	2021 Start Ratio	Scenario Model Ratio's
Residential	1.000000	1.000000
Farmland	0.250000	0.250000
Managed Forest	0.250000	0.250000
Multi-Residential	1.970000	1.970000
New Multi-Residential	1.000000	1.000000
Broad Commercial	1.734900	1.734900
Residual Commercial	1.734900	1.734900
Broad Industrial	2.630000	2.630000
Residual Industrial	2.630000	2.630000
Pipeline	1.702100	1.702100
Landfill	2.940261	3.087274

**Table 11: Regional Levy – Inter Class Shifts Result of Increasing Landfill Ratio to 3.087274**

Realty Tax Class	CVA Tax		Change in Tax	
	2021 Returned (Start Ratio)	2021 Start Ratio (Landfill @ 3.087274)	\$	%
<b>Taxable</b>				
Residential	\$290,694,766	\$290,692,249	-\$2,518	0.00%
Farm	\$3,448,013	\$3,447,989	-\$24	0.00%
Managed Forest	\$22,472	\$22,472	\$0	0.00%
Multi-Residential	\$15,608,414	\$15,608,291	-\$124	0.00%
New Multi-Residential	\$1,045,104	\$1,045,095	-\$9	0.00%
Commercial	\$71,019,693	\$71,019,126	-\$567	0.00%
Landfill	\$61,244	\$64,305	\$3,062	5.00%
Industrial	\$13,853,960	\$13,853,851	-\$109	0.00%
Pipeline	\$2,480,657	\$2,480,637	-\$20	0.00%
<b>Sub-Total Taxable</b>	<b>\$398,234,323</b>	<b>\$398,234,015</b>	<b>-\$308</b>	<b>0.00%</b>
<b>Payment In Lieu</b>				
Residential	\$197,480	\$197,478	-\$2	0.00%
Farm	\$709	\$709	\$0	0.00%
Commercial	\$6,857,186	\$6,857,131	-\$55	0.00%
Landfill	\$29,202	\$30,662	\$1,460	5.00%
Industrial	\$199,611	\$199,609	-\$2	0.00%
<b>Sub-Total PIL</b>	<b>\$7,284,187</b>	<b>\$7,285,589</b>	<b>\$1,402</b>	<b>0.02%</b>
<b>Total Taxable and PIL</b>	<b>\$405,518,510</b>	<b>\$405,519,604</b>	<b>\$1,094</b>	<b>0.00%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$405,518,510</b>	<b>\$405,519,604</b>	<b>\$1,094</b>	<b>0.00%</b>

**Table 12: Regional, Inter-Municipal Shifts  
Result of Increasing Landfill Ratio to 3.087274**

Municipality	CVA Tax		Change in Tax	
	2021 Returned (Start Ratio)	2021 Start Ratio (Landfill @ 3.087274)	\$	%
West Lincoln Township	\$12,621,764	\$12,621,657	-\$107	0.00%
Grimsby Town	\$30,372,252	\$30,371,992	-\$259	0.00%
Lincoln Town	\$24,030,985	\$24,030,781	-\$204	0.00%
Niagara-On-The-Lake Town	\$34,479,462	\$34,479,171	-\$291	0.00%
St. Catharines City	\$102,913,719	\$102,912,850	-\$869	0.00%
Fort Erie Town	\$24,741,890	\$24,741,678	-\$211	0.00%
Port Colborne City	\$12,781,934	\$12,781,826	-\$108	0.00%
Wainfleet Township	\$6,019,295	\$6,019,243	-\$51	0.00%
Welland City	\$33,001,685	\$33,001,791	\$107	0.00%
Niagara Falls City	\$83,962,420	\$83,964,391	\$1,971	0.00%
Thorold City	\$16,458,749	\$16,458,609	-\$140	0.00%
Pelham Town	\$16,850,169	\$16,850,025	-\$144	0.00%
<b>Total</b>	<b>\$398,234,323</b>	<b>\$398,234,015</b>	<b>-\$308</b>	<b>0.00%</b>



**Table 13:**  
**2020 Tax Ratio Survey**

Municipality	Farm	Multi-Residential	New Multi-Residential	Commercial				Industrial		Pipeline
				Commercial	Office Building	Shopping Centre	Parking Lot	Industrial	Large Industrial	
Brant County	0.24	1.70	1.00	1.90				2.55		1.78
Bruce County	0.25	1.00	1.00	1.23				1.75		1.02
Chatham-Kent Municipality	0.22	1.94	1.10	1.94	1.56	2.24	1.30	2.04	2.04	1.27
Dufferin County	0.23	2.00	1.10	1.22				2.20		0.84
Durham Region	0.20	1.87	1.10	1.45	1.45	1.45		2.02	2.02	1.23
Elgin County	0.23	2.00	1.00	1.64				2.23	2.83	1.14
Essex County	0.25	1.96	1.10	1.08	1.08		0.58	1.94	2.69	1.30
Frontenac County	0.25	1.00	1.00	1.00				1.00		0.70
Grey County	0.22	1.44	1.00	1.31				1.86		0.91
Guelph City	0.25	1.79	1.00	1.84				2.20		1.92
Haliburton County	0.25	1.39	1.00	1.48		1.48		1.72		0.00
Halton Region	0.20	2.00	1.00	1.46				2.09		1.06
Hamilton City	0.18	2.49	1.00	1.98			1.98	3.32	3.88	1.79
Hastings County	0.25	1.15	1.00	1.10				1.13		0.82
Huron County	0.22	1.10	1.00	1.10				1.10		0.70
Kawartha Lakes City	0.25	1.96	1.00	1.38				1.35		2.00
Lambton County	0.23	2.00	1.00	1.63	1.54	2.08	1.09	2.05	3.00	1.34
Lanark County	0.25	2.20	1.10	1.85				2.53		2.01
Middlesex County	0.25	1.77	1.00	1.14				1.75		1.06
Muskoka District	0.25	1.00	1.00	1.10				1.10		0.70

**Table 13A:**  
**2020 Tax Ratio Survey Continued**

Municipality	Farm	Multi-Residential	New Multi-Residential	Commercial				Industrial		Pipeline
				Commercial	Office Building	Shopping Centre	Parking Lot	Industrial	Large Industrial	
Niagara Region	0.25	1.97	1.00	1.73				2.63		1.70
Norfolk County	0.23	1.69		1.69		1.69		1.69		1.49
North Bay City	0.15	1.99	1.00	1.88				1.40		1.17
Northumberland County	0.25	2.00		1.52				2.17		1.20
Oxford County	0.22	2.00	1.00	1.90				2.63	2.63	1.26
Perth County	0.25	1.25		1.25				1.97		1.64
Peterborough County	0.25	1.67	1.00	2.03				2.71		1.68
Prescott and Russell	0.25	1.90	1.00	1.44				2.45	3.50	1.42
Prince Edward County	0.25	1.44		1.11				1.39		0.54
Renfrew County	0.25	1.94	1.00	1.81				2.85	3.55	1.33
Simcoe County	0.25	1.27	1.00	1.25				1.44		1.30
Toronto	0.25	2.17	1.00	2.70				2.68		1.92
Waterloo Region	0.25	1.95	1.00	1.95				1.95		1.16
Wellington County	0.25	1.90	1.10	1.49				2.40		2.25
York Region	0.25	1.00		1.33				1.64		0.92
<b>Average Ratio</b>	<b>0.24</b>	<b>1.71</b>	<b>1.02</b>	<b>1.54</b>	<b>1.41</b>	<b>1.79</b>	<b>1.24</b>	<b>2.00</b>	<b>2.90</b>	<b>1.27</b>
<b>Median Ratio</b>	<b>0.25</b>	<b>1.90</b>	<b>1</b>	<b>1.48</b>	<b>1.50</b>	<b>1.69</b>	<b>1.19</b>	<b>2.02</b>	<b>2.83</b>	<b>1.26</b>

## CONCLUDING REMARKS

The analysis contained in the preceding report has been prepared to assist the Region of Niagara and its constituent lower-tier municipalities in understanding current changes in assessed value that have affected each municipality's respective assessment base in 2021 and how these trends will ultimately impact the distribution of tax burden.

These phenomena need to be understood clearly and thoroughly. They form an effective foundation for informing Region Council in its 2021 Tax Policy development process. They can assist Council with decisions about whether the Region should exercise its jurisdiction and discretion to alter or vary status quo tax relationships. Council's decisions in 2021 will also have implications on its Tax Policy considerations in 2022 (as some decisions are one-way only). This is why the comprehensive analysis of all parameters affecting the formation of a jurisdiction's Tax policy is integral to the budget process for both upper and lower-tier purposes.

MTAG PPC would be pleased to provide further detail, support and analysis on an as needed basis in response to local concerns or interests, which may be identified subsequent to the publication of this report. Additional support is also readily available to interpret and communicate the results of this analytical exercise to ensure informed decision making and to achieve locally desirable tax outcomes for the 2021 tax year and future budget cycles.

For further information, please do not hesitate to contact the undersigned.

Respectfully prepared and submitted

*John R Innes*

John R Innes, BA(ACS), CPA, CA  
Senior Consultant

**MTAG**   
Paralegal Professional Corp

383 Richmond Street, Suite 408  
London, Ontario, N6A 3C4

**Appendix 1, Tax Policy Tables, Township of West Lincoln - 2602**

**Table A1.1 – Township of West Lincoln  
2020 Assessment Increase (-Reduction)**

Realty Tax Class	Phased CVA		Change in Assessment	
	2020 Returned	2020 Year End (As Revised)	\$	%
<b>Taxable</b>				
Residential	1,740,809,528	1,765,999,000	25,189,472	1.45%
Farm	469,583,447	480,132,100	10,548,653	2.25%
Managed Forest	1,993,000	1,948,100	-44,900	-2.25%
Multi-Residential	7,074,000	7,074,000	0	0.00%
Commercial	80,903,200	79,257,900	-1,645,300	-2.03%
Industrial	37,340,400	38,430,300	1,089,900	2.92%
Pipeline	29,062,000	29,128,000	66,000	0.23%
<b>Sub-Total Taxable</b>	<b>2,366,765,575</b>	<b>2,401,969,400</b>	<b>35,203,825</b>	<b>1.49%</b>
<b>Payment In Lieu</b>				
Residential	403,500	403,500	0	0.00%
Commercial	2,908,300	2,986,000	77,700	2.67%
Landfill	371,700	386,000	14,300	3.85%
Industrial	105,100	105,100	0	0.00%
<b>Sub-Total PIL</b>	<b>3,788,600</b>	<b>3,880,600</b>	<b>92,000</b>	<b>2.43%</b>
<b>Total Taxable and PIL</b>	<b>2,370,554,175</b>	<b>2,405,850,000</b>	<b>35,295,825</b>	<b>1.49%</b>
Exempt	84,546,825	88,458,100	3,911,275	4.63%
<b>Total</b>	<b>2,455,101,000</b>	<b>2,494,308,100</b>	<b>39,207,100</b>	<b>1.60%</b>

**Table A1.2 – Township of West Lincoln  
2020 Revenue Growth (-Loss)**

Realty Tax Class	CVA Tax		Change in Tax	
	2020 Returned	2020 Year End (As Revised)	\$	%
<b>Taxable</b>				
Residential	\$10,061,618	\$10,207,209	\$145,591	1.45%
Farm	\$678,529	\$693,772	\$15,242	2.25%
Managed Forest	\$2,880	\$2,815	-\$65	-2.25%
Multi-Residential	\$80,547	\$80,547	\$0	0.00%
Commercial	\$800,641	\$783,265	-\$17,377	-2.17%
Industrial	\$562,344	\$577,420	\$15,076	2.68%
Pipeline	\$285,908	\$286,558	\$649	0.23%
<b>Sub-Total Taxable</b>	<b>\$12,472,467</b>	<b>\$12,631,585</b>	<b>\$159,118</b>	<b>1.28%</b>
<b>Payment In Lieu</b>				
Residential	\$2,332	\$2,332	\$0	0.00%
Commercial	\$29,163	\$29,942	\$779	2.67%
Landfill	\$6,317	\$6,560	\$243	3.85%
Industrial	\$1,598	\$1,598	\$0	0.00%
<b>Sub-Total PIL</b>	<b>\$39,409</b>	<b>\$40,432</b>	<b>\$1,022</b>	<b>2.59%</b>
<b>Total Taxable and PIL</b>	<b>\$12,511,876</b>	<b>\$12,672,017</b>	<b>\$160,140</b>	<b>1.28%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$12,511,876</b>	<b>\$12,672,017</b>	<b>\$160,140</b>	<b>1.28%</b>

**Table A1.3 – Township of West Lincoln  
2021 CVA Summary**

Realty Tax Class	Destination CVA		Change in Assessment	
	2020 Year End (As Revised)	2021 Returned	\$	%
<b>Taxable</b>				
Residential	1,765,999,000	1,765,999,000	0	0.00%
Farm	480,132,100	480,132,100	0	0.00%
Managed Forest	1,948,100	1,948,100	0	0.00%
Multi-Residential	7,074,000	7,074,000	0	0.00%
Commercial	79,257,900	79,257,900	0	0.00%
Industrial	38,430,300	38,430,300	0	0.00%
Pipeline	29,128,000	29,128,000	0	0.00%
<b>Sub-Total Taxable</b>	<b>2,401,969,400</b>	<b>2,401,969,400</b>	<b>0</b>	<b>0.00%</b>
<b>Payment In Lieu</b>				
Residential	403,500	403,500	0	0.00%
Commercial	2,986,000	2,986,000	0	0.00%
Landfill	386,000	386,000	0	0.00%
Industrial	105,100	105,100	0	0.00%
<b>Sub-Total PIL</b>	<b>3,880,600</b>	<b>3,880,600</b>	<b>0</b>	<b>0.00%</b>
<b>Total Taxable and PIL</b>	<b>2,405,850,000</b>	<b>2,405,850,000</b>	<b>0</b>	<b>0.00%</b>
Exempt	88,458,100	88,458,100	0	0.00%
<b>Total</b>	<b>2,494,308,100</b>	<b>2,494,308,100</b>	<b>0</b>	<b>0.00%</b>

**Table A1.4 – Township of West Lincoln  
2021 Inter-Class Tax Shifts, Regional Levy**

Realty Tax Class	CVA Tax		Change in Tax	
	2020 Year End (As Revised)	2021 Returned	\$	%
<b>Taxable</b>				
Residential	\$10,207,209	\$10,195,589	-\$11,620	-0.11%
Farm	\$693,772	\$692,984	-\$787	-0.11%
Managed Forest	\$2,815	\$2,812	-\$3	-0.11%
Multi-Residential	\$80,547	\$80,455	-\$92	-0.11%
Commercial	\$783,265	\$785,242	\$1,977	0.25%
Industrial	\$577,420	\$578,450	\$1,030	0.18%
Pipeline	\$286,558	\$286,232	-\$326	-0.11%
<b>Sub-Total Taxable</b>	<b>\$12,631,585</b>	<b>\$12,621,764</b>	<b>-\$9,821</b>	<b>-0.08%</b>
<b>Payment In Lieu</b>				
Residential	\$2,332	\$2,330	-\$3	-0.11%
Commercial	\$29,942	\$29,908	-\$34	-0.11%
Landfill	\$6,560	\$6,552	-\$7	-0.11%
Industrial	\$1,598	\$1,596	-\$2	-0.11%
<b>Sub-Total PIL</b>	<b>\$40,432</b>	<b>\$40,386</b>	<b>-\$46</b>	<b>-0.11%</b>
<b>Total Taxable and PIL</b>	<b>\$12,672,017</b>	<b>\$12,662,149</b>	<b>-\$9,867</b>	<b>-0.08%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$12,672,017</b>	<b>\$12,662,149</b>	<b>-\$9,867</b>	<b>-0.08%</b>

**Appendix 2, Tax Policy Tables, Town of Grimsby - 2615**

**Table A2.1 – Town of Grimsby  
2020 Assessment Increase (-Reduction)**

Realty Tax Class	Phased CVA		Change in Assessment	
	2020 Returned	2020 Year End (As Revised)	\$	%
<b>Taxable</b>				
Residential	4,348,469,548	4,415,281,148	66,811,600	1.54%
Farm	89,987,095	89,103,995	-883,100	-0.98%
Managed Forest	913,800	922,600	8,800	0.96%
Multi-Residential	30,264,000	28,810,000	-1,454,000	-4.80%
Commercial	364,974,410	356,964,110	-8,010,300	-2.19%
Industrial	57,111,200	58,198,300	1,087,100	1.90%
Pipeline	8,261,000	8,277,000	16,000	0.19%
<b>Sub-Total Taxable</b>	<b>4,899,981,053</b>	<b>4,957,557,153</b>	<b>57,576,100</b>	<b>1.18%</b>
<b>Payment In Lieu</b>				
Residential	5,231,800	5,132,200	-99,600	-1.90%
Commercial	35,211,700	35,372,700	161,000	0.46%
Industrial	80,800	80,800	0	0.00%
<b>Sub-Total PIL</b>	<b>40,524,300</b>	<b>40,585,700</b>	<b>61,400</b>	<b>0.15%</b>
<b>Total Taxable and PIL</b>	<b>4,940,505,353</b>	<b>4,998,142,853</b>	<b>57,637,500</b>	<b>1.17%</b>
Exempt	230,008,500	230,606,400	597,900	0.26%
<b>Total</b>	<b>5,170,513,853</b>	<b>5,228,749,253</b>	<b>58,235,400</b>	<b>1.13%</b>



**Table A2.2 – Town of Grimsby  
2020 Revenue Growth (-Loss)**

Realty Tax Class	CVA Tax		Change in Tax	
	2020 Returned	2020 Year End (As Revised)	\$	%
<b>Taxable</b>				
Residential	\$25,103,926	\$25,490,087	\$386,161	1.54%
Farm	\$130,028	\$128,752	-\$1,276	-0.98%
Managed Forest	\$1,320	\$1,333	\$13	0.96%
Multi-Residential	\$344,595	\$328,039	-\$16,556	-4.80%
Commercial	\$3,574,062	\$3,499,941	-\$74,121	-2.07%
Industrial	\$832,355	\$848,327	\$15,973	1.92%
Pipeline	\$81,271	\$81,428	\$157	0.19%
<b>Sub-Total Taxable</b>	<b>\$30,067,557</b>	<b>\$30,377,908</b>	<b>\$310,351</b>	<b>1.03%</b>
<b>Payment In Lieu</b>				
Residential	\$30,239	\$29,663	-\$576	-1.90%
Commercial	\$328,678	\$330,292	\$1,614	0.49%
Industrial	\$1,228	\$1,228	\$0	0.00%
<b>Sub-Total PIL</b>	<b>\$360,145</b>	<b>\$361,184</b>	<b>\$1,039</b>	<b>0.29%</b>
<b>Total Taxable and PIL</b>	<b>\$30,427,702</b>	<b>\$30,739,092</b>	<b>\$311,390</b>	<b>1.02%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$30,427,702</b>	<b>\$30,739,092</b>	<b>\$311,390</b>	<b>1.02%</b>

**Table A2.3 – Town of Grimsby  
2021 CVA Summary**

Realty Tax Class	Destination CVA		Change in Assessment	
	2020 Year End (As Revised)	2021 Returned	\$	%
<b>Taxable</b>				
Residential	4,415,281,148	4,415,281,148	0	0.00%
Farm	89,103,995	89,103,995	0	0.00%
Managed Forest	922,600	922,600	0	0.00%
Multi-Residential	28,810,000	28,810,000	0	0.00%
Commercial	356,964,110	356,964,110	0	0.00%
Industrial	58,198,300	58,198,300	0	0.00%
Pipeline	8,277,000	8,277,000	0	0.00%
<b>Sub-Total Taxable</b>	<b>4,957,557,153</b>	<b>4,957,557,153</b>	<b>0</b>	<b>0.00%</b>
<b>Payment In Lieu</b>				
Residential	5,132,200	5,132,200	0	0.00%
Commercial	35,372,700	35,372,700	0	0.00%
Industrial	80,800	80,800	0	0.00%
<b>Sub-Total PIL</b>	<b>40,585,700</b>	<b>40,585,700</b>	<b>0</b>	<b>0.00%</b>
<b>Total Taxable and PIL</b>	<b>4,998,142,853</b>	<b>4,998,142,853</b>	<b>0</b>	<b>0.00%</b>
Exempt	230,606,400	230,606,400	0	0.00%
<b>Total</b>	<b>5,228,749,253</b>	<b>5,228,749,253</b>	<b>0</b>	<b>0.00%</b>

**Table A2.4 – Town of Grimsby  
2021 Inter-Class Tax Shifts, Regional Levy**

Realty Tax Class	CVA Tax		Change in Tax	
	2020 Year End (As Revised)	2021 Returned	\$	%
<b>Taxable</b>				
Residential	\$25,490,087	\$25,461,068	-\$29,019	-0.11%
Farm	\$128,752	\$128,606	-\$146	-0.11%
Managed Forest	\$1,333	\$1,332	-\$2	-0.11%
Multi-Residential	\$328,039	\$327,666	-\$373	-0.11%
Commercial	\$3,499,941	\$3,515,808	\$15,867	0.45%
Industrial	\$848,327	\$856,437	\$8,110	0.96%
Pipeline	\$81,428	\$81,335	-\$93	-0.11%
<b>Sub-Total Taxable</b>	<b>\$30,377,908</b>	<b>\$30,372,252</b>	<b>-\$5,656</b>	<b>-0.02%</b>
<b>Payment In Lieu</b>				
Residential	\$29,663	\$29,630	-\$34	-0.11%
Commercial	\$330,292	\$336,011	\$5,718	1.73%
Industrial	\$1,228	\$1,227	-\$1	-0.11%
<b>Sub-Total PIL</b>	<b>\$361,184</b>	<b>\$366,867</b>	<b>\$5,683</b>	<b>1.57%</b>
<b>Total Taxable and PIL</b>	<b>\$30,739,092</b>	<b>\$30,739,119</b>	<b>\$27</b>	<b>0.00%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$30,739,092</b>	<b>\$30,739,119</b>	<b>\$27</b>	<b>0.00%</b>

**Appendix 3, Tax Policy Tables, Town of Lincoln - 2622**

**Table A3.1 – Town of Lincoln  
2020 Assessment Increase (-Reduction)**

Realty Tax Class	Phased CVA		Change in Assessment	
	2020 Returned	2020 Year End (As Revised)	\$	%
<b>Taxable</b>				
Residential	3,183,013,444	3,277,341,979	94,328,535	2.96%
Farm	514,211,237	521,395,936	7,184,699	1.40%
Managed Forest	965,500	985,900	20,400	2.11%
Multi-Residential	21,808,500	24,195,200	2,386,700	10.94%
Commercial	222,986,974	227,703,774	4,716,800	2.12%
Industrial	106,039,158	109,792,958	3,753,800	3.54%
Pipeline	20,718,000	20,900,000	182,000	0.88%
<b>Sub-Total Taxable</b>	<b>4,069,742,813</b>	<b>4,182,315,747</b>	<b>112,572,934</b>	<b>2.77%</b>
<b>Payment In Lieu</b>				
Residential	5,855,200	5,855,200	0	0.00%
Commercial	18,195,900	18,194,900	-1,000	-0.01%
Industrial	2,131,500	2,131,500	0	0.00%
<b>Sub-Total PIL</b>	<b>26,182,600</b>	<b>26,181,600</b>	<b>-1,000</b>	<b>0.00%</b>
<b>Total Taxable and PIL</b>	<b>4,095,925,413</b>	<b>4,208,497,347</b>	<b>112,571,934</b>	<b>2.75%</b>
Exempt	191,262,141	193,779,607	2,517,466	1.32%
<b>Total</b>	<b>4,287,187,554</b>	<b>4,402,276,954</b>	<b>115,089,400</b>	<b>2.68%</b>

**Table A3.2 – Town of Lincoln  
2020 Revenue Growth (-Loss)**

Realty Tax Class	CVA Tax		Change in Tax	
	2020 Returned	2020 Year End (As Revised)	\$	%
<b>Taxable</b>				
Residential	\$18,397,340	\$18,942,545	\$545,205	2.96%
Farm	\$743,015	\$753,396	\$10,382	1.40%
Managed Forest	\$1,395	\$1,425	\$29	2.11%
Multi-Residential	\$248,318	\$275,494	\$27,176	10.94%
Commercial	\$2,183,077	\$2,242,283	\$59,205	2.71%
Industrial	\$1,556,647	\$1,613,502	\$56,855	3.65%
Pipeline	\$203,821	\$205,612	\$1,790	0.88%
<b>Sub-Total Taxable</b>	<b>\$23,333,614</b>	<b>\$24,034,256</b>	<b>\$700,642</b>	<b>3.00%</b>
<b>Payment In Lieu</b>				
Residential	\$33,842	\$33,842	\$0	0.00%
Commercial	\$182,459	\$182,449	-\$10	-0.01%
Industrial	\$29,511	\$29,511	\$0	0.00%
<b>Sub-Total PIL</b>	<b>\$245,811</b>	<b>\$245,801</b>	<b>-\$10</b>	<b>0.00%</b>
<b>Total Taxable and PIL</b>	<b>\$23,579,425</b>	<b>\$24,280,057</b>	<b>\$700,632</b>	<b>2.97%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$23,579,425</b>	<b>\$24,280,057</b>	<b>\$700,632</b>	<b>2.97%</b>

**Table A3.3 – Town of Lincoln  
2021 CVA Summary**

Realty Tax Class	Destination CVA		Change in Assessment	
	2020 Year End (As Revised)	2021 Returned	\$	%
<b>Taxable</b>				
Residential	3,277,341,979	3,277,341,979	0	0.00%
Farm	521,395,936	521,395,936	0	0.00%
Managed Forest	985,900	985,900	0	0.00%
Multi-Residential	24,195,200	24,195,200	0	0.00%
Commercial	227,703,774	227,703,774	0	0.00%
Industrial	109,792,958	109,792,958	0	0.00%
Pipeline	20,900,000	20,900,000	0	0.00%
<b>Sub-Total Taxable</b>	<b>4,182,315,747</b>	<b>4,182,315,747</b>	<b>0</b>	<b>0.00%</b>
<b>Payment In Lieu</b>				
Residential	5,855,200	5,855,200	0	0.00%
Commercial	18,194,900	18,194,900	0	0.00%
Industrial	2,131,500	2,131,500	0	0.00%
<b>Sub-Total PIL</b>	<b>26,181,600</b>	<b>26,181,600</b>	<b>0</b>	<b>0.00%</b>
<b>Total Taxable and PIL</b>	<b>4,208,497,347</b>	<b>4,208,497,347</b>	<b>0</b>	<b>0.00%</b>
Exempt	193,779,607	193,779,607	0	0.00%
<b>Total</b>	<b>4,402,276,954</b>	<b>4,402,276,954</b>	<b>0</b>	<b>0.00%</b>

**Table A3.4 – Town of Lincoln  
2021 Inter-Class Tax Shifts, Regional Levy**

Realty Tax Class	CVA Tax		Change in Tax	
	2020 Year End (As Revised)	2021 Returned	\$	%
<b>Taxable</b>				
Residential	\$18,942,545	\$18,920,980	-\$21,565	-0.11%
Farm	\$753,396	\$752,541	-\$855	-0.11%
Managed Forest	\$1,425	\$1,423	-\$2	-0.11%
Multi-Residential	\$275,494	\$275,180	-\$314	-0.11%
Commercial	\$2,242,283	\$2,249,969	\$7,687	0.34%
Industrial	\$1,613,502	\$1,625,513	\$12,011	0.74%
Pipeline	\$205,612	\$205,378	-\$234	-0.11%
<b>Sub-Total Taxable</b>	<b>\$24,034,256</b>	<b>\$24,030,985</b>	<b>-\$3,271</b>	<b>-0.01%</b>
<b>Payment In Lieu</b>				
Residential	\$33,842	\$33,804	-\$39	-0.11%
Commercial	\$182,449	\$182,241	-\$208	-0.11%
Industrial	\$29,511	\$30,199	\$688	2.33%
<b>Sub-Total PIL</b>	<b>\$245,801</b>	<b>\$246,243</b>	<b>\$442</b>	<b>0.18%</b>
<b>Total Taxable and PIL</b>	<b>\$24,280,057</b>	<b>\$24,277,228</b>	<b>-\$2,829</b>	<b>-0.01%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$24,280,057</b>	<b>\$24,277,228</b>	<b>-\$2,829</b>	<b>-0.01%</b>

**Appendix 4, Tax Policy Tables, Town of Niagara on the Lake - 2627**

**Table A4.1 – Town of Niagara on the Lake  
2020 Assessment Increase (-Reduction)**

Realty Tax Class	Phased CVA		Change in Assessment	
	2020 Returned	2020 Year End (As Revised)	\$	%
<b>Taxable</b>				
Residential	4,213,806,966	4,281,637,627	67,830,661	1.61%
Farm	524,802,139	525,086,978	284,839	0.05%
Managed Forest	1,402,100	1,402,100	0	0.00%
Multi-Residential	14,834,100	14,834,100	0	0.00%
Commercial	791,858,106	791,507,706	-350,400	-0.04%
Industrial	51,735,200	55,564,100	3,828,900	7.40%
Pipeline	18,559,000	18,843,000	284,000	1.53%
<b>Sub-Total Taxable</b>	<b>5,616,997,611</b>	<b>5,688,875,611</b>	<b>71,878,000</b>	<b>1.28%</b>
<b>Payment In Lieu</b>				
Residential	2,824,600	3,510,600	686,000	24.29%
Commercial	38,249,000	38,246,900	-2,100	-0.01%
Industrial	2,215,500	2,215,500	0	0.00%
<b>Sub-Total PIL</b>	<b>43,289,100</b>	<b>43,973,000</b>	<b>683,900</b>	<b>1.58%</b>
<b>Total Taxable and PIL</b>	<b>5,660,286,711</b>	<b>5,732,848,611</b>	<b>72,561,900</b>	<b>1.28%</b>
Exempt	282,700,799	279,472,899	-3,227,900	-1.14%
<b>Total</b>	<b>5,942,987,510</b>	<b>6,012,321,510</b>	<b>69,334,000</b>	<b>1.17%</b>



**Table A4.2 – Town of Niagara on the Lake  
2020 Revenue Growth (-Loss)**

Realty Tax Class	CVA Tax		Change in Tax	
	2020 Returned	2020 Year End (As Revised)	\$	%
<b>Taxable</b>				
Residential	\$24,355,172	\$24,747,223	\$392,051	1.61%
Farm	\$758,318	\$758,730	\$412	0.05%
Managed Forest	\$2,026	\$2,026	\$0	0.00%
Multi-Residential	\$168,906	\$168,906	\$0	0.00%
Commercial	\$7,851,160	\$7,843,182	-\$7,978	-0.10%
Industrial	\$709,142	\$771,673	\$62,531	8.82%
Pipeline	\$182,581	\$185,375	\$2,794	1.53%
<b>Sub-Total Taxable</b>	<b>\$34,027,305</b>	<b>\$34,477,114</b>	<b>\$449,809</b>	<b>1.32%</b>
<b>Payment In Lieu</b>				
Residential	\$16,326	\$20,291	\$3,965	24.29%
Commercial	\$373,749	\$373,728	-\$21	-0.01%
Industrial	\$24,439	\$25,232	\$793	3.25%
<b>Sub-Total PIL</b>	<b>\$414,514</b>	<b>\$419,251</b>	<b>\$4,737</b>	<b>1.14%</b>
<b>Total Taxable and PIL</b>	<b>\$34,441,819</b>	<b>\$34,896,365</b>	<b>\$454,547</b>	<b>1.32%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$34,441,819</b>	<b>\$34,896,365</b>	<b>\$454,547</b>	<b>1.32%</b>

**Table A4.3 – Town of Niagara on the Lake  
2021 CVA Summary**

Realty Tax Class	Destination CVA		Change in Assessment	
	2020 Year End (As Revised)	2021 Returned	\$	%
<b>Taxable</b>				
Residential	4,281,637,627	4,281,637,627	0	0.00%
Farm	525,086,978	525,086,978	0	0.00%
Managed Forest	1,402,100	1,402,100	0	0.00%
Multi-Residential	14,834,100	14,834,100	0	0.00%
Commercial	791,507,706	791,507,706	0	0.00%
Industrial	55,564,100	55,564,100	0	0.00%
Pipeline	18,843,000	18,843,000	0	0.00%
<b>Sub-Total Taxable</b>	<b>5,688,875,611</b>	<b>5,688,875,611</b>	<b>0</b>	<b>0.00%</b>
<b>Payment In Lieu</b>				
Residential	3,510,600	3,510,600	0	0.00%
Commercial	38,246,900	38,246,900	0	0.00%
Industrial	2,215,500	2,215,500	0	0.00%
<b>Sub-Total PIL</b>	<b>43,973,000</b>	<b>43,973,000</b>	<b>0</b>	<b>0.00%</b>
<b>Total Taxable and PIL</b>	<b>5,732,848,611</b>	<b>5,732,848,611</b>	<b>0</b>	<b>0.00%</b>
Exempt	279,472,899	279,472,899	0	0.00%
<b>Total</b>	<b>6,012,321,510</b>	<b>6,012,321,510</b>	<b>0</b>	<b>0.00%</b>

**Table A4.4 – Town of Niagara on the Lake  
2021 Inter-Class Tax Shifts, Regional Levy**

Realty Tax Class	CVA Tax		Change in Tax	
	2020 Year End (As Revised)	2021 Returned	\$	%
<b>Taxable</b>				
Residential	\$24,747,223	\$24,719,050	-\$28,173	-0.11%
Farm	\$758,730	\$757,869	-\$861	-0.11%
Managed Forest	\$2,026	\$2,024	-\$2	-0.11%
Multi-Residential	\$168,906	\$168,713	-\$192	-0.11%
Commercial	\$7,843,182	\$7,857,630	\$14,448	0.18%
Industrial	\$771,673	\$789,012	\$17,339	2.25%
Pipeline	\$185,375	\$185,164	-\$211	-0.11%
<b>Sub-Total Taxable</b>	<b>\$34,477,114</b>	<b>\$34,479,462</b>	<b>\$2,348</b>	<b>0.01%</b>
<b>Payment In Lieu</b>				
Residential	\$20,291	\$20,268	-\$23	-0.11%
Commercial	\$373,728	\$375,748	\$2,019	0.54%
Industrial	\$25,232	\$27,312	\$2,080	8.24%
<b>Sub-Total PIL</b>	<b>\$419,251</b>	<b>\$423,328</b>	<b>\$4,076</b>	<b>0.97%</b>
<b>Total Taxable and PIL</b>	<b>\$34,896,365</b>	<b>\$34,902,790</b>	<b>\$6,425</b>	<b>0.02%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$34,896,365</b>	<b>\$34,902,790</b>	<b>\$6,425</b>	<b>0.02%</b>

**Appendix 5, Tax Policy Tables, City of St. Catharines - 2629**

**Table A5.1 – City of St. Catharines  
2020 Assessment Increase (-Reduction)**

Realty Tax Class	Phased CVA		Change in Assessment	
	2020 Returned	2020 Year End (As Revised)	\$	%
<b>Taxable</b>				
Residential	12,273,906,202	12,369,378,373	95,472,171	0.78%
Farm	137,636,000	135,530,300	-2,105,700	-1.53%
Multi-Residential	683,669,568	678,449,568	-5,220,000	-0.76%
New Multi-Residential	83,316,920	82,197,920	-1,119,000	-1.34%
Commercial	2,023,791,564	2,020,618,871	-3,172,693	-0.16%
Industrial	186,549,108	184,966,548	-1,582,560	-0.85%
Pipeline	31,123,000	31,196,000	73,000	0.23%
<b>Sub-Total Taxable</b>	<b>15,419,992,362</b>	<b>15,502,337,580</b>	<b>82,345,218</b>	<b>0.53%</b>
<b>Payment In Lieu</b>				
Residential	3,402,200	3,239,200	-163,000	-4.79%
Commercial	86,889,800	88,369,300	1,479,500	1.70%
Industrial	2,726,300	2,717,300	-9,000	-0.33%
<b>Sub-Total PIL</b>	<b>93,018,300</b>	<b>94,325,800</b>	<b>1,307,500</b>	<b>1.41%</b>
<b>Total Taxable and PIL</b>	<b>15,513,010,662</b>	<b>15,596,663,380</b>	<b>83,652,718</b>	<b>0.54%</b>
Exempt	1,188,082,200	1,205,283,800	17,201,600	1.45%
<b>Total</b>	<b>16,701,092,862</b>	<b>16,801,947,180</b>	<b>100,854,318</b>	<b>0.60%</b>

**Table A5.2 – City of St. Catharines  
2020 Revenue Growth (-Loss)**

Realty Tax Class	CVA Tax		Change in Tax	
	2020 Returned	2020 Year End (As Revised)	\$	%
<b>Taxable</b>				
Residential	\$70,868,938	\$71,420,753	\$551,815	0.78%
Farm	\$198,879	\$195,836	-\$3,043	-1.53%
Multi-Residential	\$7,784,467	\$7,725,030	-\$59,436	-0.76%
New Multi-Residential	\$481,559	\$475,092	-\$6,468	-1.34%
Commercial	\$20,202,244	\$20,169,256	-\$32,988	-0.16%
Industrial	\$2,697,641	\$2,682,838	-\$14,802	-0.55%
Pipeline	\$306,184	\$306,903	\$718	0.23%
<b>Sub-Total Taxable</b>	<b>\$102,539,912</b>	<b>\$102,975,708</b>	<b>\$435,796</b>	<b>0.43%</b>
<b>Payment In Lieu</b>				
Residential	\$19,664	\$18,722	-\$942	-4.79%
Commercial	\$866,613	\$880,809	\$14,196	1.64%
Industrial	\$38,687	\$38,550	-\$137	-0.35%
<b>Sub-Total PIL</b>	<b>\$924,964</b>	<b>\$938,082</b>	<b>\$13,117</b>	<b>1.42%</b>
<b>Total Taxable and PIL</b>	<b>\$103,464,876</b>	<b>\$103,913,790</b>	<b>\$448,914</b>	<b>0.43%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$103,464,876</b>	<b>\$103,913,790</b>	<b>\$448,914</b>	<b>0.43%</b>

**Table A5.3 – City of St. Catharines  
2021 CVA Summary**

Realty Tax Class	Destination CVA		Change in Assessment	
	2020 Year End (As Revised)	2021 Returned	\$	%
<b>Taxable</b>				
Residential	12,369,378,373	12,369,378,373	0	0.00%
Farm	135,530,300	135,530,300	0	0.00%
Multi-Residential	678,449,568	678,449,568	0	0.00%
New Multi-Residential	82,197,920	82,197,920	0	0.00%
Commercial	2,020,618,871	2,020,618,871	0	0.00%
Industrial	184,966,548	184,966,548	0	0.00%
Pipeline	31,196,000	31,196,000	0	0.00%
<b>Sub-Total Taxable</b>	<b>15,502,337,580</b>	<b>15,502,337,580</b>	<b>0</b>	<b>0.00%</b>
<b>Payment In Lieu</b>				
Residential	3,239,200	3,239,200	0	0.00%
Commercial	88,369,300	88,369,300	0	0.00%
Industrial	2,717,300	2,717,300	0	0.00%
<b>Sub-Total PIL</b>	<b>94,325,800</b>	<b>94,325,800</b>	<b>0</b>	<b>0.00%</b>
<b>Total Taxable and PIL</b>	<b>15,596,663,380</b>	<b>15,596,663,380</b>	<b>0</b>	<b>0.00%</b>
Exempt	1,205,283,800	1,205,283,800	0	0.00%
<b>Total</b>	<b>16,801,947,180</b>	<b>16,801,947,180</b>	<b>0</b>	<b>0.00%</b>

**Table A5.4 – City of St. Catharines  
2021 Inter-Class Tax Shifts, Regional Levy**

Realty Tax Class	CVA Tax		Change in Tax	
	2020 Year End (As Revised)	2021 Returned	\$	%
<b>Taxable</b>				
Residential	\$71,420,753	\$71,339,445	-\$81,308	-0.11%
Farm	\$195,836	\$195,614	-\$222	-0.11%
Multi-Residential	\$7,725,030	\$7,716,238	-\$8,793	-0.11%
New Multi-Residential	\$475,092	\$474,551	-\$541	-0.11%
Commercial	\$20,169,256	\$20,169,364	\$108	0.00%
Industrial	\$2,682,838	\$2,711,955	\$29,117	1.09%
Pipeline	\$306,903	\$306,553	-\$349	-0.11%
<b>Sub-Total Taxable</b>	<b>\$102,975,708</b>	<b>\$102,913,719</b>	<b>-\$61,988</b>	<b>-0.06%</b>
<b>Payment In Lieu</b>				
Residential	\$18,722	\$18,701	-\$21	-0.11%
Commercial	\$880,809	\$881,132	\$323	0.04%
Industrial	\$38,550	\$39,194	\$644	1.67%
<b>Sub-Total PIL</b>	<b>\$938,082</b>	<b>\$939,028</b>	<b>\$946</b>	<b>0.10%</b>
<b>Total Taxable and PIL</b>	<b>\$103,913,790</b>	<b>\$103,852,747</b>	<b>-\$61,043</b>	<b>-0.06%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$103,913,790</b>	<b>\$103,852,747</b>	<b>-\$61,043</b>	<b>-0.06%</b>

**Appendix 6, Tax Policy Tables, Town of Fort Erie - 2703**

**Table A6.1 – Town of Fort Erie  
2020 Assessment Increase (-Reduction)**

Realty Tax Class	Phased CVA		Change in Assessment	
	2020 Returned	2020 Year End (As Revised)	\$	%
<b>Taxable</b>				
Residential	3,494,840,772	3,567,293,085	72,452,313	2.07%
Farm	55,934,900	53,994,200	-1,940,700	-3.47%
Managed Forest	1,505,900	1,299,300	-206,600	-13.72%
Multi-Residential	40,097,200	42,015,200	1,918,000	4.78%
New Multi-Residential	47,900	47,900	0	0.00%
Commercial	271,177,709	276,191,705	5,013,996	1.85%
Industrial	48,692,191	48,621,291	-70,900	-0.15%
Pipeline	15,504,000	16,079,000	575,000	3.71%
<b>Sub-Total Taxable</b>	<b>3,927,800,572</b>	<b>4,005,541,681</b>	<b>77,741,109</b>	<b>1.98%</b>
<b>Payment In Lieu</b>				
Residential	1,111,500	1,078,200	-33,300	-3.00%
Commercial	12,156,900	12,446,300	289,400	2.38%
Industrial	113,000	54,000	-59,000	-52.21%
<b>Sub-Total PIL</b>	<b>13,381,400</b>	<b>13,578,500</b>	<b>197,100</b>	<b>1.47%</b>
<b>Total Taxable and PIL</b>	<b>3,941,181,972</b>	<b>4,019,120,181</b>	<b>77,938,209</b>	<b>1.98%</b>
Exempt	167,552,958	170,971,858	3,418,900	2.04%
<b>Total</b>	<b>4,108,734,930</b>	<b>4,190,092,039</b>	<b>81,357,109</b>	<b>1.98%</b>



**Table A6.2 – Town of Fort Erie  
2020 Revenue Growth (-Loss)**

Realty Tax Class	CVA Tax		Change in Tax	
	2020 Returned	2020 Year End (As Revised)	\$	%
<b>Taxable</b>				
Residential	\$20,199,655	\$20,618,419	\$418,764	2.07%
Farm	\$80,824	\$78,019	-\$2,804	-3.47%
Managed Forest	\$2,176	\$1,877	-\$299	-13.72%
Multi-Residential	\$456,559	\$478,398	\$21,839	4.78%
New Multi-Residential	\$277	\$277	\$0	0.00%
Commercial	\$2,642,210	\$2,694,007	\$51,797	1.96%
Industrial	\$716,788	\$716,351	-\$437	-0.06%
Pipeline	\$152,526	\$158,183	\$5,657	3.71%
<b>Sub-Total Taxable</b>	<b>\$24,251,015</b>	<b>\$24,745,531</b>	<b>\$494,516</b>	<b>2.04%</b>
<b>Payment In Lieu</b>				
Residential	\$6,424	\$6,232	-\$192	-3.00%
Commercial	\$121,903	\$124,805	\$2,902	2.38%
Industrial	\$1,471	\$575	-\$897	-60.95%
<b>Sub-Total PIL</b>	<b>\$129,799</b>	<b>\$131,611</b>	<b>\$1,813</b>	<b>1.40%</b>
<b>Total Taxable and PIL</b>	<b>\$24,380,814</b>	<b>\$24,877,142</b>	<b>\$496,329</b>	<b>2.04%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$24,380,814</b>	<b>\$24,877,142</b>	<b>\$496,329</b>	<b>2.04%</b>

**Table A6.3 – Town of Fort Erie  
2021 CVA Summary**

Realty Tax Class	Destination CVA		Change in Assessment	
	2020 Year End (As Revised)	2021 Returned	\$	%
<b>Taxable</b>				
Residential	3,567,293,085	3,567,293,085	0	0.00%
Farm	53,994,200	53,994,200	0	0.00%
Managed Forest	1,299,300	1,299,300	0	0.00%
Multi-Residential	42,015,200	42,015,200	0	0.00%
New Multi-Residential	47,900	47,900	0	0.00%
Commercial	276,191,705	276,191,705	0	0.00%
Industrial	48,621,291	48,621,291	0	0.00%
Pipeline	16,079,000	16,079,000	0	0.00%
<b>Sub-Total Taxable</b>	<b>4,005,541,681</b>	<b>4,005,541,681</b>	<b>0</b>	<b>0.00%</b>
<b>Payment In Lieu</b>				
Residential	1,078,200	1,078,200	0	0.00%
Commercial	12,446,300	12,446,300	0	0.00%
Industrial	54,000	54,000	0	0.00%
<b>Sub-Total PIL</b>	<b>13,578,500</b>	<b>13,578,500</b>	<b>0</b>	<b>0.00%</b>
<b>Total Taxable and PIL</b>	<b>4,019,120,181</b>	<b>4,019,120,181</b>	<b>0</b>	<b>0.00%</b>
Exempt	170,971,858	170,971,858	0	0.00%
<b>Total</b>	<b>4,190,092,039</b>	<b>4,190,092,039</b>	<b>0</b>	<b>0.00%</b>

**Table A6.4 – Town of Fort Erie  
2021 Inter-Class Tax Shifts, Regional Levy**

Realty Tax Class	CVA Tax		Change in Tax	
	2020 Year End (As Revised)	2021 Returned	\$	%
<b>Taxable</b>				
Residential	\$20,618,419	\$20,594,946	-\$23,473	-0.11%
Farm	\$78,019	\$77,931	-\$89	-0.11%
Managed Forest	\$1,877	\$1,875	-\$2	-0.11%
Multi-Residential	\$478,398	\$477,853	-\$545	-0.11%
New Multi-Residential	\$277	\$277	\$0	-0.11%
Commercial	\$2,694,007	\$2,709,791	\$15,784	0.59%
Industrial	\$716,351	\$721,214	\$4,863	0.68%
Pipeline	\$158,183	\$158,003	-\$180	-0.11%
<b>Sub-Total Taxable</b>	<b>\$24,745,531</b>	<b>\$24,741,890</b>	<b>-\$3,642</b>	<b>-0.01%</b>
<b>Payment In Lieu</b>				
Residential	\$6,232	\$6,225	-\$7	-0.11%
Commercial	\$124,805	\$124,663	-\$142	-0.11%
Industrial	\$575	\$635	\$61	10.59%
<b>Sub-Total PIL</b>	<b>\$131,611</b>	<b>\$131,523</b>	<b>-\$88</b>	<b>-0.07%</b>
<b>Total Taxable and PIL</b>	<b>\$24,877,142</b>	<b>\$24,873,412</b>	<b>-\$3,730</b>	<b>-0.01%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$24,877,142</b>	<b>\$24,873,412</b>	<b>-\$3,730</b>	<b>-0.01%</b>

**Appendix 7, Tax Policy Tables, City of Port Colborne - 2711**

**Table A7.1 – City of Port Colborne  
2020 Assessment Increase (-Reduction)**

Realty Tax Class	Phased CVA		Change in Assessment	
	2020 Returned	2020 Year End (As Revised)	\$	%
<b>Taxable</b>				
Residential	1,619,504,679	1,642,454,280	22,949,601	1.42%
Farm	57,403,600	56,954,800	-448,800	-0.78%
Managed Forest	923,800	863,000	-60,800	-6.58%
Multi-Residential	38,583,000	39,208,000	625,000	1.62%
New Multi-Residential	1,226,000	913,000	-313,000	-25.53%
Commercial	138,621,989	138,276,588	-345,401	-0.25%
Industrial	81,689,868	86,794,968	5,105,100	6.25%
Pipeline	10,485,000	10,739,000	254,000	2.42%
<b>Sub-Total Taxable</b>	<b>1,948,437,936</b>	<b>1,976,203,636</b>	<b>27,765,700</b>	<b>1.43%</b>
<b>Payment In Lieu</b>				
Residential	1,491,400	1,491,400	0	0.00%
Commercial	11,592,500	11,592,500	0	0.00%
Industrial	78,000	78,000	0	0.00%
<b>Sub-Total PIL</b>	<b>13,161,900</b>	<b>13,161,900</b>	<b>0</b>	<b>0.00%</b>
<b>Total Taxable and PIL</b>	<b>1,961,599,836</b>	<b>1,989,365,536</b>	<b>27,765,700</b>	<b>1.42%</b>
Exempt	152,897,700	152,613,800	-283,900	-0.19%
<b>Total</b>	<b>2,114,497,536</b>	<b>2,141,979,336</b>	<b>27,481,800</b>	<b>1.30%</b>

**Table A7.2 – City of Port Colborne  
2020 Revenue Growth (-Loss)**

Realty Tax Class	CVA Tax		Change in Tax	
	2020 Returned	2020 Year End (As Revised)	\$	%
<b>Taxable</b>				
Residential	\$9,358,455	\$9,491,105	\$132,651	1.42%
Farm	\$82,946	\$82,297	-\$648	-0.78%
Managed Forest	\$1,335	\$1,247	-\$88	-6.58%
Multi-Residential	\$439,318	\$446,434	\$7,116	1.62%
New Multi-Residential	\$7,086	\$5,277	-\$1,809	-25.53%
Commercial	\$1,380,184	\$1,378,503	-\$1,681	-0.12%
Industrial	\$1,194,596	\$1,272,177	\$77,581	6.49%
Pipeline	\$103,150	\$105,649	\$2,499	2.42%
<b>Sub-Total Taxable</b>	<b>\$12,567,069</b>	<b>\$12,782,690</b>	<b>\$215,621</b>	<b>1.72%</b>
<b>Payment In Lieu</b>				
Residential	\$8,620	\$8,620	\$0	0.00%
Commercial	\$116,243	\$116,243	\$0	0.00%
Industrial	\$1,186	\$1,186	\$0	0.00%
<b>Sub-Total PIL</b>	<b>\$126,049</b>	<b>\$126,049</b>	<b>\$0</b>	<b>0.00%</b>
<b>Total Taxable and PIL</b>	<b>\$12,693,118</b>	<b>\$12,908,739</b>	<b>\$215,621</b>	<b>1.70%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$12,693,118</b>	<b>\$12,908,739</b>	<b>\$215,621</b>	<b>1.70%</b>

**Table A7.3 – City of Port Colborne  
2021 CVA Summary**

Realty Tax Class	Destination CVA		Change in Assessment	
	2020 Year End (As Revised)	2021 Returned	\$	%
<b>Taxable</b>				
Residential	1,642,454,280	1,642,454,280	0	0.00%
Farm	56,954,800	56,954,800	0	0.00%
Managed Forest	863,000	863,000	0	0.00%
Multi-Residential	39,208,000	39,208,000	0	0.00%
New Multi-Residential	913,000	913,000	0	0.00%
Commercial	138,276,588	138,276,588	0	0.00%
Industrial	86,794,968	86,794,968	0	0.00%
Pipeline	10,739,000	10,739,000	0	0.00%
<b>Sub-Total Taxable</b>	<b>1,976,203,636</b>	<b>1,976,203,636</b>	<b>0</b>	<b>0.00%</b>
<b>Payment In Lieu</b>				
Residential	1,491,400	1,491,400	0	0.00%
Commercial	11,592,500	11,592,500	0	0.00%
Industrial	78,000	78,000	0	0.00%
<b>Sub-Total PIL</b>	<b>13,161,900</b>	<b>13,161,900</b>	<b>0</b>	<b>0.00%</b>
<b>Total Taxable and PIL</b>	<b>1,989,365,536</b>	<b>1,989,365,536</b>	<b>0</b>	<b>0.00%</b>
Exempt	152,613,800	152,613,800	0	0.00%
<b>Total</b>	<b>2,141,979,336</b>	<b>2,141,979,336</b>	<b>0</b>	<b>0.00%</b>

**Table A7.4 – City of Port Colborne  
2021 Inter-Class Tax Shifts, Regional Levy**

Realty Tax Class	CVA Tax		Change in Tax	
	2020 Year End (As Revised)	2021 Returned	\$	%
<b>Taxable</b>				
Residential	\$9,491,105	\$9,480,300	-\$10,805	-0.11%
Farm	\$82,297	\$82,204	-\$93	-0.11%
Managed Forest	\$1,247	\$1,246	-\$1	-0.11%
Multi-Residential	\$446,434	\$445,926	-\$508	-0.11%
New Multi-Residential	\$5,277	\$5,271	-\$6	-0.11%
Commercial	\$1,378,503	\$1,378,946	\$443	0.03%
Industrial	\$1,272,177	\$1,282,513	\$10,336	0.81%
Pipeline	\$105,649	\$105,529	-\$120	-0.11%
<b>Sub-Total Taxable</b>	<b>\$12,782,690</b>	<b>\$12,781,934</b>	<b>-\$756</b>	<b>-0.01%</b>
<b>Payment In Lieu</b>				
Residential	\$8,620	\$8,610	-\$10	-0.11%
Commercial	\$116,243	\$116,111	-\$132	-0.11%
Industrial	\$1,186	\$1,184	-\$1	-0.11%
<b>Sub-Total PIL</b>	<b>\$126,049</b>	<b>\$125,906</b>	<b>-\$144</b>	<b>-0.11%</b>
<b>Total Taxable and PIL</b>	<b>\$12,908,739</b>	<b>\$12,907,840</b>	<b>-\$899</b>	<b>-0.01%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$12,908,739</b>	<b>\$12,907,840</b>	<b>-\$899</b>	<b>-0.01%</b>

**Appendix 8, Tax Policy Tables, Township of Wainfleet - 2714**

**Table A8.1 – Township of Wainfleet  
2020 Assessment Increase (-Reduction)**

Realty Tax Class	Phased CVA		Change in Assessment	
	2020 Returned	2020 Year End (As Revised)	\$	%
<b>Taxable</b>				
Residential	919,734,704	934,620,038	14,885,334	1.62%
Farm	203,489,810	201,914,715	-1,575,095	-0.77%
Managed Forest	1,835,100	1,871,600	36,500	1.99%
Multi-Residential	457,000	457,000	0	0.00%
Commercial	21,504,000	20,318,770	-1,185,230	-5.51%
Industrial	3,909,400	4,539,000	629,600	16.10%
Pipeline	5,582,000	5,642,000	60,000	1.07%
<b>Sub-Total Taxable</b>	<b>1,156,512,014</b>	<b>1,169,363,123</b>	<b>12,851,109</b>	<b>1.11%</b>
<b>Payment In Lieu</b>				
Residential	312,700	295,700	-17,000	-5.44%
Commercial	1,316,000	1,316,000	0	0.00%
Industrial	10,600	10,300	-300	-2.83%
<b>Sub-Total PIL</b>	<b>1,639,300</b>	<b>1,622,000</b>	<b>-17,300</b>	<b>-1.06%</b>
<b>Total Taxable and PIL</b>	<b>1,158,151,314</b>	<b>1,170,985,123</b>	<b>12,833,809</b>	<b>1.11%</b>
Exempt	42,172,413	44,928,313	2,755,900	6.53%
<b>Total</b>	<b>1,200,323,727</b>	<b>1,215,913,436</b>	<b>15,589,709</b>	<b>1.30%</b>



**Table A8.2 – Township of Wainfleet  
2020 Revenue Growth (-Loss)**

Realty Tax Class	CVA Tax		Change in Tax	
	2020 Returned	2020 Year End (As Revised)	\$	%
<b>Taxable</b>				
Residential	\$5,315,929	\$5,401,964	\$86,035	1.62%
Farm	\$294,035	\$291,759	-\$2,276	-0.77%
Managed Forest	\$2,652	\$2,704	\$53	1.99%
Multi-Residential	\$5,204	\$5,204	\$0	0.00%
Commercial	\$210,539	\$199,771	-\$10,768	-5.11%
Industrial	\$58,346	\$68,006	\$9,661	16.56%
Pipeline	\$54,915	\$55,505	\$590	1.07%
<b>Sub-Total Taxable</b>	<b>\$5,941,618</b>	<b>\$6,024,913</b>	<b>\$83,295</b>	<b>1.40%</b>
<b>Payment In Lieu</b>				
Residential	\$1,807	\$1,709	-\$98	-5.44%
Commercial	\$13,196	\$13,196	\$0	0.00%
Industrial	\$161	\$126	-\$35	-21.79%
<b>Sub-Total PIL</b>	<b>\$15,165</b>	<b>\$15,031</b>	<b>-\$133</b>	<b>-0.88%</b>
<b>Total Taxable and PIL</b>	<b>\$5,956,783</b>	<b>\$6,039,944</b>	<b>\$83,161</b>	<b>1.40%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$5,956,783</b>	<b>\$6,039,944</b>	<b>\$83,161</b>	<b>1.40%</b>

**Table A8.3 – Township of Wainfleet  
2021 CVA Summary**

Realty Tax Class	Destination CVA		Change in Assessment	
	2020 Year End (As Revised)	2021 Returned	\$	%
<b>Taxable</b>				
Residential	934,620,038	934,620,038	0	0.00%
Farm	201,914,715	201,914,715	0	0.00%
Managed Forest	1,871,600	1,871,600	0	0.00%
Multi-Residential	457,000	457,000	0	0.00%
Commercial	20,318,770	20,318,770	0	0.00%
Industrial	4,539,000	4,539,000	0	0.00%
Pipeline	5,642,000	5,642,000	0	0.00%
<b>Sub-Total Taxable</b>	<b>1,169,363,123</b>	<b>1,169,363,123</b>	<b>0</b>	<b>0.00%</b>
<b>Payment In Lieu</b>				
Residential	295,700	295,700	0	0.00%
Commercial	1,316,000	1,316,000	0	0.00%
Industrial	10,300	10,300	0	0.00%
<b>Sub-Total PIL</b>	<b>1,622,000</b>	<b>1,622,000</b>	<b>0</b>	<b>0.00%</b>
<b>Total Taxable and PIL</b>	<b>1,170,985,123</b>	<b>1,170,985,123</b>	<b>0</b>	<b>0.00%</b>
Exempt	44,928,313	44,928,313	0	0.00%
<b>Total</b>	<b>1,215,913,436</b>	<b>1,215,913,436</b>	<b>0</b>	<b>0.00%</b>

**Table A8.4 – Township of Wainfleet  
2021 Inter-Class Tax Shifts, Regional Levy**

Realty Tax Class	CVA Tax		Change in Tax	
	2020 Year End (As Revised)	2021 Returned	\$	%
<b>Taxable</b>				
Residential	\$5,401,964	\$5,395,814	-\$6,150	-0.11%
Farm	\$291,759	\$291,428	-\$331	-0.11%
Managed Forest	\$2,704	\$2,701	-\$3	-0.11%
Multi-Residential	\$5,204	\$5,198	-\$6	-0.11%
Commercial	\$199,771	\$200,536	\$765	0.38%
Industrial	\$68,006	\$68,176	\$170	0.25%
Pipeline	\$55,505	\$55,442	-\$63	-0.11%
<b>Sub-Total Taxable</b>	<b>\$6,024,913</b>	<b>\$6,019,295</b>	<b>-\$5,618</b>	<b>-0.09%</b>
<b>Payment In Lieu</b>				
Residential	\$1,709	\$1,707	-\$2	-0.11%
Commercial	\$13,196	\$13,181	-\$15	-0.11%
Industrial	\$126	\$134	\$7	5.94%
<b>Sub-Total PIL</b>	<b>\$15,031</b>	<b>\$15,022</b>	<b>-\$9</b>	<b>-0.06%</b>
<b>Total Taxable and PIL</b>	<b>\$6,039,944</b>	<b>\$6,034,317</b>	<b>-\$5,628</b>	<b>-0.09%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$6,039,944</b>	<b>\$6,034,317</b>	<b>-\$5,628</b>	<b>-0.09%</b>

**Appendix 9, Tax Policy Tables, City of Welland - 2719**

**Table A9.1 – City of Welland  
2020 Assessment Increase (-Reduction)**

Realty Tax Class	Phased CVA		Change in Assessment	
	2020 Returned	2020 Year End (As Revised)	\$	%
<b>Taxable</b>				
Residential	4,221,723,211	4,316,158,156	94,434,945	2.24%
Farm	21,714,600	21,394,900	-319,700	-1.47%
Managed Forest	998,400	1,092,900	94,500	9.47%
Multi-Residential	154,514,900	151,792,900	-2,722,000	-1.76%
New Multi-Residential	12,113,500	12,113,500	0	0.00%
Commercial	404,977,200	405,946,360	969,160	0.24%
Landfill	455,400	455,400	0	0.00%
Industrial	139,373,125	139,281,220	-91,905	-0.07%
Pipeline	21,052,000	21,254,000	202,000	0.96%
<b>Sub-Total Taxable</b>	<b>4,976,922,336</b>	<b>5,069,489,336</b>	<b>92,567,000</b>	<b>1.86%</b>
<b>Payment In Lieu</b>				
Residential	930,600	930,600	0	0.00%
Commercial	11,262,000	11,884,000	622,000	5.52%
Landfill	1,334,300	1,334,300	0	0.00%
Industrial	521,500	597,500	76,000	14.57%
<b>Sub-Total PIL</b>	<b>14,048,400</b>	<b>14,746,400</b>	<b>698,000</b>	<b>4.97%</b>
<b>Total Taxable and PIL</b>	<b>4,990,970,736</b>	<b>5,084,235,736</b>	<b>93,265,000</b>	<b>1.87%</b>
Exempt	380,249,300	380,260,900	11,600	0.00%
<b>Total</b>	<b>5,371,220,036</b>	<b>5,464,496,636</b>	<b>93,276,600</b>	<b>1.74%</b>

**Table A9.2 – City of Welland  
2020 Revenue Growth (-Loss)**

Realty Tax Class	CVA Tax		Change in Tax	
	2020 Returned	2020 Year End (As Revised)	\$	%
<b>Taxable</b>				
Residential	\$24,366,988	\$24,912,807	\$545,820	2.24%
Farm	\$31,377	\$30,915	-\$462	-1.47%
Managed Forest	\$1,443	\$1,579	\$137	9.47%
Multi-Residential	\$1,759,353	\$1,728,359	-\$30,994	-1.76%
New Multi-Residential	\$70,014	\$70,014	\$0	0.00%
Commercial	\$3,973,160	\$3,979,164	\$6,004	0.15%
Landfill	\$7,739	\$7,739	\$0	0.00%
Industrial	\$2,075,848	\$2,063,284	-\$12,564	-0.61%
Pipeline	\$207,107	\$209,094	\$1,987	0.96%
<b>Sub-Total Taxable</b>	<b>\$32,493,028</b>	<b>\$33,002,956</b>	<b>\$509,928</b>	<b>1.57%</b>
<b>Payment In Lieu</b>				
Residential	\$5,379	\$5,379	\$0	0.00%
Commercial	\$112,831	\$119,068	\$6,237	5.53%
Landfill	\$22,675	\$22,675	\$0	0.00%
Industrial	\$7,920	\$9,075	\$1,155	14.59%
<b>Sub-Total PIL</b>	<b>\$148,805</b>	<b>\$156,197</b>	<b>\$7,392</b>	<b>4.97%</b>
<b>Total Taxable and PIL</b>	<b>\$32,641,833</b>	<b>\$33,159,153</b>	<b>\$517,321</b>	<b>1.58%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$32,641,833</b>	<b>\$33,159,153</b>	<b>\$517,321</b>	<b>1.58%</b>

**Table A9.3 – City of Welland  
2021 CVA Summary**

Realty Tax Class	Destination CVA		Change in Assessment	
	2020 Year End (As Revised)	2021 Returned	\$	%
<b>Taxable</b>				
Residential	4,316,158,156	4,316,158,156	0	0.00%
Farm	21,394,900	21,394,900	0	0.00%
Managed Forest	1,092,900	1,092,900	0	0.00%
Multi-Residential	151,792,900	151,792,900	0	0.00%
New Multi-Residential	12,113,500	12,113,500	0	0.00%
Commercial	405,946,360	405,946,360	0	0.00%
Landfill	455,400	455,400	0	0.00%
Industrial	139,281,220	139,281,220	0	0.00%
Pipeline	21,254,000	21,254,000	0	0.00%
<b>Sub-Total Taxable</b>	<b>5,069,489,336</b>	<b>5,069,489,336</b>	<b>0</b>	<b>0.00%</b>
<b>Payment In Lieu</b>				
Residential	930,600	930,600	0	0.00%
Commercial	11,884,000	11,884,000	0	0.00%
Landfill	1,334,300	1,334,300	0	0.00%
Industrial	597,500	597,500	0	0.00%
<b>Sub-Total PIL</b>	<b>14,746,400</b>	<b>14,746,400</b>	<b>0</b>	<b>0.00%</b>
<b>Total Taxable and PIL</b>	<b>5,084,235,736</b>	<b>5,084,235,736</b>	<b>0</b>	<b>0.00%</b>
Exempt	380,260,900	380,260,900	0	0.00%
<b>Total</b>	<b>5,464,496,636</b>	<b>5,464,496,636</b>	<b>0</b>	<b>0.00%</b>

**Table A9.4 – City of Welland  
2021 Inter-Class Tax Shifts, Lower Tier Levy**

Realty Tax Class	CVA Tax		Change in Tax	
	2020 Year End (As Revised)	2021 Returned	\$	%
<b>Taxable</b>				
Residential	\$24,912,807	\$24,884,446	-\$28,362	-0.11%
Farm	\$30,915	\$30,880	-\$35	-0.11%
Managed Forest	\$1,579	\$1,577	-\$2	-0.11%
Multi-Residential	\$1,728,359	\$1,726,392	-\$1,967	-0.11%
New Multi-Residential	\$70,014	\$69,935	-\$80	-0.11%
Commercial	\$3,979,164	\$3,997,468	\$18,304	0.46%
Landfill	\$7,739	\$7,730	-\$9	-0.11%
Industrial	\$2,063,284	\$2,074,401	\$11,117	0.54%
Pipeline	\$209,094	\$208,856	-\$238	-0.11%
<b>Sub-Total Taxable</b>	<b>\$33,002,956</b>	<b>\$33,001,685</b>	<b>-\$1,272</b>	<b>0.00%</b>
<b>Payment In Lieu</b>				
Residential	\$5,379	\$5,373	-\$6	-0.11%
Commercial	\$119,068	\$118,957	-\$111	-0.09%
Landfill	\$22,675	\$22,650	-\$26	-0.11%
Industrial	\$9,075	\$9,066	-\$8	-0.09%
<b>Sub-Total PIL</b>	<b>\$156,197</b>	<b>\$156,046</b>	<b>-\$151</b>	<b>-0.10%</b>
<b>Total Taxable and PIL</b>	<b>\$33,159,153</b>	<b>\$33,157,730</b>	<b>-\$1,423</b>	<b>0.00%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$33,159,153</b>	<b>\$33,157,730</b>	<b>-\$1,423</b>	<b>0.00%</b>

**Appendix 10, Tax Policy Tables, City of Niagara Falls - 2725**

**Table A10.1 – City of Niagara Falls  
2020 Assessment Increase (-Reduction)**

Realty Tax Class	Phased CVA		Change in Assessment	
	2020 Returned	2020 Year End (As Revised)	\$	%
<b>Taxable</b>				
Residential	8,838,552,352	9,040,704,948	202,152,596	2.29%
Farm	82,293,900	82,709,600	415,700	0.51%
Managed Forest	1,737,200	1,576,600	-160,600	-9.24%
Multi-Residential	321,441,900	324,378,589	2,936,689	0.91%
New Multi-Residential	10,875,500	14,798,500	3,923,000	36.07%
Commercial	2,585,541,487	2,570,213,118	-15,328,369	-0.59%
Landfill	3,152,500	3,152,500	0	0.00%
Industrial	148,252,300	147,251,093	-1,001,207	-0.68%
Pipeline	45,297,000	45,968,000	671,000	1.48%
<b>Sub-Total Taxable</b>	<b>12,037,144,139</b>	<b>12,230,752,948</b>	<b>193,608,809</b>	<b>1.61%</b>
<b>Payment In Lieu</b>				
Residential	8,278,104	7,561,400	-716,704	-8.66%
Commercial	458,153,899	452,577,199	-5,576,700	-1.22%
Industrial	4,224,200	4,224,200	0	0.00%
<b>Sub-Total PIL</b>	<b>470,656,203</b>	<b>464,362,799</b>	<b>-6,293,404</b>	<b>-1.34%</b>
<b>Total Taxable and PIL</b>	<b>12,507,800,342</b>	<b>12,695,115,747</b>	<b>187,315,405</b>	<b>1.50%</b>
Exempt	829,145,476	861,165,036	32,019,560	3.86%
<b>Total</b>	<b>13,336,945,818</b>	<b>13,556,280,783</b>	<b>219,334,965</b>	<b>1.64%</b>



**Table A10.2 – City of Niagara Falls  
2020 Revenue Growth (-Loss)**

Realty Tax Class	CVA Tax		Change in Tax	
	2020 Returned	2020 Year End (As Revised)	\$	%
<b>Taxable</b>				
Residential	\$51,031,981	\$52,200,393	\$1,168,412	2.29%
Farm	\$118,911	\$119,512	\$601	0.51%
Managed Forest	\$2,510	\$2,278	-\$232	-9.24%
Multi-Residential	\$3,660,034	\$3,693,472	\$33,438	0.91%
New Multi-Residential	\$62,859	\$85,533	\$22,674	36.07%
Commercial	\$25,369,660	\$25,219,764	-\$149,896	-0.59%
Landfill	\$53,574	\$53,574	\$0	0.00%
Industrial	\$2,057,214	\$2,044,726	-\$12,488	-0.61%
Pipeline	\$445,626	\$452,228	\$6,601	1.48%
<b>Sub-Total Taxable</b>	<b>\$82,802,370</b>	<b>\$83,871,480</b>	<b>\$1,069,110</b>	<b>1.29%</b>
<b>Payment In Lieu</b>				
Residential	\$47,846	\$43,704	-\$4,142	-8.66%
Commercial	\$4,584,944	\$4,529,415	-\$55,529	-1.21%
Industrial	\$62,559	\$61,996	-\$563	-0.90%
<b>Sub-Total PIL</b>	<b>\$4,695,350</b>	<b>\$4,635,115</b>	<b>-\$60,235</b>	<b>-1.28%</b>
<b>Total Taxable and PIL</b>	<b>\$87,497,720</b>	<b>\$88,506,595</b>	<b>\$1,008,875</b>	<b>1.15%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$87,497,720</b>	<b>\$88,506,595</b>	<b>\$1,008,875</b>	<b>1.15%</b>

**Table A10.3 – City of Niagara Falls  
2021 CVA Summary**

Realty Tax Class	Destination CVA		Change in Assessment	
	2020 Year End (As Revised)	2021 Returned	\$	%
<b>Taxable</b>				
Residential	9,040,704,948	9,040,704,948	0	0.00%
Farm	82,709,600	82,709,600	0	0.00%
Managed Forest	1,576,600	1,576,600	0	0.00%
Multi-Residential	324,378,589	324,378,589	0	0.00%
New Multi-Residential	14,798,500	14,798,500	0	0.00%
Commercial	2,570,213,118	2,570,213,118	0	0.00%
Landfill	3,152,500	3,152,500	0	0.00%
Industrial	147,251,093	147,251,093	0	0.00%
Pipeline	45,968,000	45,968,000	0	0.00%
<b>Sub-Total Taxable</b>	<b>12,230,752,948</b>	<b>12,230,752,948</b>	<b>0</b>	<b>0.00%</b>
<b>Payment In Lieu</b>				
Residential	7,561,400	7,561,400	0	0.00%
Commercial	452,577,199	452,577,199	0	0.00%
Industrial	4,224,200	4,224,200	0	0.00%
<b>Sub-Total PIL</b>	<b>464,362,799</b>	<b>464,362,799</b>	<b>0</b>	<b>0.00%</b>
<b>Total Taxable and PIL</b>	<b>12,695,115,747</b>	<b>12,695,115,747</b>	<b>0</b>	<b>0.00%</b>
Exempt	861,165,036	861,165,036	0	0.00%
<b>Total</b>	<b>13,556,280,783</b>	<b>13,556,280,783</b>	<b>0</b>	<b>0.00%</b>

**Table A10.4 – City of Niagara Falls  
2021 Inter-Class Tax Shifts, Regional Levy**

Realty Tax Class	CVA Tax		Change in Tax	
	2020 Year End (As Revised)	2021 Returned	\$	%
<b>Taxable</b>				
Residential	\$52,200,393	\$52,140,966	-\$59,427	-0.11%
Farm	\$119,512	\$119,376	-\$136	-0.11%
Managed Forest	\$2,278	\$2,276	-\$3	-0.11%
Multi-Residential	\$3,693,472	\$3,689,268	-\$4,204	-0.11%
New Multi-Residential	\$85,533	\$85,436	-\$97	-0.11%
Commercial	\$25,219,764	\$25,329,121	\$109,357	0.43%
Landfill	\$53,574	\$53,513	-\$61	-0.11%
Industrial	\$2,044,726	\$2,090,751	\$46,025	2.25%
Pipeline	\$452,228	\$451,713	-\$515	-0.11%
<b>Sub-Total Taxable</b>	<b>\$83,871,480</b>	<b>\$83,962,420</b>	<b>\$90,940</b>	<b>0.11%</b>
<b>Payment In Lieu</b>				
Residential	\$43,704	\$43,654	-\$50	-0.11%
Commercial	\$4,529,415	\$4,526,450	-\$2,965	-0.07%
Industrial	\$61,996	\$62,479	\$483	0.78%
<b>Sub-Total PIL</b>	<b>\$4,635,115</b>	<b>\$4,632,583</b>	<b>-\$2,532</b>	<b>-0.05%</b>
<b>Total Taxable and PIL</b>	<b>\$88,506,595</b>	<b>\$88,595,003</b>	<b>\$88,408</b>	<b>0.10%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$88,506,595</b>	<b>\$88,595,003</b>	<b>\$88,408</b>	<b>0.10%</b>

**Appendix 11, Tax Policy Tables, City of Thorold - 2731**

**Table A11.1 – City of Thorold  
2020 Assessment Increase (-Reduction)**

Realty Tax Class	Phased CVA		Change in Assessment	
	2020 Returned	2020 Year End (As Revised)	\$	%
<b>Taxable</b>				
Residential	2,031,014,860	2,157,704,360	126,689,500	6.24%
Farm	49,135,040	48,654,840	-480,200	-0.98%
Managed Forest	528,600	528,600	0	0.00%
Multi-Residential	42,120,300	42,550,000	429,700	1.02%
New Multi-Residential	65,945,300	70,409,800	4,464,500	6.77%
Commercial	181,275,722	181,305,131	29,409	0.02%
Industrial	71,315,578	69,969,178	-1,346,400	-1.89%
Pipeline	26,249,000	26,690,000	441,000	1.68%
<b>Sub-Total Taxable</b>	<b>2,467,584,400</b>	<b>2,597,811,909</b>	<b>130,227,509</b>	<b>5.28%</b>
<b>Payment In Lieu</b>				
Residential	4,848,900	4,704,900	-144,000	-2.97%
Farm	491,000	491,000	0	0.00%
Commercial	12,290,000	12,299,400	9,400	0.08%
Industrial	1,731,200	1,722,200	-9,000	-0.52%
<b>Sub-Total PIL</b>	<b>19,361,100</b>	<b>19,217,500</b>	<b>-143,600</b>	<b>-0.74%</b>
<b>Total Taxable and PIL</b>	<b>2,486,945,500</b>	<b>2,617,029,409</b>	<b>130,083,909</b>	<b>5.23%</b>
Exempt	101,043,900	106,173,800	5,129,900	5.08%
<b>Total</b>	<b>2,587,989,400</b>	<b>2,723,203,209</b>	<b>135,213,809</b>	<b>5.22%</b>

**Table A11.2 – City of Thorold  
2020 Revenue Growth (-Loss)**

Realty Tax Class	CVA Tax		Change in Tax	
	2020 Returned	2020 Year End (As Revised)	\$	%
<b>Taxable</b>				
Residential	\$11,738,961	\$12,471,208	\$732,246	6.24%
Farm	\$70,998	\$70,304	-\$694	-0.98%
Managed Forest	\$764	\$764	\$0	0.00%
Multi-Residential	\$479,594	\$484,487	\$4,893	1.02%
New Multi-Residential	\$381,154	\$406,958	\$25,804	6.77%
Commercial	\$1,780,257	\$1,781,028	\$772	0.04%
Industrial	\$984,613	\$966,715	-\$17,898	-1.82%
Pipeline	\$258,235	\$262,573	\$4,339	1.68%
<b>Sub-Total Taxable</b>	<b>\$15,694,575</b>	<b>\$16,444,037</b>	<b>\$749,462</b>	<b>4.78%</b>
<b>Payment In Lieu</b>				
Residential	\$28,026	\$27,194	-\$832	-2.97%
Farm	\$709	\$709	\$0	0.00%
Commercial	\$123,237	\$123,332	\$94	0.08%
Industrial	\$26,316	\$26,179	-\$137	-0.52%
<b>Sub-Total PIL</b>	<b>\$178,289</b>	<b>\$177,414</b>	<b>-\$875</b>	<b>-0.49%</b>
<b>Total Taxable and PIL</b>	<b>\$15,872,864</b>	<b>\$16,621,451</b>	<b>\$748,587</b>	<b>4.72%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$15,872,864</b>	<b>\$16,621,451</b>	<b>\$748,587</b>	<b>4.72%</b>

**Table A11.3 – City of Thorold  
2021 CVA Summary**

Realty Tax Class	Destination CVA		Change in Assessment	
	2020 Year End (As Revised)	2021 Returned	\$	%
<b>Taxable</b>				
Residential	2,157,704,360	2,157,704,360	0	0.00%
Farm	48,654,840	48,654,840	0	0.00%
Managed Forest	528,600	528,600	0	0.00%
Multi-Residential	42,550,000	42,550,000	0	0.00%
New Multi-Residential	70,409,800	70,409,800	0	0.00%
Commercial	181,305,131	181,305,131	0	0.00%
Industrial	69,969,178	69,969,178	0	0.00%
Pipeline	26,690,000	26,690,000	0	0.00%
<b>Sub-Total Taxable</b>	<b>2,597,811,909</b>	<b>2,597,811,909</b>	<b>0</b>	<b>0.00%</b>
<b>Payment In Lieu</b>				
Residential	4,704,900	4,704,900	0	0.00%
Farm	491,000	491,000	0	0.00%
Commercial	12,299,400	12,299,400	0	0.00%
Industrial	1,722,200	1,722,200	0	0.00%
<b>Sub-Total PIL</b>	<b>19,217,500</b>	<b>19,217,500</b>	<b>0</b>	<b>0.00%</b>
<b>Total Taxable and PIL</b>	<b>2,617,029,409</b>	<b>2,617,029,409</b>	<b>0</b>	<b>0.00%</b>
Exempt	106,173,800	106,173,800	0	0.00%
<b>Total</b>	<b>2,723,203,209</b>	<b>2,723,203,209</b>	<b>0</b>	<b>0.00%</b>

**Table A11.4 – City of Thorold  
2021 Inter-Class Tax Shifts, Regional Levy**

Realty Tax Class	CVA Tax		Change in Tax	
	2020 Year End (As Revised)	2021 Returned	\$	%
<b>Taxable</b>				
Residential	\$12,471,208	\$12,457,010	-\$14,198	-0.11%
Farm	\$70,304	\$70,225	-\$80	-0.11%
Managed Forest	\$764	\$763	-\$1	-0.11%
Multi-Residential	\$484,487	\$483,936	-\$551	-0.11%
New Multi-Residential	\$406,958	\$406,495	-\$463	-0.11%
Commercial	\$1,781,028	\$1,788,240	\$7,212	0.40%
Industrial	\$966,715	\$989,808	\$23,093	2.39%
Pipeline	\$262,573	\$262,274	-\$299	-0.11%
<b>Sub-Total Taxable</b>	<b>\$16,444,037</b>	<b>\$16,458,749</b>	<b>\$14,712</b>	<b>0.09%</b>
<b>Payment In Lieu</b>				
Residential	\$27,194	\$27,163	-\$31	-0.11%
Farm	\$709	\$709	-\$1	-0.11%
Commercial	\$123,332	\$123,191	-\$140	-0.11%
Industrial	\$26,179	\$26,149	-\$30	-0.11%
<b>Sub-Total PIL</b>	<b>\$177,414</b>	<b>\$177,212</b>	<b>-\$202</b>	<b>-0.11%</b>
<b>Total Taxable and PIL</b>	<b>\$16,621,451</b>	<b>\$16,635,961</b>	<b>\$14,510</b>	<b>0.09%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$16,621,451</b>	<b>\$16,635,961</b>	<b>\$14,510</b>	<b>0.09%</b>

**Appendix 12, Tax Policy Tables, Town of Pelham - 2732**

**Table A12.1 – Town of Pelham  
2020 Assessment Increase (-Reduction)**

Realty Tax Class	Phased CVA		Change in Assessment	
	2020 Returned	2020 Year End (As Revised)	\$	%
<b>Taxable</b>				
Residential	2,555,511,770	2,616,394,467	60,882,697	2.38%
Farm	169,321,433	172,072,933	2,751,500	1.63%
Managed Forest	2,897,100	3,079,300	182,200	6.29%
Multi-Residential	17,693,000	18,604,000	911,000	5.15%
New Multi-Residential	544,000	544,000	0	0.00%
Commercial	92,348,197	104,563,000	12,214,803	13.23%
Industrial	4,194,100	4,361,900	167,800	4.00%
Pipeline	17,467,000	17,725,000	258,000	1.48%
<b>Sub-Total Taxable</b>	<b>2,859,976,600</b>	<b>2,937,344,600</b>	<b>77,368,000</b>	<b>2.71%</b>
<b>Payment In Lieu</b>				
Residential	3,000	3,000	0	0.00%
Commercial	2,954,600	2,954,600	0	0.00%
Industrial	28,600	28,600	0	0.00%
<b>Sub-Total PIL</b>	<b>2,986,200</b>	<b>2,986,200</b>	<b>0</b>	<b>0.00%</b>
<b>Total Taxable and PIL</b>	<b>2,862,962,800</b>	<b>2,940,330,800</b>	<b>77,368,000</b>	<b>2.70%</b>
Exempt	129,069,800	136,141,600	7,071,800	5.48%
<b>Total</b>	<b>2,992,032,600</b>	<b>3,076,472,400</b>	<b>84,439,800</b>	<b>2.82%</b>



**Table A12.2 – Town of Pelham  
2020 Revenue Growth (-Loss)**

Realty Tax Class	CVA Tax		Change in Tax	
	2020 Returned	2020 Year End (As Revised)	\$	%
<b>Taxable</b>				
Residential	\$14,770,475	\$15,122,368	\$351,893	2.38%
Farm	\$244,663	\$248,639	\$3,976	1.63%
Managed Forest	\$4,186	\$4,449	\$263	6.29%
Multi-Residential	\$201,458	\$211,831	\$10,373	5.15%
New Multi-Residential	\$3,144	\$3,144	\$0	0.00%
Commercial	\$920,007	\$1,035,514	\$115,507	12.56%
Industrial	\$63,088	\$65,639	\$2,551	4.04%
Pipeline	\$171,838	\$174,376	\$2,538	1.48%
<b>Sub-Total Taxable</b>	<b>\$16,378,859</b>	<b>\$16,865,960</b>	<b>\$487,101</b>	<b>2.97%</b>
<b>Payment In Lieu</b>				
Residential	\$17	\$17	\$0	0.00%
Commercial	\$29,627	\$29,627	\$0	0.00%
Industrial	\$435	\$435	\$0	0.00%
<b>Sub-Total PIL</b>	<b>\$30,079</b>	<b>\$30,079</b>	<b>\$0</b>	<b>0.00%</b>
<b>Total Taxable and PIL</b>	<b>\$16,408,938</b>	<b>\$16,896,040</b>	<b>\$487,101</b>	<b>2.97%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$16,408,938</b>	<b>\$16,896,040</b>	<b>\$487,101</b>	<b>2.97%</b>

**Table A12.3 – Town of Pelham  
2021 CVA Summary**

Realty Tax Class	Destination CVA		Change in Assessment	
	2020 Year End (As Revised)	2021 Returned	\$	%
<b>Taxable</b>				
Residential	2,616,394,467	2,616,394,467	0	0.00%
Farm	172,072,933	172,072,933	0	0.00%
Managed Forest	3,079,300	3,079,300	0	0.00%
Multi-Residential	18,604,000	18,604,000	0	0.00%
New Multi-Residential	544,000	544,000	0	0.00%
Commercial	104,563,000	104,563,000	0	0.00%
Industrial	4,361,900	4,361,900	0	0.00%
Pipeline	17,725,000	17,725,000	0	0.00%
<b>Sub-Total Taxable</b>	<b>2,937,344,600</b>	<b>2,937,344,600</b>	<b>0</b>	<b>0.00%</b>
<b>Payment In Lieu</b>				
Residential	3,000	3,000	0	0.00%
Commercial	2,954,600	2,954,600	0	0.00%
Industrial	28,600	28,600	0	0.00%
<b>Sub-Total PIL</b>	<b>2,986,200</b>	<b>2,986,200</b>	<b>0</b>	<b>0.00%</b>
<b>Total Taxable and PIL</b>	<b>2,940,330,800</b>	<b>2,940,330,800</b>	<b>0</b>	<b>0.00%</b>
Exempt	136,141,600	136,141,600	0	0.00%
<b>Total</b>	<b>3,076,472,400</b>	<b>3,076,472,400</b>	<b>0</b>	<b>0.00%</b>

**Table A12.4 – Town of Pelham  
2021 Inter-Class Tax Shifts, Regional Levy**

Realty Tax Class	CVA Tax		Change in Tax	
	2020 Year End (As Revised)	2021 Returned	\$	%
<b>Taxable</b>				
Residential	\$15,122,368	\$15,105,152	-\$17,216	-0.11%
Farm	\$248,639	\$248,356	-\$282	-0.11%
Managed Forest	\$4,449	\$4,444	-\$5	-0.11%
Multi-Residential	\$211,831	\$211,590	-\$241	-0.11%
New Multi-Residential	\$3,144	\$3,141	-\$4	-0.11%
Commercial	\$1,035,514	\$1,037,578	\$2,064	0.20%
Industrial	\$65,639	\$65,731	\$92	0.14%
Pipeline	\$174,376	\$174,178	-\$199	-0.11%
<b>Sub-Total Taxable</b>	<b>\$16,865,960</b>	<b>\$16,850,169</b>	<b>-\$15,791</b>	<b>-0.09%</b>
<b>Payment In Lieu</b>				
Residential	\$17	\$17	\$0	-0.11%
Commercial	\$29,627	\$29,593	-\$34	-0.11%
Industrial	\$435	\$434	\$0	-0.11%
<b>Sub-Total PIL</b>	<b>\$30,079</b>	<b>\$30,045</b>	<b>-\$34</b>	<b>-0.11%</b>
<b>Total Taxable and PIL</b>	<b>\$16,896,040</b>	<b>\$16,880,214</b>	<b>-\$15,825</b>	<b>-0.09%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$16,896,040</b>	<b>\$16,880,214</b>	<b>-\$15,825</b>	<b>-0.09%</b>

## Appendix 13, Methodology Employed in the Preparation of this Tax Policy Analysis

### OVERVIEW

Ontario Regulation 73/03 requires every municipality in Ontario to calculate **Revenue Neutral or Notional Tax Rates (RNTR)**. **RNTR** are the tax rates used to raise the **Revenue Limit**. Increases and decreases in current tax rates are measured against RNTR and budget and levy changes are compared to Revenue Limit and not last year's levy. Market Value Update or phase-in does not represent growth or loss in Revenue but merely redistribution between tax classes.

### GROWTH IN ASSESSMENT AND TAXATION

The **Revenue limit** is determined by applying the adopted tax rates to the year-end roll which includes all assessment adjustments made or to be made during the year. Adjustments to assessment are made based on the following change provisions:

1. Assessment Act: Sections 32, 33, 34, 39.1, 40 and 41;
2. Municipal Act: Sections 319, 345, 357, 357.1, 358, 362, 364, 365, 365.1 or 365.2.

MTAG obtains the data from MPAC's MCP (Market Change Profile) file. MTAG produces two tables to illustrate annualized growth (loss) available for the municipality to use in the next budget, or in the case of a deficit, to make up through additional levy. Two tables are:

1. The changes in assessment from roll returned to end of year illustrating growth in assessment and percent change by class.
2. The changes in taxation and the determination of the Revenue Limit. The Revenue Limit is required to calculate the RNTR using the new revised adjusted phased market roll for next year's taxation.<sup>3</sup>

Note: In two-tier (County or Regional Government), these two tables are also produced for each of the constituent lower-tier municipalities.

The Revenue Limit is determined at the total taxable assessment level or at the total taxable plus payment-in-lieu (PIL) assessment level depending on how the municipality calculates its tax rates. If PIL assessment is not incorporated into the municipality's tax rate calculation, then MTAG determines the Revenue Limit at the Taxable Assessment level only. This method of determining

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<sup>3</sup> Note: Ontario Regulation 73/03 requires the use of the General Rate for the Municipality excluding special area rates for the calculation of the Revenue Limit. MTAG's calculations employ only the General Rate of the Municipality (and in the case of two-tier, the general rates of the lower-tiers are employed for production of lower-tier growth tables). Special Area Rates are not used in any of the calculations.

the Revenue Limit matches the methodology of the municipality at the time that it struck its tax rates for the current year.

# **2021 TAX POLICY SCENARIO: Reduce Commercial Ratio to Produce a Zero Class Shift Region of Niagara**

Prepared by:  
**MUNICIPAL TAX ADVISORY GROUP**  
383 Richmond Street, Suite 408  
London, Ontario, M6A 3C4  
[www.municipaltaxadvisory.com](http://www.municipaltaxadvisory.com)  
February 8, 2021

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Finally, the Municipal Tax Advisory Group is not responsible to the municipality, nor to any other party for damages arising based on incorrect data or due to the misuse of the information contained in this study, including without limitation, any related, indirect, special, or consequential damages.



### **Summary and Description**

This scenario models the impacts of reducing the 2021 Broad Commercial Property Tax Class Ratio to mitigate the transfer of tax liability on to the Class that will occur otherwise. Reducing the Ratio results in the Broad Commercial Class bearing the same level of taxation as it did in 2020.

Table 3 presents the impact of reducing the Commercial Ratio to a level that eliminates the shift in tax liability onto the Broad Commercial Property Tax Class that was identified when Start Ratios were calculated as part of determining the resulting impacts on the Region's Tax Revenue Neutral Tax Rates for 2021.

A reduction to 1.729135 for the Broad Commercial Property Tax Class Ratio will eliminate the shift in tax liability onto the Class and produces a 0.27% reduction in the Broad Commercial Tax Rate. This reduction in tax liability will also result in the tax rate for all other Property Tax Classes increasing 0.06%, although still providing for the levy to be at the Revenue Limit with no reduction.

Table 4 reports the Regional Tax redistribution to the area municipalities under this scenario.

**Table 1: Tax Ratio Comparison Start Ratio vs Modelled Ratio  
(Eliminating Commercial Tax Shift of \$194,016)**

Class	2021 Start Ratio	Scenario Model Ratio's
Residential	1.000000	1.000000
Farmland	0.250000	0.250000
Managed Forest	0.250000	0.250000
Multi-Residential	1.970000	1.970000
New Multi-Residential	1.000000	1.000000
Broad Commercial	1.734900	1.729135
Residual Commercial	1.734900	<b>1.729135</b>
Broad Industrial	2.630000	2.630000
Residual Industrial	2.630000	2.630000
Pipeline	1.702100	1.702100
Landfill	2.940261	2.940261

**Table 2: Tax Rate Comparison Start Ratio vs Modelled Ratio  
(Eliminate Commercial Tax Shift of \$194,016)**

Realty Tax Class	TAX RATES		Change in Rate	
	2021	2021 Model	Absolute	%
<b>Taxable</b>				
Residential	0.00577327	0.00577669	0.00000342	0.06%
Farm	0.00144332	0.00144417	0.00000085	0.06%
Managed Forest	0.00144332	0.00144417	0.00000085	0.06%
Multi-Residential	0.01137334	0.01138008	0.00000674	0.06%
New Multi-Residential	0.00577327	0.00577669	0.00000342	0.06%
Commercial	0.01001604	0.00998868	-0.00002736	-0.27%
Commercial Vacant Land	0.00776243	0.00774122	-0.00002121	-0.27%
Landfill	0.01697491	0.01698498	0.00001007	0.06%
Industrial	0.01518369	0.01519269	0.00000900	0.06%
Industrial Vacant Land	0.01176736	0.01177434	0.00000698	0.06%
Pipeline	0.00982668	0.0098325	0.00000582	0.06%

**Table 3: Region of Niagara:  
Impacts of Eliminating Commercial Tax Shift of \$194,016**

Realty Tax Class	CVA Tax		Change in Tax	
	2021 Returned (Start Ratio)	2021 Start Ratio (Com. Shift = 0)	\$	%
<b>Taxable</b>				
Residential	\$290,694,766	\$290,866,970	\$172,203	0.06%
Farm	\$3,448,013	\$3,450,043	\$2,031	0.06%
Managed Forest	\$22,472	\$22,486	\$13	0.06%
Multi-Residential	\$15,608,414	\$15,617,664	\$9,250	0.06%
New Multi-Residential	\$1,045,104	\$1,045,723	\$619	0.06%
Commercial	\$71,019,693	\$70,825,692	-\$194,001	-0.27%
Landfill	\$61,244	\$61,280	\$36	0.06%
Industrial	\$13,853,960	\$13,862,173	\$8,213	0.06%
Pipeline	\$2,480,657	\$2,482,126	\$1,469	0.06%
<b>Sub-Total Taxable</b>	<b>\$398,234,323</b>	<b>\$398,234,156</b>	<b>-\$167</b>	<b>0.00%</b>
<b>Payment In Lieu</b>				
Residential	\$197,480	\$197,597	\$117	0.06%
Farm	\$709	\$709	\$0	0.06%
Commercial	\$6,857,186	\$6,838,455	-\$18,731	-0.27%
Landfill	\$29,202	\$29,219	\$17	0.06%
Industrial	\$199,611	\$199,729	\$118	0.06%
<b>Sub-Total PIL</b>	<b>\$7,284,187</b>	<b>\$7,265,709</b>	<b>-\$18,478</b>	<b>-0.25%</b>
<b>Total Taxable and PIL</b>	<b>\$405,518,510</b>	<b>\$405,499,865</b>	<b>-\$18,645</b>	<b>0.00%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$405,518,510</b>	<b>\$405,499,865</b>	<b>-\$18,645</b>	<b>0.00%</b>

**Table 4: Region of Niagara:  
Inter-Municipal Regional Tax Distribution:  
Eliminating Commercial Tax Shift of \$194,016**

Municipality	CVA Tax		Change in Tax	
	2021 Returned (Start Ratio)	2021 Start Ratio (Com. Shift = 0)	\$	%
West Lincoln Township	\$12,621,764	\$12,626,628	\$4,865	0.04%
Grimsby Town	\$30,372,252	\$30,378,557	\$6,305	0.02%
Lincoln Town	\$24,030,985	\$24,037,739	\$6,755	0.03%
Niagara-On-The-Lake Town	\$34,479,462	\$34,473,766	-\$5,696	-0.02%
St. Catharines City	\$102,913,719	\$102,907,643	-\$6,077	-0.01%
Fort Erie Town	\$24,741,890	\$24,747,539	\$5,649	0.02%
Port Colborne City	\$12,781,934	\$12,784,923	\$2,989	0.02%
Wainfleet Township	\$6,019,295	\$6,022,193	\$2,898	0.05%
Welland City	\$33,001,685	\$33,007,948	\$6,263	0.02%
Niagara Falls City	\$83,962,420	\$83,927,964	-\$34,456	-0.04%
Thorold City	\$16,458,749	\$16,462,555	\$3,806	0.02%
Pelham Town	\$16,850,169	\$16,856,701	\$6,532	0.04%
<b>Total</b>	<b>\$398,234,323</b>	<b>\$398,234,156</b>	<b>-\$167</b>	<b>0.00%</b>

# **2021 TAX POLICY SCENARIO: Reduce Multi- Residential Ratio to Produce a Zero Class Shift on Residential Region of Niagara**

Prepared by:  
**MUNICIPAL TAX ADVISORY GROUP**  
383 Richmond Street, Suite 408  
London, Ontario, M6A 3C4  
[www.municipaltaxadvisory.com](http://www.municipaltaxadvisory.com)  
February 8, 2021

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### **Summary and Description**

This scenario models the impacts of reducing the 2021 Multi-Residential Property Tax Class Ratio to mitigate the transfer of tax liability on to the Class that will occur otherwise. Reducing the Ratio results in the Multi-Residential Class bearing the same level of taxation as it did in 2020.

Table 3 presents the impact of reducing the Multi-Residential Ratio to a level that eliminates the shift in tax liability onto the Multi-Residential Property Tax Class that was identified when Start Ratios were calculated as part of determining the resulting impacts on the Region's Tax Revenue Neutral Tax Rates for 2021.

A reduction to 1.91275 for the Multi-Residential Property Tax Class Ratio will eliminate the shift in tax liability onto the Class and produces a 2.80% reduction in the Multi-Residential Tax Rate. This reduction in tax liability will also result in the tax rate for all other Property Tax Classes increasing 0.11%, although still providing for the levy to be at the Revenue Limit with no reduction.

Table 4 reports the Regional Tax redistribution to the area municipalities in this scenario.



**Table 1: Tax Ratio Comparison Start Ratio vs Modelled Ratio  
(Reducing MT Ratio to Remove Change in Residential Tax Shift of 331,315)**

Class	2021 Start Ratio	Scenario Model Ratio's
Residential	1.000000	1.000000
Farmland	0.250000	0.250000
Managed Forest	0.250000	0.250000
Multi-Residential	1.970000	<b>1.912750</b>
New Multi-Residential	1.000000	1.000000
Broad Commercial	1.734900	1.734900
Residual Commercial	1.734900	1.734900
Broad Industrial	2.630000	2.630000
Residual Industrial	2.630000	2.630000
Pipeline	1.702100	1.702100
Landfill	2.940261	2.940261

**Table 2: Tax Rate Comparison Start Ratio vs Modelled Ratio  
(Reducing MT Ratio to Remove Change in Residential Tax Shift of 331,315)**

Realty Tax Class	TAX RATES		Change in Rate	
	2021	2021 Model	Absolute	%
<b>Taxable</b>				
Residential	0.00577327	0.00577985	0.00000658	0.11%
Farm	0.00144332	0.00144496	0.00000164	0.11%
Managed Forest	0.00144332	0.00144496	0.00000164	0.11%
Multi-Residential	0.01137334	0.01105541	-0.00031793	-2.80%
New Multi-Residential	0.00577327	0.00577985	0.00000658	0.11%
Commercial	0.01001604	0.01002746	0.00001142	0.11%
Commercial Vacant Land	0.00776243	0.00777128	0.00000885	0.11%
Landfill	0.01697491	0.01699427	0.00001936	0.11%
Industrial	0.01518369	0.01520101	0.00001732	0.11%
Industrial Vacant Land	0.01176736	0.01178078	0.00001342	0.11%
Pipeline	0.00982668	0.00983788	0.00001120	0.11%

**Table 3: Region of Niagara:  
Impacts of Reducing MT Ratio to Remove Change in Residential Tax Shift of 331,315**

Realty Tax Class	CVA Tax		Change in Tax	
	2021 Returned (Start Ratio)	2021 Start Ratio (MT Ratio Reduced)	\$	%
<b>Taxable</b>				
Residential	\$290,694,766	\$291,026,081	\$331,315	0.11%
Farm	\$3,448,013	\$3,451,930	\$3,918	0.11%
Managed Forest	\$22,472	\$22,498	\$26	0.11%
Multi-Residential	\$15,608,414	\$15,172,097	-\$436,317	-2.80%
New Multi-Residential	\$1,045,104	\$1,046,295	\$1,191	0.11%
Commercial	\$71,019,693	\$71,100,667	\$80,974	0.11%
Landfill	\$61,244	\$61,314	\$70	0.11%
Industrial	\$13,853,960	\$13,869,763	\$15,803	0.11%
Pipeline	\$2,480,657	\$2,483,484	\$2,827	0.11%
<b>Sub-Total Taxable</b>	<b>\$398,234,323</b>	<b>\$398,234,130</b>	<b>-\$193</b>	<b>0.00%</b>
<b>Payment In Lieu</b>				
Residential	\$197,480	\$197,705	\$225	0.11%
Farm	\$709	\$709	\$1	0.11%
Commercial	\$6,857,186	\$6,865,004	\$7,818	0.11%
Landfill	\$29,202	\$29,235	\$33	0.11%
Industrial	\$199,611	\$199,838	\$228	0.11%
<b>Sub-Total PIL</b>	<b>\$7,284,187</b>	<b>\$7,292,492</b>	<b>\$8,305</b>	<b>0.11%</b>
<b>Total Taxable and PIL</b>	<b>\$405,518,510</b>	<b>\$405,526,622</b>	<b>\$8,112</b>	<b>0.00%</b>
Exempt	\$0	\$0	\$0	0.00%
<b>Total</b>	<b>\$405,518,510</b>	<b>\$405,526,622</b>	<b>\$8,112</b>	<b>0.00%</b>

**Table 4: Region of Niagara:  
Inter-Municipal Regional Tax Distribution:  
Reducing MT Ratio to Remove Change in Residential Tax Shift of 331,315**

Municipality	CVA Tax		Change in Tax	
	2021 Returned (Start Ratio)	2021 Start Ratio (MT Ratio Reduced)	\$	%
West Lincoln Township	\$12,621,764	\$12,633,807	\$12,043	0.10%
Grimsby Town	\$30,372,252	\$30,397,337	\$25,085	0.08%
Lincoln Town	\$24,030,985	\$24,050,367	\$19,383	0.08%
Niagara-On-The-Lake Town	\$34,479,462	\$34,513,853	\$34,390	0.10%
St. Catharines City	\$102,913,719	\$102,806,531	-\$107,189	-0.10%
Fort Erie Town	\$24,741,890	\$24,756,188	\$14,298	0.06%
Port Colborne City	\$12,781,934	\$12,783,530	\$1,596	0.01%
Wainfleet Township	\$6,019,295	\$6,026,003	\$6,708	0.11%
Welland City	\$33,001,685	\$32,989,074	-\$12,610	-0.04%
Niagara Falls City	\$83,962,420	\$83,950,793	-\$11,627	-0.01%
Thorold City	\$16,458,749	\$16,463,430	\$4,681	0.03%
Pelham Town	\$16,850,169	\$16,863,218	\$13,048	0.08%
<b>Total</b>	<b>\$398,234,323</b>	<b>\$398,234,130</b>	<b>-\$193</b>	<b>0.00%</b>

**History of Regional Tax Ratios**

Realty Tax Class	2016 Ratios	2017 Ratios	2018 Ratios	2019 Ratios	2020 Ratios	2021 Start Ratios	Ranges of Fairness - Min	Ranges of Fairness - Max	Threshold - Max	Subject to Levy Restriction
Residential	1.000000	1.000000	1.000000	1.000000	1.000000	1.000000	1.00	1.00	-	N/A
Farm	0.250000	0.250000	0.250000	0.250000	0.250000	0.250000	-	0.25	-	N/A
Managed Forest	0.250000	0.250000	0.250000	0.250000	0.250000	0.250000	0.25	0.25	-	N/A
New Mult-Res	1.000000	1.000000	1.000000	1.000000	1.000000	1.000000	1.00	1.10	-	N/A
Multi-Residential	2.044000	2.000000	1.970000	1.970000	1.970000	1.970000	1.00	1.10	2.00	No
Commercial	1.758600	1.758600	1.734900	1.734900	1.734900	1.734900	0.60	1.10	1.98	No
Industrial	2.630000	2.630000	2.630000	2.630000	2.630000	2.630000	0.60	1.10	2.63	No
Landfill	N/A	2.940261	2.940261	2.940261	2.940261	2.940261	0.60	1.10	3.09	No
Pipeline	1.702100	1.702100	1.702100	1.702100	1.702100	1.702100	0.60	0.70	-	N/A

## Performance Measures

The table below provides the measure of total property taxes for the median household incomes in Niagara versus the BMA study average for both 2020 and 2019. As can be noted, the variance between the Region and BMA averages has grown from 2019 to 2020. Note that the study results are based on 2020 rates, and therefore are not impacted by 2021 tax policy decisions and approved budgets.

**Table 1 – BMA Study Compared – Total Property Taxes and Municipal Burden**

<b>Tax Burdens Category</b>	<b>Niagara Average* 2020</b>	<b>Study Average 2020</b>	<b>Niagara Average* 2019</b>	<b>Study Average 2019</b>
Total Property Taxes as % of Hhld. Income	4.1%	3.8%	3.9%	3.7%
Total Municipal Burden: Taxes and W/WW as % of Hhld. Income	5.2%	4.8%	5.0%	4.9%

\*Calculated using a simple average of all LAMs

The combined Niagara Region, Local Area Municipalities, and education tax levy compares competitively to the BMA study average for 110 Ontario Municipalities surveyed. Total taxes as classified by BMA are in the mid-range tax burden for all but the Standard Industrial, Hotels and Walk-up multi-residential which is in the high-range. The Region is above the study average in seven categories per Table 2 below.

**Table 2 – Property Tax Burden by Property Class versus BMA Average**

<b>Property Class</b>	<b>Property Type</b>	<b>Rank</b>	<b>Metric</b>	<b>Niagara Average* \$</b>	<b>Study Average \$</b>	<b>Variance \$</b>	<b>Variance %</b>	<b>Compare to Study</b>
Residential	Bungalow	Mid	Tax/Unit	3,751	3,549	202	5.69%	Above
	2 Storey	Mid	Tax/Unit	4,981	4,714	267	5.66%	Above
	Executive	Mid	Tax/Unit	6,720	6,560	160	2.44%	Above
Multi-Res	Walk-Up	High	Tax/Unit	1,639	1,430	209	14.62%	Above
	High-Rise	Mid	Tax/Unit	1,797	1,802	(5)	-0.28%	Below
Commercial	Office Buildings	Mid	Tax/Sq. Ft.	2.95	3.20	(0.25)	-7.81%	Below
	Shopping	Mid	Tax/Sq. Ft.	4.16	3.88	0.28	7.22%	Above
	Hotels	High	Tax/Unit	1,942	1,644	298	18.13%	Above
	Motels	Mid	Tax/Unit	1,151	1,273	(122)	-9.58%	Below
Industrial	Standard Industrial	High	Tax/Sq. Ft.	1.97	1.72	0.25	14.53%	Above
	Large Industrial	Mid	Tax/Sq. Ft.	0.98	1.19	(0.21)	-17.65%	Below

\*Calculated using a simple average of all LAMs.

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**Subject:** Hospice Niagara Request for Funding

**Report to:** Corporate Services Committee

**Report date:** Wednesday, April 14, 2021

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## **Recommendations**

1. That the Hospice Niagara Funding request of \$4 million **BE RECEIVED** for information.

## **Key Facts**

- On November 9, 2020 Hospice Niagara requested that Niagara Region consider a capital funding contribution of \$4 million to assist with the capital cost associated with increasing the number of hospice beds in Niagara
- The Region does not have a grant funding program, policy or funding source for such a request.
- Hospice Niagara's project is included in the Region's site plan co-located on the campus of the approved long-term care redevelopment initiative in Fort Erie.
- The original agreement between the Region and Hospice Niagara is that Hospice would receive the required land on Regional property while Hospice would fund the entire cost of construction. This would be similar to the arrangement on the Linhaven property in St. Catharines.

## **Financial Considerations**

The request from Hospice Niagara is \$4 million towards the total capital build of 20 new hospice beds in Niagara estimated at \$14 million. Currently, there is no legislated or policy expectation or obligation for municipalities or Region to provide capital funding for hospice residential facility builds. Hospice providers are able to apply/request capital funding from the province and also raise funds through fundraising/community contributions.

The Hospice Niagara request represents 1% of the Region's 2021 general levy. Additionally, Hospice Niagara requested and has been approved for the following \$670,756 from the local area municipalities confirmed up to the date of authoring this report:

- Fort Erie \$150,000
- Pelham \$ 85,000
- Port Colborne \$ 90,000
- Thorold \$ 90,756
- Welland \$255,000

## **Analysis**

Hospice Niagara's proposal is to provide 20 new hospice residence beds in Niagara at a cost of \$14 million. Hospice is planning to create 10 spaces in a build co-located on the same campus as the Gilmore Long Term Care home redevelopment in Fort Erie and a similar 10 bed build in Welland along side another LTC home redevelopment project led by Foyer Richelieu. Hospice Niagara has one existing hospice location in Niagara and it is co-located on the Linhaven campus site.

## **Background**

In Ontario, palliative care can be delivered in multiple different care settings:

- Individual homes
- Hospices
- LTC homes
- Hospitals

In Ontario, there is no cost to patients for medically necessary palliative care services in their homes, hospices, or hospitals. While residents of LTC homes may pay a co-payment, these funds represent the individual's contribution to food and accommodations as part of living at a LTC home and not for accessing palliative care services.

Through the Government of Ontario's Hospice Capital Program (HCP), financial assistance is provided for the development of new physical hospice spaces, associated with new beds funded by the province's Palliative and End of Life Strategy. The HCP does not fund the full cost of a hospice capital project, but provides a funding contribution based on the number of beds approved for each project, up to a maximum dollar contribution per bed cost. Capital costs that are above the province's proposed capital contribution is the responsibility of the requesting organization through their own funds. Typically, residential Hospices raise the additional necessary capital funding through fundraising/community contributions. The province does provide an Exceptional Circumstances Grant that is available for a requesting organization in the case that they

develop exceptional circumstances during the construction phase of their hospice, such that the organization can apply for additional ministry funding beyond the per bed maximum contribution.

The province, through Ontario Health/LHIN, provides operating funding for Hospice Residence beds as well. This funding is partial and requires Residential Hospice's to fundraise and secure community contributions to ensure that they are fully able to operate and cover additional operating expenses that are incurred. Currently, there is no legislated expectation or obligation for municipalities to provide funds for Residential Hospices to cover any operating or capital costs.

Currently, the Region has two LTC homes being redeveloped with a total capital budget of \$175 million:

- Linhaven Redevelopment: \$102 million cost and is funded with debt (\$86.5 million) and development charges (\$15.5 million).
- Gilmore Lodge Redevelopment: \$73 million cost (inclusive of the Hospice facility) and is funded with debt (\$58.022 million), development charges (\$9.078 million), grant (\$0.3 million) and an external contribution from Hospice Niagara (\$5.6 million) for construction costs of 10-bed residential program.
- MLTC will offset a part of this capital investment through a construction funding subsidy that is paid on a per bed per diem for twenty-five years.

The Hospice project will co-locate on Regional property and will benefit from not having to make an investment in the land. Based on an estimated apportionment of the area of the facility and required parking, the Region's cost of land attributed to the Hospice facility is approximately \$390,000. Hospice have also benefited from being part of the Region's master planning process, avoiding the cost of due diligence investigations (environmental site assessments, geotechnical, survey's etc), planning application fees and rezoning of the property.

Based on the original planning for this project no direct contributions to Hospice Niagara have been considered or budgeted by the Region at this time. The Region has no mandate within its core service to provide hospice care. Should council wish to consider this request it is important to note that there is also the potential to set precedent with this funding, which will create additional pressure to the Region's budgets in an environment where budgets are already constrained in the support core service delivery. Therefore, staff is not recommending supporting the additional request for funding.



Other public capital projects are anticipated over the same time period as the Regional LTC home redevelopment projects, not excluding hospital builds in the region. Most notably, there are 14 LTC homes also scheduled for redevelopment in Niagara (replacing existing beds as well as adding new beds), with significant estimated capital needs in the hundreds of millions of dollars.

### **Alternatives Reviewed**

If Council wishes to consider this request in 2021, it will require a budget amendment to incorporate the expense and funding source. As there is no funding available the amendment could only look to utilize reserve funding. The only reserve with a purpose broad enough for this expenditure is the Taxpayer Relief Reserve which, as per the year end report CSD 17-2021 report, is forecast with a balance of \$20.9 million and at 3.6% of gross budget expenses versus the 10% minimum as per the Reserve and Reserve Fund Policy.

If Council wishes to consider this request in the 2022 budget, it can be accommodated with a 1% increase in the levy. Alternatively, Hospice may consider a commitment over a number of years, which could reduce this levy impact. Many of the local area municipalities have considered requests over a period of 3 or 5 years.

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

The Hospice investment may support Healthy and Vibrant Community strategic priority.

### **Other Pertinent Reports**

n/a

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**Prepared by:**

Helen Chamberlain  
Director, Financial Management &  
Planning  
Corporate Services

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**Recommended by:**

Todd Harrison  
Commissioner, Corporate Services/  
Treasurer

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**Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Adrienne Jugley, Commissioner, Community Services, Henri Koning, Director Seniors Services and Mislav Koren, Senior Project Manager Facilities Construction*

**Appendices**

Appendix 1            Hospice Niagara Presentation

# Corporate Service Committee

Date: November 9, 2020

Presented by: Carol Nagy, Executive Director, Hospice Niagara



# The Project:

In Niagara, the pressure to fund new hospice beds builds has never been more real – and provided such an opportunity.

The redevelopment of two not-for-profit Long-term Care Homes (LTC) in Niagara presents a unique opportunity to co-locate and integrate hospice residences alongside homes making this important care a more sustainable option.

## Project will:

- Provide 20 new hospice residence beds in Niagara
- Bring 50-60 new health care jobs, many being professionals to Niagara
- \$14M of capital investment in Niagara's health care system
- Translate into \$500,000 annual local spending to each community
- Help more than 10,000 people across the region each year

# The Problem:

Providing equitable, safe access to health services for everyone in Niagara is a compelling social obligation that includes developing accessible hospice palliative care programs across the Region.

Dying is not just a medical event. It is a physical, social, spiritual, psychological life event affecting the patient and their family members.



HOSPICE PALLIATIVE CARE PLAYS AN IMPORTANT ROLE IN ENDING HALLWAY MEDICINE.

## **In Niagara, health care pressure will continue to mount:**

- Niagara has a high percentage of seniors living with chronic illness. Predicted 72% increase in chronic condition prevalence rates by 2036.
- 4<sup>th</sup> largest average of hallway bed conditions in Ontario
- 2<sup>nd</sup> highest hospital cost in 1997: Acute Palliative Care at \$118M
- Niagara's hospice bed count - 3 beds/100,000 vs. Auditor General recommended 7-10 beds/ per 100,000
- Four designated end-of-life beds in Fort Erie are closing in 2026
- Future of South Niagara hospitals and service transitions uncertain
- No increase planned for other hospital end-of-life units
- Niagara has a high percentage of seniors living with chronic illness.

**The Time to Act is Now**


# The Solution:

- Increase community hospice care capacity with the addition of 20 hospice beds to improve access to exceptional, compassionate care
  - 3 Hospice Palliative Care Centers of Excellence
    - North Niagara into Central and South Niagara
- Increase in-home and caregiver services across Region
- Investment of \$14M in capital construction – co-located and coordinated with 2 new LTCH builds
- Successful community fundraising campaign – endorsed by HN Board and launched in 2020
- Opening of 20, much needed, new hospice beds in Niagara by 2023

# Hospice Care

Planning for increased hospice beds will ensure that:

- Care is closer to more communities across the Region
- 900+ people will receive hospice care each year
- Including this much needed support for their family members during the last weeks of their loved-one's life



**Current State**

Up to 250 people  
die in hospice /yr  
\$1.3M saving  
on hospital acute care

# Hospice at Home

## Current State



Up to 1,800 people receive  
in home palliative care /yr

73% of these people die  
at home

\$7.2M savings in hospital  
acute care /yr

Planning for increased home hospice care will help  
an additional

- 2,400 people receive care at home
- while their caregiver's receive additional support  
as they provide care to their loved-one
- 500 more bereavement group opportunities will  
be available for all ages



# Hospice Palliative Care



Community-based hospice palliative care happens in people's homes and in hospice residences at a fraction of the cost of hospitals.

HOSPITAL END-OF-LIFE CARE = \$1,100 PER DAY

# Hospice Residences



Hospice residences are for people who need more care than home can provide but do not require the high cost of hospital care, and for those who choose to die at hospice.

HOSPICE CARE = \$465/DAY HOSPICE CARE

# Hospice at Home



Hospice at Home is coordinated care by a team of trained staff and volunteers who provide practical help and support the success of home care for people living and dying with chronic illnesses.

HOSPICE AT HOME = \$100/DAY

# Hospice Niagara Client and Caregiver Feedback

- 98%** Ranked the care of their loved-one as excellent
- 94%** Felt overall, all physical pain was addressed
- 100%** Felt they received respect and dignity
- 100%** Felt they were included in care planning and decisions
- 100%** Feel volunteers and staff met their needs

- ✓ By partnering with LTC, we will be able to provide more hospice care, for people in both English and French
- ✓ Integration with LTC and with other health partner(s) provides a model for future builds in smaller communities.
- ✓ Hospice expansion will maintain existing hospital end-of-life services at risk of closing and help manage increasing need for this care in Niagara
- ✓ Integration opportunities allow for sustainable growth
- ✓ The Ministry of Health has endorsed this plan moving forward by committing operational funding commitment. They have yet to endorse the \$4M provincial hospice capital grant policy.

**HOSPICE'S**  
proven record in  
**PARTNERSHIPS** and  
exceptional care will  
provide vital health care  
**COST SAVINGS**



Increasing capacity in hospice palliative care throughout our region moves Niagara toward a truly modern, connected health care system that nurtures close partnerships between Long-term Care, community, hospitals, home and hospice, and ensures that every person receives the high quality of care they expect and deserve.

# In Conclusion:

We all experience dying, death and bereavement. It touches each and every person multiple times. Supporting people to live well until last breath is a measure of our humanity and our society.



Together, we are in a unique position to develop a new economical expansion model for Hospice Palliative Care in Ontario that better addresses the needs within our community.

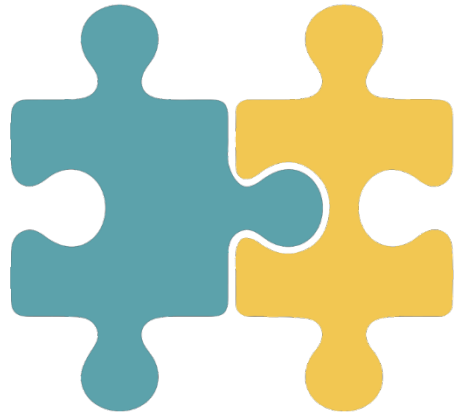
This forward-thinking solution that maintains globally recognized palliative standards of care, while leveraging strategic growth opportunities to create positive social impacts, will significantly reduce hospital costs and contribute to ending hallway medicine.

Hospice Palliative Care is the most cost effective way to ease health care costs in our congested hospitals. Helping families stay well through bereavement is compassionate and keeps our society functioning well.



The Ministry of Health has endorsed this plan moving forward by committing operational funding commitment  
They have yet to endorse the \$4M provincial hospice capital grant policy

# Request:



Regional Council consider a capital contribution to Hospice Niagara up to \$4M in the 2021 Budget process to help leverage provincial funding in support of 20 new hospice beds to better serve residents across Niagara.

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**Subject:** Double Direct Councillors

**Report to:** Corporate Services Committee

**Report date:** Tuesday, April 13, 2021

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## **Recommendations**

1. That this report **BE RECEIVED** for information.

## **Key Facts**

- The purpose of this report is to provide information respecting the City of Niagara Falls request regarding double direct councillors.
- In October 2020, the Clerk's Office was in receipt of correspondence requesting Regional Council adopt a resolution to allow the City of Niagara Falls to change its method of electing City and Regional Councillors.
- At its meeting held on November 19, 2020, Regional Council passed a motion directing staff to provide a report on double direct councillors.
- A double direct councillor is elected to serve on both the upper-tier council and lower-tier council.

## **Financial Considerations**

Should Council wish to proceed with the City of Niagara Falls request, a public meeting would be required. In order to ensure understanding of the process and change to method of election for some members of the City of Niagara Falls Council, a public engagement campaign should be undertaken that includes advertising of the public meeting. In 2016, when Council considered the City of St. Catharines' request for double direct councillors, the approximate costs for similar work were \$3,300. This could be accommodated within the existing Regional Clerk's Office budget.

In other municipalities that have double direct councillors there are different approaches in how these positions are funded and the degree of administrative support they receive (i.e. if the Councillors are considered full time). Should double direct councillors for the City of Niagara Falls be allowed, any associated costs to implement this change would need further consideration.

## Analysis

In October 2020, the Clerk's Office was in receipt of correspondence (Appendix 1) from the City of Niagara Falls respecting the following resolution:

**That Council request that the Region of Niagara adopt a resolution to allow the City of Niagara Falls to change its method of electing City and Regional Councillors to the "Double-Direct Method," where three members of Council will serve on both Regional and City Council, while five members of Council would serve only on City Council; and to inform the lower tier Council's that have Regional Councillor representation of Niagara Falls' City Council's actions in hopes of encouraging other municipalities to consider the double-direct method where applicable.**

At its meeting held on November 19, 2020, Regional Council, received correspondence (CL-C 105-2020) from the City of Niagara Falls for information and subsequently directed staff to provide a report respecting double direct councillors.

In January 2018, amendments to the Municipal Act, 2001, under Bill 68 came into effect. One of these amendments removed the requirement for a Minister's regulation prior to passing a by-law to change the composition of the upper-tier council. A change in composition includes a change to the method of selecting members of the council. The upper-tier council now has the authority to change the method of selecting members of the Council; however, notice shall be given of the intention to pass such a by-law and at least one public shall be held. Further, any change to the composition would only come into effect if the by-law achieves what is referred to as "triple majority".

A triple majority requires:

1. A majority of all votes by Regional Council are cast in favour of the by-law;
2. A majority of the councils of the lower-tier municipalities pass resolutions consenting to the by-law; and
3. The total number of electors of the lower-tier municipalities that have passed resolutions consenting to the by-law form a majority of electors in Niagara Region.



Should Council approve the request from the City of Niagara Falls and have the change to allow double direct councillors in place for the 2022 election, the required by-law must be passed in 2021. Although any such by-law would not come into force until the new council is organized following the first regular election following the passing of the by-law, section 218(4) of the Municipal Act, 2001, provides that the regular election held immediately before the by-law comes into effect shall be conducted as if the by-law was already in force.

A number of other Regional municipalities have double direct councillors, including Durham, Halton, Peel and York. In the Region of Halton, the Councillors are paid by both the lower-tier council as well as the upper-tier council. This structure is similar to what was proposed by Regional Council when it considered a double direct method of election for the City of St. Catharines in 2016.

### **Alternatives Reviewed**

This report has been provided for information purposes only, as Council would need to consider if it wanted to move forward with passing a by-law to change its method of selecting members of Council.

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

This report aligns to Council's strategic priority of sustainable and engaging government including promoting an organizational culture that values continuous improvement, collaboration, and innovation and enhancing communication.

### **Other Pertinent Reports**

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**Prepared by:**  
Ann-Marie Norio  
Regional Clerk

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

*This report was prepared in consultation with Donna Gibbs, Director, Legal and Court Services.*

### **Appendices**

Appendix 1                      CL-C 105-2020



October 21, 2020

Ann-Marie Norio  
Regional City Clerk  
Niagara Region  
1815 Sir Isaac Brock Way  
P.O. Box 1042  
Thorold, ON L2V 4T7

Ann-Marie:

**Re: Council resolution regarding Double Direct Councillors**

Please be advised that City Council at its meeting of October 6, 2020 passed the following motion:

**That Council request that the Region of Niagara adopt a resolution to allow the City of Niagara Falls to change its method of electing City and Regional Councillors to the "Double-Direct Method," where three members of Council will serve on both Regional and City Council, while five members of Council would serve only on City Council; and to inform the lower tier Council's that have Regional Councillor representation of Niagara Falls' City Council's actions in hopes of encouraging other municipalities to consider the double-direct method where applicable.**

**Background**

The Region has the power to design Council composition. The power to change Council composition includes the method of selecting members, including double direct elections.

Prior to the 2018 Municipal Elections, the *Municipal Act* required a Minister's regulation be passed in order to implement a double direct method of voting. Recent changes to the *Municipal Act* no longer require this step and it is now up to the Region and our fellow lower tier municipalities to affect this change.

It is then hopeful that the Region would give notice of intent to pass a by-law to change its composition and holds at least one public meeting. If this bylaw then passes at the Region, the lower tier municipalities would then be asked to pass resolutions consenting to the change.

If you have any questions, please contact me directly.

Sincerely,

A handwritten signature in black ink, appearing to read 'Bill Matson', with a large, sweeping flourish extending to the right.

Bill Matson  
City Clerk

c. *Local Area Municipal Clerks*

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**MEMORANDUM**

**CSC-C 13-2021**

**Subject:** COVID-19 Response and Business Continuity in Corporate Services  
**Date:** April 14, 2021  
**To:** Corporate Services Committee  
**From:** Todd Harrison, Commissioner, Corporate Services/Treasurer

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

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

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

***CONSTRUCTION, ENERGY AND FACILITIES MANAGEMENT (CE&FM)***

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

Some of the functions performed in this capacity are:

- Sourcing, procuring, receiving and distributing emergency supplies, PPE and other supplies critical to business continuity for essential services and other departments;
- Providing dedicated and secure storage areas for LTC and PH pandemic and mass immunization program supply requirements;
- Continued redeployment of CE&FM staff to support REOC and facilities operations; and

- Supporting the Public Health mass immunization plan through logistics and operations: clinic setup, supply chain management, facility planning, coordination of service contracts and security and distribution of COVID vaccines and immunization supplies for mass immunization clinics.

## **Operational Outlook**

### **1/3/6 months**

#### *Construction:*

- All capital projects at the Niagara Region are considered essential construction and were not affected by the Province's lockdown order of December 26. The Construction team continues to provide project management services and work with consultants and contractors to expedite capital projects deemed to be essential and critical for business continuity and in order to maintain services to the public;
- Continuing to upgrade facilities with social distancing barriers, protective screens and social distancing signage; and
- Responding to internal client needs for changes in normal operations, special moves and health & safety concerns.

#### *Facilities Management:*

- Continued operations of facilities / leased space managed by CE&FM ( including EMS, GO/VIA, PW Patrol Yards, surplus properties, Courts, Community Services, Public Health, NRPS stations and Communications sites, Child Care, Regional HQ, PW Environmental Centre, and Business Licensing). Providing custodial, enhanced cleaning, security, contract management, preventative maintenance, repairs, utilities management and fire / life safety.
- Continuing enhanced cleaning protocols to ensure a safe working environment for essential staff not working from home;
- Continuing emergency workplace disinfection requests following positive COVID findings in the workplace;
- Continuing sourcing and procuring additional cleaning and janitorial supplies/services to meet divisional and client needs including renegotiation of enhanced cleaning contract based on right sizing operations to meet PH guidelines;

- Providing support for department and divisional requests for emergency procurement of PPE, hygiene and cleaning supplies and vaccination supplies;
- Maintaining inventory of critical PPE supplies for pandemic response;
- Continuing to monitor security and facility access control systems to meet program delivery needs;
- Continuing to screen all staff attending HQ for COVID safety;
- Implementing increased security for storing and distribution of vaccine supplies; and,
- Continuing with critical maintenance repair work and services and any other work required for efficient building operations.

## ***FINANCIAL MANAGEMENT AND PLANNING (FMP)***

### **Current Status of Operations**

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

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

- Complete the 2019 year end audit;
- Submission to the Province of the 2019 Financial Information Return;
- Publication of the 2019 Annual Report;
- Develop 2020 tax bylaws and provide required necessary report and bylaws;
- Work with Public Works to update financial implications of SNF water treatment plant for inclusion in the 2021 budget;
- Publication of the 2020 Budget Summary;
- 2021 operating and capital budget planning, preparation and approval;
- Successful sale of \$34 million in serial debentures (\$15.5 million Regional) on July 31 at all time historical low interest rate of 1.43% for 10 years;
- Reported to Council on the second and third quarter financial results and year end forecast;
- Completion of Service Sustainability Review project and reporting to Council;

- Update of Standard and Poor's credit rating, reaffirming the Region's AA stable credit rating;
- Creation of new Development Charge Policy regarding payment instalment options and related interest; and
- Review of Niagara Region Financial Health.
- Completion of the 2020 year end and reporting of the financial results to Corporate Services Committee
- Completion of a Financial Condition review and report as requested by Budget Review Committee
- Completion of a HST commodity tax review
- Execution of a banking agreement renewal

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

- Development and implementation of procedures for cost reporting and tracking;
- Coordination and collaboration with municipal treasurers of assumptions and information for consolidated financial impact information for advocacy to provincial and federal governments;
- Review of Regional capital projects in light of provincial legislative essential construction business and Regional capacity to complete;
- Complying with the multiple and iterative reporting requirements to different Ministries for more than 24 new revenue streams for various Regional programs.
- Implementation of on-line/credit card payments for services such as business licenses, garbage bag tags including direct sales to residents, planning and transportation permits, long term accommodations, etc.;
- Support HR in development of cost tracking system to facilitate staff redeployment to essential services in pandemic including ongoing update of EOC costing assumptions;
- Support HR in establishing process to administer 2020 pandemic pay.
- Extensive 2020 cash flow and collections analysis and planning in conjunction with local municipalities;
- Analysis and reporting related to Council motion to consider deferral of 2020 water/wastewater budget increases;
- Preparation of COVID-19 recovery planning documentation and consolidation of corporate plan; and
- Successful in application to Provincial Safe Restart Phase 2 for \$9.2 million in COVID-19 funding for 2020 and 2021 and on-going applications for other funding programs.

- Development of the mass immunization program budget to be reported to the Province by April 1.

## **Operational Outlook**

### **1/3/6 months**

- Ongoing financial reporting submissions for COVID-19 extraordinary cost claims
- Supporting GO implementation, Niagara Regional Transit Governance, Canada Summer Games, Incentive Review, Airport Master Plan RFP, sponsorship revenue, Asset Management Planning, Niagara Regional Housing ASD, Vision Zero, Hospice Funding request.
- Beginning work on Development Charge Bylaw update with consultant and other teams involved in master plan updates.
- Evaluation of the HRIS RFP.
- Coordinating debenture issuances with infrastructure Ontario for Region and Area Municipalities.
- Supporting Procurement in actioning the recommendations from the non-competitive procurement audit.
- Analysis and reporting of 2021 tax policy decisions to set the 2021 tax rates.
- Completing 2020 financial statement audit, financial information return and annual report.
- Planning and strategy for the 2022 Budget.
- Updates to Reserve and Reserve Fund Policy.
- Financial system upgrades and improvements.

## ***PROCUREMENT AND STRATEGIC ACQUISITIONS (PSA)***

### **Current Status of Operations**

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

Highlights of activity during the operational period includes:

- Facilitating new and ongoing procurements culminating in award;



- Realty related works for inflight projects, leases and licenses;
- PeopleSoft Change PO's, Supplier and PCard administration; and
- Sourcing critical PPE and supplies needed for the EOC response to the pandemic.

## **Operational Outlook**

### **1/3/6 months**

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

## ***INFORMATION TECHNOLOGY SERVICES (ITS)***

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

Highlights of initiatives completed during the pandemic include the following:

- Published new version of web mapping application Niagara Navigator , built in our new Enterprise GIS Portal environment (late January)
- Made Enterprise GIS Portal environment available for self-serve use in the organization. This has empowered Planning and Economic Development resources to produce a mapping-centric Niagara Business Directory application for the public, scheduled to be released on [www.niagararegion.ca](http://www.niagararegion.ca) by early April
- Devised a data solution for CoVax data collected during congregate living vaccination to Seniors and the impending mass immunization clinics and produced the corresponding PowerBI report changes for [www.niagararegion.ca](http://www.niagararegion.ca)
- PH Mass Immunization clinic planning and prep – Working with the PH Pandemic planning team to evaluate IT requirements of Mass Immunization sites and help coordinate Internet access at sites with the LAM's.
- Call Centre As A Service – collaborative effort with Customer Service team to pilot and procure a CaaS solution through Avaya to help with our Customer Service call centres.
- Implemented Spear Phishing and Ransomware eLearning modules for all staff, and non-staff – i.e. contractors, vendors, volunteers, students, etc.

- The conversion of 180+ SAE0 staff over from Thin Client hardware to laptops to further enable Work from home on Niagara Region devices.
- Updated external COVID reporting on website to simplify information and added vaccination data.
- Provide support for Community Services in the onboarding of an online financial assistance application (OLAF).
- Produced and/or iterated a variety of Power BI reports for Public Health as it relates to COVID, including:
  - PH and REOC dashboards;
  - The public COVID metrics on niagararegion.ca;
  - LAM specific report for public health to deliver weekly to each Mayor and CAO and other requested senior staff;
  - A repatriation report for HR and public health visualizing the COVID redeployment effort;
  - Outbreak COVID reporting;
  - Public COVID Info-Line and Online Chat Wait Times; and
  - Public Health COVID Response Tracking.
- Additional Power BI reports were produced for:
  - SAE0 Intake – to assist in assessing the impact of CERB etc. to their call volume and intake load;
  - Customer Service Call Volume – to assess the impact on dispatch with forwarding all HQ call attendant calls to dispatch; and
  - CAMRA Reporting for capital project budget decision making.
- Produced a data solution for school outbreak COVID reporting in the EOC (both EOC's).
- Devised and are continuing to implement a long term data solution for public health COVID information and contact tracing, including integrating with the Provincial CCM application.
- Automation of the public daily COVID report publication which was manually completed 7 days a week for ~ 5 months.
- Provided the Homelessness Reporter suite of applications to Community Services for outreach workers to use with the homeless during COVID.
- Support for onboarding the 2 new WM collection contractors - modifications and enhancements to various applications were required to support this initiative.
- Implemented a public facing website with automation of the application process for qualification of Specialized Transit services offered by Niagara Region.
- Assisted the City of Thorold by producing economic development maps to be used with prospective clients/developers for the City. Five different maps were produced in total.
- Worked collaboratively with NH on rebuilding the application 'Transfer of Care' which will improve efficiencies and tracking in the life cycle of a patient beginning care with EMS up to the hand off (transfer) of care to NH.

- Support for HR on the Talent Map Survey regarding work conditions in the COVID-19 Pandemic.

## **Operational Outlook**

### **1/3/6 months**

- Building an EMS data warehouse to help support their evidence based, clinical response model
- Building the mapping component of a situational awareness application for emergency management
- Develop a visualized PowerBI report for WWW's Niagara Weather Information System
- Continue support for COVID-19 initiatives while supporting and enabling staff to work from home. Prior to COVID-19 daily average for the number of remote connections was approximately 90 users, current daily average is 1270 users.
- Ongoing updates to the screening questions used by EMS in their tool 'EMS Tools'.
- Ongoing COVID-19 data analytics including internal operations supports and external data visualizations - Launched enhanced stats on external website including municipal breakdown.
- Implement and review technology and processes to accommodate electronic public participation in Council and Committee meetings.
- Automate Public Health EOC status report for daily briefing and Ministry submission as well as call center processes.
- Supporting Niagara Regional Transit and Canada Summer Games with technology planning and review.
- Provide support to Community Services in transitioning the services of 'Pro Kids' to the YMCA.
- Creating the ability for taxpayers to upload immunization records, which will increase efficiencies and accuracy of this PH data.
- Increased performance abilities in the application used to Permits, enabling efficiencies for Transportation staff.

## **LEGAL SERVICES**

### **Current Status of Operations**

As indicated for all of the Corporate Services divisions Legal Services continues to deliver core services, while at the same time providing a significant level of support in

response to the COVID-19 pandemic to the Region's EOC and all operating departments.

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

- Advice and legal support related to the implementation of the Region's mass immunization plan (including the development of agreements required for the 11 sites across the Region being used as COVID-19 immunization clinics);
- Advice regarding the preparation, communication and enforcement of the Region's face covering by-law;
- Advice related to impact of emergency orders on procurement and construction to ensure the continuation of essential Regional capital projects and to help minimize pandemic-related project costs and disruptions;
- Advice to Public Health to support the issuance of Orders under the Health Protection and Promotion Act;
- Legal support related to enforcement of and compliance with a broad range of regulatory requirements imposed in response to the pandemic;
- Risk management advice on building screening and security issues; and
- Advice related to recovery planning/reopening of Regional facilities.

## **Operational Outlook**

### **1/3/6 months**

The Legal team continues to provide advice and support to operational departments on core business activities, including risk management and insurance advice and litigation support. Litigation and claims management have become increasingly active as Courts and lawyers adapt to pandemic constraints and remote working alternatives. The team also continues to provide additional support for REOC and COVID-19 related matters as required, with the majority of the team working remotely.

## **COURT SERVICES**

### **Current Status of Operations**

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

Highlights of operational changes to Court Services:

- Court Administration & Collections staff are working onsite to provide customer service in person, via telephone and email, as well as conduct remote court matters as scheduled. Prosecution Staff are largely able to work remotely, except where attendance at the Courthouse is necessary (e.g. to support remote court proceedings).
- Direction from the Ministry of the Attorney General (MAG) has been received indicating that in-person Provincial Offences matters have begun to gradually resume across the province as of January 25, 2021. There has been ongoing collaboration with Facilities and Corporate Health & Safety to prepare for resumption of in-person court matters, utilizing the initial Recovery Secretariat Guidelines provided by the MAG. A successful site assessment by the Public Services Health & Safety Association (PSHSA) was completed on January 26, 2021, supporting the resumption of in-person court matters. While in-person matters have not yet resumed in Niagara, Court Services is presently awaiting official communication from MAG regarding next steps.
- Effective April 12, 2021, Niagara Provincial Offences will commence virtual Part I Trials via Zoom video. Part I trial matters are scheduled for April and May 2021. Training and reference documents have been completed for Court Services staff, judiciary, enforcement agencies and paralegal agent groups to assist with preparation for Zoom trials.
- Since July 6, 2020 judicial pre-trial matters and early resolution guilty pleas have been conducted remotely where eligible, before a Justice of the Peace via audio conference.
- Since October 19, 2020 non-trial remote matters have been conducted remotely where eligible, before a Justice of the Peace via audio conference.
- Court services is well equipped to deliver services remotely, based on extensive preparation for remote and virtual matters in addition to the modern technology available onsite at the courthouse facility. The Courthouse is now Zoom enabled (which is the video platform required by MAG) in 2 of our 3 courtrooms, which will support Court Services in conducting trials by video when permitted and staff are

engaged in the development of communication tools for the public to assist in this transition.

## **Operational Outlook**

### **1/3/6 months**

- Launch virtual Part I trials via Zoom video effective April 12, 2021.
- Continued facilitation of hybrid service delivery - court matters via audio, video and in-person (to the extent possible).
- Continue to conduct matters where eligible via audio and video conference while awaiting resumption of in-person court proceedings and/or Part III trials via video.
- Ongoing recovery planning in collaboration with MAG and the Recovery Secretariat for resumption of in-person matters.

Ongoing site preparation for virtual matters via video – equipping the remaining courtroom to enable virtual proceedings in all 3 courtrooms.

## ***ASSET MANAGEMENT OFFICE***

### **Current Status of Operations**

AMO staff continue to support core business functions during the pandemic. The immediate focus and resources commit to key activities as highlighted:

- Planning and leading the development and submission to the Province of the 2021 Asset Management Plan in accordance with Reg 588.
- Planning for the 2022 prioritization process for the 2022 capital budget, which also includes integrating Health Equity impact screening with Public Health
- Input to Development Charges update
- Input to Master Plans for Water & Wastewater and Transportation

Projects to improve the Region's Asset Management System (AMS) require participation and collaboration from staff across the organization. Given the impact of COVID-19 on divisional plans and resources, the ability of Region staff to focus time on the AMS projects is limited. This caused delay of projects in 2020. It is continuing to affect work in 2021.

The overall 5-year plan for asset management system (AMS) improvements is now out of date because of the delays caused by Covid-19. A new strategic planning process will finish in Q3 of 2021 with launch in Q4 of 2021.

## Operational Outlook

### 1/3/6 months

The Asset Management System development projects that are underway are Priority 1. These projects directly relate to the requirements of the 2021 Asset Management Plan.

Those planned but delayed pending requirements of other projects are Priority 2. This only applies to Region AM delivery structure ID 112, which is meant to support the ITS Electronic Content Management System project.

Those planned, delayed and placed On Hold are Priority 3.

Table 1: Asset Management System development projects

Priority	Service availability by Phase	Current status	Project
2		Pending ECM project status	Region AM delivery structure ID 112
3	C	On hold	AM program foundations ID 430
0		Pilot completed	CAMRA - Risk Management Framework ID 248
1	PNM	Underway	CAMRA 2021 update for 2022 capital budget
2	C	On hold	Develop data analytics capabilities- Microsoft BI ID 530
2	C	On hold	Develop AM performance management KPIs ID 410
1	PNM	Inaugural meeting held	Niagara Region AM working group ID 512
1	PNM	Underway	Capital planning process ID 262
1	PNM	Scope revised for 2021 AMP	Enterprise Risk Management Framework ID 249
1	PNM	Scope revised for 2021 AMP	Develop Asset Registry - hierarchy and relationships ID 242
2	C	On hold	Project Resource Estimating - cost model ID 310

Priority	Service availability by Phase	Current status	Project
1	PNM	Initiated and on track	2021 AMP ID 630
1	PNM	Underway	Asset Management System Strategic Plan (preliminary planning phase)

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

C: Cancelled pending redeployed/ staff vacancies and resource evaluation

Other previously planned 2020 and 2021 projects not tabled above, and that have only an indirect bearing on the 2021 Asset Management Plan, or related to supporting Niagara's local municipalities are also on hold until resourcing and Covid-19 related issues are resolved.

## ***BUSINESS LICENSING***

### **Current Status of Operations**

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

#### Business Licensing

- Continue processing, and issuance of business licenses including fee payments and response to enforcement and inspection requirements.
- Developing office protocols for streamlined business licensing processes under COVID-19 restrictions including the issuance of licenses at set times in the lobby of the facility.
- Implement an "on-line" licensing application process beginning with various driver licenses.
- Investigating permanent eCommerce licensing sales and software database updates. Currently using Region website ecommerce credit card payment options for license fee payments.



- Establishing industry specific contacts with various law enforcement agencies including NRPS, OPP, MTO, MOE and AGCO as well as local by-law enforcement agencies.
- Preparing for the procurement of a modernized licensing/incident/inspection/enforcement database with a projected Q3 2021 delivery.

### Provincial Order Enforcement

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

- Staff from Business Licensing have been re-assigned to enforce the Provincial Orders and are providing 7 day a week coverage. Staff remain assigned to this until further notice or when the orders and state of emergency are lifted. Hours of operation and days of service are assessed weekly and are adjusted to meet demands and pressures.
- Beginning December 06, 2020, two staff Tobacco Enforcement have been assigned to augment Business Licensing staff assigned to provincial pandemic O.Reg. enforcement and inspection. These staff will be assigned to this detail until the end of March 2021 at which time their deployment will be diverted to Mass Immunization clinic security. Temporary Business Licensing Enforcement Officers will replace these redeployments after March 31<sup>st</sup>.
- Staff respond to Provincial Order and Regional Face Covering By-law complaints to assist the local response and also conduct random compliance inspections. Staff also continue to ensure Region licensed businesses are following order requirements and adherence to the Regional Licensing Bylaw.
- Provincial Order enforcement, including education, warnings, charges and summons for the Re-opening Ontario Act.
- Regional Face Covering By-law enforcement including education, warnings and summons.
- Provide Provincial O.Reg enforcement data to the Ministry of the Solicitor General and the local area municipalities weekly.
- Publically post general weekly inspection and enforcement statistics for O.Reg enforcement.

- Provide background justification for business closure orders that consistently fail to comply with Reopening Ontario Act O.Reg.
- Provide support for changing O.Reg stages of opening.

#### Mass Immunization Clinics and Vaccine Storage Security

- Beginning March 18<sup>th</sup>, staff from Business Licensing, Tobacco Enforcement and Environmental Enforcement were redeployed to provide vaccine escort to the clinics as well as security and customer service for the clinics.
- Recruitment for 6 Temporary Licensing Enforcement Officers began on March 15<sup>th</sup>. These staff will be deployed to assist with COVID-19 regulatory enforcement throughout the Region and augment vaccine escorts to the clinics and providing security and customer at the clinics.
- Security measures were implemented on March 10<sup>th</sup> at Region HQ to provide 24/7 security protection of COVID-19 vaccines. This security includes contracted security, CCTV monitoring, and access control to the area.
- The Temporary Security Specialist position is currently being recruited and once hired will provide assistance to the Manager of Business Licensing in providing security oversight and administration of staffing resources for security of vaccines and clinics.

#### **Operational Outlook**

##### **1/3/6 months**

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

## **INTERNAL AUDIT**

### **Current Status of Operations**

- Finalizing RFP scoping documents for planned audits for 2021 including two audits in IT – cyber security and penetration testing. Preparing all material related to these two audits including evaluation criteria, timing and client briefings.
- Researching additional audit areas that will be issued later in 2021 including contract/consultant management audit and BioSolids Audit.
- Developing testing criteria for follow up audit on the Corporate PCard program.
- Drafted scope for fall commencement of Consultant/Contracting Audit
- Reviewing and updating Audit Committee Terms of Reference to be presented at May 2021 Audit Committee meeting

### **Operational Outlook**

#### **1/3/6 months**

- Proponent selection for audit on penetration testing and cyber security. Support fieldwork and act as liaison during audit completion of cyber audit.
- Working with client groups to prepare response back to Management Action Plan, report expected at May Audit Committee meeting.

Respectfully submitted and signed by

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

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**Subject:** Regional Development Charges Treasurer's Statement 2020

**Report to:** Corporate Services Committee

**Report date:** Wednesday, April 14, 2021

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## **Recommendations**

1. That this report **BE RECEIVED** for information.

## **Key Facts**

- The report provides Regional Council with a statement relating to the Development Charges (DC) reserve fund activities for 2020 in accordance with the Province's Development Charges Act, 1997 as amended (DCA) and Ontario Regulation 82/98.
- The DC reserve fund reporting requirements require municipalities to provide all sources of funding for anything funded from DC's, a compliance statement regarding imposing additional levies or requiring the construction of a service not authorized under the DCA and require that the statement be made available to the public.
- At the end of 2020, \$53.2 million in DC revenue is available for future eligible growth related capital projects after accounting for outstanding capital commitments.
- Outstanding DC capital commitments amounts to \$123.1 million.

## **Financial Considerations**

Regional DC revenues collected in accordance with the DC By-law are deposited in the DC reserve funds and subsequently applied to eligible growth-related costs once those costs have been incurred. This report provides both summary level transaction information by reserve, and detailed funding information by project. DC reserves are necessary to move forward with the growth related projects in the 2021-2030 capital budget and forecast, which includes \$641.7 million in DC funded projects.

## **Analysis**

In accordance with the amended DCA, this report must be prepared annually. The annual statements will be made available to the public through the Development Charges section on the Region's website.

Appendix 1 to Report CSD 21-2021 shows the breakdown of the reserve fund activity from January 1, 2020 to December 31, 2020. During this period, the total DC reserve balances (before accounting for outstanding commitments) increased \$13.2 million, from \$163.1 million to \$176.3 million. After accounting for outstanding commitments to capital projects the net available balance equaled \$53.2 million at year-end 2020. This total will be applied to eligible growth-related capital projects in 2021 and throughout the rest of the forecast period.

The \$53.2 million after commitments related to each of the DC service categories as follows:

<b>DC Service Category</b>	<b>Balance at December 31, 2020</b>	<b>Capital Commitments</b>	<b>Available Balance at December 31, 2020</b>
General Government	\$1,617,048	\$0	\$1,617,048
Police Services	3,964,146	(21,829)	3,942,317
Services Related to a Highway	62,892,873	(51,593,641)	11,299,232
Wastewater	59,724,028	(18,740,026)	40,984,002
Water	32,171,699	(16,731,016)	15,440,683
EMS	1,812,895	(982,150)	830,745
Long Term Care	7,795,607	(23,469,060)	(15,673,453)
Provincial Offenses Act	(9,655)	0	(9,655)
Health	1,147,698	0	1,147,698
Social Housing	2,376,584	(11,287,044)	(8,910,460)
Waste Diversion	2,803,638	(262,613)	2,541,025
<b>Total</b>	<b>\$176,296,561</b>	<b>\$(123,087,379)</b>	<b>\$53,209,182</b>

The negative balances noted above represents year-end balances after capital commitments for individual reserves. Actual year-end balances are positive with exception of the provincial offenses act reserve. It is important to note that there are timing differences based on the rate of collection of DCs and when the project expenditures are committed in the annual capital budget. DCs will continue to be collected over the life of the by-law to match project expenditures and reserve balances are projected to be positive as identified below:

- The Courts Facility in Welland (Provincial Offenses Act category) is now complete and 2021 DC collections for this reserve are projected to be \$0.14 million by year-end.

- Social housing reserves were positive at year-end before capital commitments. There are three capital projects. The NRH New Development project will be complete in 2021. The Multi-Residential Intensification project and Supportive Housing project in Niagara Falls are expected to be completed by 2022. The reserve is projected to be positive by 2023 based on projected annual collections of \$3.0 million.
- Long-term care reserves were positive at year-end before capital commitments. There are two projects and they are expected to be complete by 2023 for the Fort Erie long-term care home project and by 2024 for the St. Catharines long-term care home project. The reserve is projected to be positive by 2025 based on projected annual collections of \$3.4 million.

Of the \$53.2 million uncommitted year-end balance, \$42.1 million was collected in 2020 and it is important to note, that included in that amount is \$1.9 million in tax supported funding to pay for the exemptions in the DC By-law. Additional details of the \$1.9 million in grants is discussed in greater detail in the 2020 Q4 Financial Update.

Furthermore, included within the DC reserve fund activity in Appendix 1 to Report CSD 21-2021 are transfers from the DC reserve totaling \$33.4 million to fund capital and operating projects. DCs are transferred to and recorded as project revenues as eligible costs are spent, matching funding with expenditures. Funding reviews occur quarterly with consideration of the expenditures incurred to date and respective funding sources. Regional DC's are collected by area municipalities at time of building permit issuance.

Appendix 2 to Report CSD 21-2021 identifies 152 active capital projects to which the \$31.0 million in DC funding was applied, along with a summary of the life-to-date expenditures and approved funding sources as of 2020 year-end. A total of \$97.8 million of DCs have been allocated to projects that were active during 2020 from approved DC funding of \$222.6 million at year-end. On average DC funded projects have spent 44% of their respective budgets.

Appendix 3 to Report CSD 21-2021 identifies 160 active operating projects to which \$2.4 million in DCs were applied, along with a summary of life-to-date expenditures and any other approved funding sources providing partial funding to the projects.

Appendix 4 to Report CSD 21-2021 provides supplemental information required as outlined in O.Reg 82/98, including a description of the DC service categories, outstanding prepayment agreements with developers, and a summary of any borrowing from the DC reserve funds. Similar to previous Treasurer Statements on DC reserve

funds, there are no credits recognized under section 17 or borrowing amounts to report. The Region is also required to make a statement regarding its compliance with Sections 59.1(1) & (2) of the amended DCA respecting imposing additional levies or requiring the construction of a service not authorized under the DCA. The Region does not impose additional levies or require construction of services not authorized under the DCA, therefore it is compliant with Sections 59.1(1) & (2).

### **Alternatives Reviewed**

Alternatives are not applicable as this report provides historic and legislatively required information. The Development Charges Act, 1997 as amended requires that this report be provided annually to Council and made available to the public

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

Regional Development Charges are a major source of funding for growth projects in the capital budget. As such, Regional Development Charges assist in achieving the strategic priorities of a fiscally sustainable government.

### **Other Pertinent Reports**

None.

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**Prepared by:**  
Catherine Lam  
Revenue Analyst  
Corporate Services

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**Recommended by:**  
Todd Harrison, CPA, CMA  
Commissioner/Treasurer  
Corporate Services

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

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

## **Appendices**

Appendix 1	DC Reserve Fund Activity
Appendix 2	Capital Projects funded with DCs in 2020
Appendix 3	Operating Projects funded with DCs in 2020
Appendix 4	Description of Services



Niagara Region  
2020 Development Charges Reserve Fund Statement  
Statement of Activity - January 1, 2020 to December 31 ,2020

Development Charge Category	Balance at December 31, 2019	Development Charges Revenue (1)	Interest Income (2)	Transfer to Current Fund (see appendix 3)	Transfer to Capital Fund (see appendix 2)	Balance at December 31, 2020	Capital Commitments (3)	Available Balance at December 31, 2020
General Government	\$ 1,483,024	\$ 519,424	\$ 40,706	\$ (426,106)	\$ -	\$ 1,617,048	\$ -	\$ 1,617,048
Police Services	\$ 2,979,996	\$ 913,692	\$ 91,182	\$ -	\$ (20,724)	\$ 3,964,146	\$ (21,829)	\$ 3,942,317
Services Related to Highways	\$ 56,892,847	\$ 15,217,225	\$ 1,572,879	\$ (42,500)	\$ (10,747,578)	\$ 62,892,873	\$ (51,593,641)	\$ 11,299,232
Wastewater	\$ 52,193,089	\$ 10,356,588	\$ 1,469,558	\$ (1,976,047)	\$ (2,319,160)	\$ 59,724,028	\$ (18,740,026)	\$ 40,984,002
Water	\$ 35,029,081	\$ 7,344,579	\$ 882,398	\$ -	\$ (11,084,359)	\$ 32,171,699	\$ (16,731,016)	\$ 15,440,683
EMS	\$ 1,530,559	\$ 395,941	\$ 43,902	\$ -	\$ (157,507)	\$ 1,812,895	\$ (982,150)	\$ 830,745
Long Term Care	\$ 5,727,175	\$ 2,999,836	\$ 177,536	\$ -	\$ (1,108,940)	\$ 7,795,607	\$ (23,469,060)	\$ (15,673,453)
Provincial Offenses Act	\$ 315,152	\$ 120,339	\$ 4,040	\$ -	\$ (449,186)	\$ (9,655)	\$ -	\$ (9,655)
Health	\$ 768,259	\$ 354,281	\$ 25,158	\$ -	\$ -	\$ 1,147,698	\$ -	\$ 1,147,698
Social Housing	\$ 4,370,209	\$ 2,966,138	\$ 88,591	\$ -	\$ (5,048,354)	\$ 2,376,584	\$ (11,287,044)	\$ (8,910,460)
Waste Diversion	\$ 1,852,000	\$ 937,884	\$ 61,132	\$ -	\$ (47,378)	\$ 2,803,638	\$ (262,613)	\$ 2,541,025
<b>Total</b>	<b>\$ 163,141,391</b>	<b>\$ 42,125,927</b>	<b>\$ 4,457,082</b>	<b>\$ (2,444,653)</b>	<b>\$ (30,983,186)</b>	<b>\$ 176,296,561</b>	<b>\$ (123,087,379)</b>	<b>\$ 53,209,182</b>

(1) Includes \$1.9 million in tax supported funding to pay for the exemptions in the DC By-Law  
(2) Interest Income is allocated to DC Reserve Funds in accordance with the Reserve and Reserve Fund Policy (C4-002)  
(3) At year end, a review of the status of the respective capital projects is completed and development charge revenue earned is allocated accordingly. The capital commitment represents the share of approved capital project expenditures that have been budgeted to be funded by development charges, but for which the related expenditures are yet to occur.

Niagara Region  
2020 Development Charge Reserve Fund Statement  
Capital Projects Funded with Development Charges 2020

Project	Project Description	Development Charges Transferred to Projects			Total Expenditures (Life-to-Date)	Approved Budget by Funding Source (at 2020 Year-end)						
		Prior Years	Current Year	Total		Development Charge Fund	Levy Reserve	Rate Reserves	Debt Funding	Gas Tax Funding	External Recovery	Total Budget
EMS												
20000605	18 Ann-EMS Ambulance and Equip	(263,121)	(52,846)	(315,967)	(2,379,931)	(344,520)	-	-	(2,250,480)	-	-	(2,595,000)
20000117	Long-trm Acc - EMS Central Hub	-	-	-	-	(858,360)	-	-	(3,036,890)	-	-	(3,895,250)
20001201	20-Ann Ambulance&Equip Replace	-	(104,661)	(104,661)	(1,763,211)	(199,898)	(3,167,746)	-	-	-	-	(3,367,644)
EMS Total		(263,121)	(157,507)	(420,628)	(4,143,142)	(1,402,778)	(3,167,746)	-	(5,287,370)	-	-	(9,857,894)
Long Term Care												
10GD1505	20-LTC Fort Erie New Home	-	(1,089,894)	(1,089,894)	(8,764,296)	(9,078,000)	-	-	(58,022,000)	-	(5,900,000)	(73,000,000)
20001203	20-LTC St. Catharines New Home	-	(19,046)	(19,046)	(125,333)	(15,500,000)	-	-	(86,500,000)	-	-	(102,000,000)
Long Term Care Total		-	(1,108,940)	(1,108,940)	(8,889,629)	(24,578,000)	-	-	(144,522,000)	-	(5,900,000)	(175,000,000)
Social Housing												
20000752	18-Social Housing ASD Reqs	-	-	-	-	(1,575,000)	(175,000)	-	-	-	-	(1,750,000)
20000680	18-NRH New Development	(272,102)	(5,046,598)	(5,318,700)	(7,865,616)	(14,132,500)	(3,061,500)	-	-	-	(3,706,000)	(20,900,000)
20001518	SSRF NF Supportive Housing Ren	-	(1,756)	(1,756)	(7,123)	(900,000)	-	-	-	-	(2,750,000)	(3,650,000)
Social Housing Total		(272,102)	(5,048,354)	(5,320,456)	(7,872,739)	(16,607,500)	(3,236,500)	-	-	-	(6,456,000)	(26,300,000)
Provincial Offences Act												
10GD1107	Court Facilities Renewal	-	(449,186)	(449,186)	(11,599,802)	(465,000)	(2,110,105)	-	(9,433,070)	-	-	(12,008,175)
Provincial Offences Act Total		-	(449,186)	(449,186)	(11,599,802)	(465,000)	(2,110,105)	-	(9,433,070)	-	-	(12,008,175)
Police Services												
10PO0515	Long-term Acc - NRPS HQ & D2	(3,746,953)	(20,724)	(3,767,677)	(65,291,806)	(3,789,506)	3,079,687	-	(64,766,503)	-	(193,767)	(65,670,089)
Police Services Total		(3,746,953)	(20,724)	(3,767,677)	(65,291,806)	(3,789,506)	3,079,687	-	(64,766,503)	-	(193,767)	(65,670,089)
Services Related to Highways												
10RC1566	81-St Paul W CNR Bridge-SC	(29,325)	(8,702)	(38,027)	(456,319)	(187,500)	-	-	(1,562,500)	-	(500,000)	(2,250,000)
20000658	18-Struc-Mewburn@CNR Tracks-NF	-	(1,381,250)	(1,381,250)	(1,625,000)	(2,125,000)	(75,000)	-	(300,000)	-	-	(2,500,000)
10RC0944	81-081220-Burgoyne-SC	(5,941,000)	(0)	(5,941,000)	(94,320,579)	(5,941,000)	(11,721,615)	-	(24,919,725)	(9,850,000)	(38,433,334)	(90,865,674)
10RC0939	South Niag East West Arterial	(30,492)	-	(30,492)	(30,492)	(500,000)	-	-	-	-	-	(500,000)
10RC0940	Hwy 406@Third Interchange-SC	(548,020)	-	(548,020)	(727,373)	(1,100,000)	(360,000)	-	-	-	-	(1,460,000)
10RC1236	New Escarpment Crossing	(468,804)	-	(468,804)	(691,323)	(2,170,000)	(1,030,000)	-	-	-	-	(3,200,000)
10RC1344	55-Con 6/EW Line-NOTL	(1,550,519)	(36,659)	(1,587,178)	(2,687,030)	(2,812,500)	(1,521,500)	-	-	-	-	(4,334,000)
10RC1554	Glendale Ave Interchange @ QEW	(48,331)	(68,561)	(116,892)	(146,688)	(6,375,000)	(1,125,000)	-	-	-	(500,000)	(8,000,000)
10RC1555	54-Hwy 20/Merritt-PL	(5,244,844)	(223,436)	(5,468,280)	(6,433,271)	(6,247,500)	(1,102,500)	-	-	-	-	(7,350,000)
20000491	2017-Cpcty RR37 406-Rice-Mer-Q	-	(94)	(94)	(110)	(510,000)	(90,000)	-	-	-	-	(600,000)
20000503	Cpcty Imp-98-Charnwood-McLeod	(1,343,147)	(436,128)	(1,779,275)	(6,689,257)	(1,963,500)	(1,196,500)	-	-	(1,700,000)	-	(4,860,000)
20000901	19-Cpcty Imprv-New West St.Cat	-	-	-	-	(250,000)	-	-	-	-	-	(250,000)
20001191	20-Cpcty Imprv-RR98 Montrose R	-	(343,305)	(343,305)	(403,888)	(892,500)	(157,500)	-	-	-	-	(1,050,000)
10PR1007	RR 77(Fourth Ave), D'Ilario #	(186,659)	-	(186,659)	(186,659)	(222,000)	-	-	-	-	-	(222,000)
10PR1015	RR 77(Fourth Ave), Raptis	-	-	-	-	(130,000)	-	-	-	-	-	(130,000)
10RC0816	57-TSR Ext-NF	(4,639,963)	(2,140,558)	(6,780,521)	(11,052,551)	(15,830,000)	(1,903,022)	-	(2,750,000)	(696,978)	-	(21,180,000)
10RC1020	10-Livingston/QEW-GR	(68,028)	(4,619)	(72,646)	(72,646)	(100,000)	-	-	-	-	-	(100,000)
10RC1329	10-Livingston/QEW-GR	(1,002,761)	(312,933)	(1,315,694)	(1,723,820)	(21,180,000)	(1,875,000)	-	-	(1,995,000)	(2,700,000)	(27,750,000)
10RC0933	49-Montrose/Stnley-NF	(3,706,425)	(183)	(3,706,608)	(8,250,045)	(3,719,137)	(406,000)	-	(800,000)	-	(3,352,794)	(8,277,931)

Project	Project Description	Development Charges Transferred to Projects			Total Expenditures (Life-to-Date)	Approved Budget by Funding Source (at 2020 Year-end)						Total Budget
		Prior Years	Current Year	Total		Development Charge Fund	Levy Reserve	Rate Reserves	Debt Funding	Gas Tax Funding	External Recovery	
20000905	19 Ann-Illum Install&Upgrade	(1,395)	(42,648)	(44,043)	(440,425)	(75,000)	(675,000)	-	-	-	-	(750,000)
20001115	20 Ann-Illum Install&Upgrade	-	-	-	-	(100,000)	(900,000)	-	-	-	-	(1,000,000)
10RC0853	89-Jacobsen/Burleigh-SC	(1,266,984)	(681)	(1,267,664)	(5,278,753)	(1,354,110)	(2,225,890)	-	-	(750,000)	-	(4,330,000)
10RC0905	46-Geneva/St Paul/Niagara-SC	(1,288,098)	(47,472)	(1,335,570)	(5,128,803)	(1,590,070)	(1,235,930)	-	(724,000)	-	-	(3,550,000)
20000141	20-Roundabout at S Grimsby Rd	(9,319)	1,058,624	1,049,305	(4,806,457)	(71,219)	(1,878,781)	-	-	(2,759,863)	-	(4,709,863)
20000142	5-Killaly@Mellanby-PC	-	-	-	(158)	(37,500)	(37,500)	-	-	-	-	(75,000)
20000497	2017-Interchng St Davids @ 406	(341,663)	16,731	(324,932)	(4,159,146)	(341,663)	(512,494)	-	-	-	(1,425,620)	(2,279,776)
20000659	18-Int Imprv-57 @ Cardinal-NF	-	-	-	-	(150,000)	-	-	-	-	-	(150,000)
20000928	19-Int Impr-RR100 Four MileCrk	-	(120)	(120)	(241)	(125,000)	(125,000)	-	-	-	-	(250,000)
20000984	Hwy 58 Eastbound at Collier Rd	(49,695)	(149)	(49,843)	(49,843)	(200,000)	-	-	-	-	-	(200,000)
20000495	2017-Misc Road Properties	(1,272)	518	(754)	(5,028)	(30,000)	(170,000)	-	-	-	-	(200,000)
20001185	20-Int Imprv - RR 49 McLeod Rd	-	(172)	(172)	(344)	(100,000)	(100,000)	-	-	-	-	(200,000)
20001188	20-Int Imprv-RR47 Lyon's Creek	-	-	-	-	(170,000)	(30,000)	-	-	-	-	(200,000)
10RC0627	38-QEW/Fourth-SC	(11,460,903)	(4,627,778)	(16,088,680)	(19,335,749)	(18,547,652)	(2,190,174)	-	(920,000)	-	(100,000)	(21,757,826)
20000319	St Davids Road East	(39,712)	(127,428)	(167,139)	(3,263,059)	(616,800)	(5,776,200)	-	-	-	(266,000)	(6,659,000)
10RC1172	20-Station/Rice-Ph3-PL	(1,076,965)	-	(1,076,965)	(3,477,294)	(1,154,700)	268,487	-	(281,798)	(1,975,000)	-	(3,143,011)
10RC1447	69-Effingham/Wessel-PH 2-SC	(156,356)	(457,376)	(613,733)	(6,155,119)	(910,000)	(1,020,000)	-	(720,000)	(6,450,000)	-	(9,100,000)
10RC1558	89-Dick's Creek Culvert-SC	(1,681)	-	(1,681)	(16,806)	(75,000)	-	-	(675,000)	-	-	(750,000)
10RC1559	69-Wessel/Centre PH3-Li	(16,419)	(700)	(17,119)	(171,190)	(100,000)	(450,000)	-	(450,000)	-	-	(1,000,000)
10RC1560	1-Albert/Lakeshore-FE	(35,806)	(944)	(36,749)	(582,875)	(136,500)	(1,228,500)	-	(800,000)	-	-	(2,165,000)
10RC1561	1-Burleigh/Buffalo-FE	(21,053)	(3)	(21,056)	(11,290,609)	(22,500)	(2,942,500)	-	-	(9,100,000)	-	(12,065,000)
10RC1562	RR 42 - Ontario Street EA	(13,124)	(863)	(13,988)	(139,879)	(190,000)	(1,260,000)	-	(450,000)	-	-	(1,900,000)
10RC1563	45-RR4/RR63-WF	(32,842)	(66)	(32,908)	(329,075)	(177,500)	(337,500)	-	(1,260,000)	-	-	(1,775,000)
10RC1564	81-Durham/Lincoln-LI	(6,546)	(1,049)	(7,595)	(197,461)	(37,500)	(937,500)	-	-	-	-	(975,000)
10RC1567	27-PCD/Lincoln-WE	(41,829)	(318,887)	(360,716)	(4,410,013)	(470,000)	(4,730,000)	-	-	-	-	(5,200,000)
20000145	63-Wellandport/Com Cntre-WL	(924)	(212)	(1,136)	(18,935)	(30,000)	(470,000)	-	-	-	-	(500,000)
20000147	89-Welland Canal/Homer-NOTL	(24)	(4)	(27)	(458)	(30,000)	(470,000)	-	-	-	-	(500,000)
20000486	2017-Rehab RR 48 Carlton-Scott	(1,415)	(29)	(1,443)	(3,608)	(120,000)	(180,000)	-	-	-	-	(300,000)
20000488	2017-Rehab RR 87 Locke to Ann	(17,345)	(9,049)	(26,394)	(263,943)	(37,500)	(337,500)	-	-	-	-	(375,000)
20000660	18-Rehab 56-Glend to St Dav-TH	(18,133)	(114,340)	(132,472)	(1,324,724)	(133,000)	(1,197,000)	-	-	-	-	(1,330,000)
20000667	18- Rehab 49-HEPC to Wil P2-NF	(92,425)	(81,453)	(173,878)	(204,563)	(1,445,000)	(255,000)	-	-	-	-	(1,700,000)
20000668	18-Rehab 81-Burgoyne to CNR-SC	(230)	-	(230)	(2,300)	(50,000)	(450,000)	-	-	-	-	(500,000)
20000897	19-Rds Rehab RR20 - Griffin St	-	(10,104)	(10,104)	(101,040)	(50,000)	(450,000)	-	-	-	-	(500,000)
20000898	19-Rds Rehab - RR 72 Louth St	(1,685)	0	(1,685)	(4,213)	(200,000)	(300,000)	-	-	-	-	(500,000)
20000900	19-Rds Rehab - RR 81 Main St	(558)	(743)	(1,302)	(13,015)	(45,000)	(405,000)	-	-	-	-	(450,000)
20000912	19 Ann-Roads Resurfacing	(450,895)	(380,890)	(831,785)	(8,413,166)	(884,400)	(3,159,600)	-	-	(4,800,000)	-	(8,844,000)
20001122	20 Ann-Roads Resurfacing	-	(472,856)	(472,856)	(4,829,615)	(834,473)	-	-	(3,343,334)	(4,166,922)	-	(8,344,729)
20001183	20-Rds Rehab-Misc Road Constru	-	(19,590)	(19,590)	(189,366)	(75,000)	(60,000)	-	-	(590,000)	-	(725,000)
20001186	20-Rds Rehab - RR 20 Lundy's L	-	(309)	(309)	(3,093)	(50,000)	(450,000)	-	-	-	-	(500,000)
20001194	20-Rds Rehab-RR56 Burleigh Hil	-	(14)	(14)	(139)	(30,000)	(270,000)	-	-	-	-	(300,000)
10RC1242	87-Lakeport/Lake-SC	(1,040,805)	-	(1,040,805)	(5,584,404)	(1,040,805)	(607,505)	-	(1,900,000)	(600,000)	-	(4,148,310)
10RC1353	87-Lake/Geneva Ph3-SC	(2,036,465)	-	(2,036,465)	(6,435,076)	(2,120,000)	(322,081)	-	(2,799,239)	-	-	(5,241,320)
20000915	19 Ann-Patrol Yard Imprv	(308)	(4,888)	(5,196)	(14,432)	(360,000)	(640,000)	-	-	-	-	(1,000,000)
20001125	20 Ann-Patrol Yard Imprv	-	(3,314)	(3,314)	(9,204)	(360,000)	(640,000)	-	-	-	-	(1,000,000)
20000993	2018 Intelligent Transport Sys	(6,348)	(12,582)	(18,930)	(189,304)	(27,400)	(246,600)	-	-	-	-	(274,000)

Project	Project Description	Development Charges Transferred to Projects			Approved Budget by Funding Source (at 2020 Year-end)							
		Prior Years	Current Year	Total	Total Expenditures (Life-to-Date)	Development Charge Fund	Levy Reserve	Rate Reserves	Debt Funding	Gas Tax Funding	External Recovery	Total Budget
20000994	2018 Signal Upgrades Program	(44,472)	(14,321)	(58,793)	(601,945)	(60,600)	(545,400)	-	-	-	-	(606,000)
20001251	19-Ann-Intellgnt Transport Sys	-	(130)	(130)	(1,297)	(30,000)	(270,000)	-	-	-	-	(300,000)
20001252	19-Ann-Traffic Signal Equipmen	-	(34,647)	(34,647)	(346,471)	(65,000)	(585,000)	-	-	-	-	(650,000)
20000629	18 Ann-Illum Install & Upgrade	(12,532)	(25,710)	(38,241)	(386,141)	(40,000)	(360,000)	-	-	-	-	(400,000)
20000985	RR12 Chris/Mntn @ RR81 Main	(18,724)	-	(18,724)	(187,451)	(20,000)	(180,000)	-	-	-	-	(200,000)
20001512	20-TS Minor RBD - Asset Mgmt	-	-	-	-	(46,800)	(421,200)	-	-	-	-	(468,000)
20001513	20-TS Advance Design	-	-	-	-	(5,000)	(45,000)	-	-	-	-	(50,000)
20001516	20-Intelligent Trans Systems	-	-	-	-	(57,150)	(514,350)	-	-	-	-	(571,500)
20000986	RR50 GlenRdge @ RR91 WestCh	(285)	(5,088)	(5,373)	(53,730)	(30,000)	(270,000)	-	-	-	-	(300,000)
20000987	RR102 Stanley @ Portage	(560)	(20,787)	(21,347)	(213,470)	(30,000)	(270,000)	-	-	-	-	(300,000)
20000988	RR25 Netherby @ RR116 Sodom	(1,047)	(24,200)	(25,248)	(252,477)	(30,000)	(270,000)	-	-	-	-	(300,000)
20000989	RR24Victoria @ RR63 Canborough	(130)	(30)	(160)	(1,597)	(28,500)	(256,500)	-	-	-	-	(285,000)
20000990	RR27 Schisler @ RR98 Montrose	-	-	-	-	(1,000)	(9,000)	-	-	-	-	(10,000)
20000991	RR36 South Pelham @ Thorold Rd	(239)	(3)	(243)	(2,425)	(28,500)	(256,500)	-	-	-	-	(285,000)
20000992	RR24 Victoria @RR81 Old Hwy 8	(360)	-	(360)	(3,598)	(1,000)	(9,000)	-	-	-	-	(10,000)
20001250	19-Ann-Traffic Signal Design	(200)	(1,460)	(1,659)	(16,592)	(5,000)	(45,000)	-	-	-	-	(50,000)
20001253	19-RR91 Westchester Av @ Blain	(7)	(1,236)	(1,243)	(12,435)	(27,500)	(247,500)	-	-	-	-	(275,000)
20001254	19-RR41 (Woodlawn Av) @ Seaway	(86)	(906)	(992)	(9,924)	(27,500)	(247,500)	-	-	-	-	(275,000)
20001507	20-TS RBD-Niagara @ Welland	-	-	-	-	(30,000)	(270,000)	-	-	-	-	(300,000)
20001508	20-TS RBD-PCharles@ Fitch	-	-	-	-	(30,000)	(270,000)	-	-	-	-	(300,000)
20001509	20-TS RBD-Woodlawn @ Niagara	-	-	-	-	(30,000)	(270,000)	-	-	-	-	(300,000)
20001510	20-TS RBD-Queenstn @ Echester	-	-	-	-	(30,000)	(270,000)	-	-	-	-	(300,000)
20001511	20-TS RBD-Niagara @ Lakeshore	-	-	-	-	(30,000)	(270,000)	-	-	-	-	(300,000)
20001514	20-TS Upgrades	-	-	-	-	(19,550)	(175,950)	-	-	-	-	(195,500)
20001515	20-New Traffic Control Devices	-	(1,794)	(1,794)	(17,940)	(21,500)	(193,500)	-	-	-	-	(215,000)
Services Related to Highways Total		(44,416,177)	(10,747,578)	(55,163,755)	(234,447,467)	(107,685,528)	(68,489,805)	-	(44,655,596)	(45,433,763)	(47,277,748)	(313,542,439)

Project	Project Description	Development Charges Transferred to Projects			Total Expenditures (Life-to-Date)	Development Charge Fund	Approved Budget by Funding Source (at 2020 Year-end)					
		Prior Years	Current Year	Total			Levy Reserve	Rate Reserves	Debt Funding	Gas Tax Funding	External Recovery	Total Budget
Wastewater												
10SW1362	Burleigh Hill/Glendale Ph1 CSO	(46,968)	(378,032)	(425,000)	(543,208)	(425,000)	-	-	-	-	-	(425,000)
10SW1365	Sewer Separation - River Rd A	(35,666)	-	(35,666)	(42,800)	(250,000)	-	(50,000)	-	-	-	(300,000)
10SW1368	Sewer Separation - Empire St	(17,279)	-	(17,279)	(190,069)	(25,000)	-	(250,000)	-	-	-	(275,000)
10SW1467	Maranda Street Sewer Separati	-	(9,352)	(9,352)	(9,352)	(10,000)	-	-	-	-	-	(10,000)
10SW1485	Extraneous Flow & Collection	(100,658)	(257,041)	(357,699)	(357,699)	(500,000)	-	-	-	-	-	(500,000)
20000859	19-Decomission Biggar Lagoon	(7,890)	(6,629)	(14,519)	(48,396)	(102,000)	-	(238,000)	-	-	-	(340,000)
20001144	20-Queenston/St.Davids WW Serv	-	(840)	(840)	(1,680)	(400,000)	-	(400,000)	-	-	-	(800,000)
10SW1504	Misc Prgm - Master Meter Repl	(86,934)	-	(86,934)	(530,879)	(90,000)	-	(459,600)	-	-	-	(549,600)
10SW1527	Master Meter Replace - Mrt Med	(663,877)	(5,471)	(669,347)	(734,411)	(823,000)	-	(80,000)	-	-	-	(903,000)
20000696	18-SPS REPLACE-Rosemount S-PC	(89)	-	(89)	(178)	(100,000)	-	(100,000)	-	-	-	(200,000)
20000697	18-SPS REPLACE-Beaverdams-PT.D	(112,912)	(179,350)	(292,261)	(365,327)	(572,000)	-	(143,000)	-	-	-	(715,000)
20000698	18-SPS REPLACE Campden-LN	(49,284)	(46,963)	(96,247)	(106,941)	(180,000)	-	(20,000)	-	-	-	(200,000)
20000707	18-SPS REPLACE-Bridgeport-GR	(53,937)	(303,601)	(357,538)	(446,923)	(2,600,000)	-	(650,000)	-	-	-	(3,250,000)
20000709	18-SPS REPLACE-Jordan Valley	(33,860)	(35,706)	(69,566)	(86,958)	(2,540,000)	-	(635,000)	-	-	-	(3,175,000)
20000729	18-SPS-UPG-Catharine St-FE	(28,318)	(287,443)	(315,761)	(394,701)	(560,000)	-	(140,000)	-	-	-	(700,000)
20000854	19-Line 2 SPS Pump Replacement	(19,678)	(36,672)	(56,350)	(70,438)	(136,000)	-	(34,000)	-	-	-	(170,000)
20000856	19-Lake Street SPS Upgrade	(9,605)	(87,387)	(96,993)	(121,241)	(672,000)	-	(168,000)	-	-	-	(840,000)
20000866	19-Decomission Old Central SPS	(16,271)	8,335	(7,936)	(132,272)	(45,000)	-	(705,000)	-	-	-	(750,000)
20001146	20-Lakeshore Rd SPS Upgrade	-	(2,110)	(2,110)	(2,345)	(360,000)	-	(40,000)	-	-	-	(400,000)
20001152	20-Oxford SPS Upgrades	-	(10,471)	(10,471)	(11,634)	(225,000)	-	(25,000)	-	-	-	(250,000)
20001156	20-Biggar Lagoon SPS Upgrade	-	(4,224)	(4,224)	(8,448)	(300,000)	-	(300,000)	-	-	-	(600,000)
20001157	20-Victoria Ave SPS Upgrade	-	(2,852)	(2,852)	(3,565)	(560,000)	-	(140,000)	-	-	-	(700,000)
10SW1118	Shirley Road Pump Station Upg	-	(129,778)	(129,778)	(327,861)	(950,000)	-	(950,000)	(500,000)	-	-	(2,400,000)
10SW1230	Lakeside Pump Station Upgrade	(17,307)	(89,032)	(106,338)	(1,022,146)	(260,086)	-	(2,239,914)	-	-	-	(2,500,000)
10SW1267	PS Imprv Program - South Side	(536,327)	(0)	(536,327)	(6,369,542)	(560,000)	-	(6,090,689)	-	-	-	(6,650,689)
10SW1525	PS Cpcy Expsn Prg-Smth Odour	(405,315)	(6,280)	(411,596)	(841,021)	(734,100)	-	(765,900)	-	-	-	(1,500,000)
10SW1407	Lakeshore (NOTL), Garrison, W	(364,061)	-	(364,061)	(3,139,876)	(380,838)	-	(2,886,615)	-	-	(17,120)	(3,284,573)
10SW1526	PS Improve Prgm - E-side PS PC	(29,427)	26,800	(2,627)	(295,515)	(40,000)	-	(4,460,000)	-	-	-	(4,500,000)
20000194	Sewer & Frce - Hansler Trunk	(623,754)	173,626	(450,128)	(450,128)	(700,000)	-	-	-	-	-	(700,000)
20000193	Sewer & Frce - Catherine St	-	(145,470)	(145,470)	(181,838)	(145,600)	-	(36,400)	-	-	-	(182,000)
20000196	Sewer & Frce - Hwy406 Trunk	(1,273,513)	587	(1,272,926)	(1,272,926)	(1,273,513)	-	-	-	-	-	(1,273,513)
20000702	18-SPS & FM UPG- Laurie AVE-LN	(168,698)	(42,925)	(211,623)	(235,137)	(4,230,000)	-	(470,000)	-	-	-	(4,700,000)
20001149	20-Quaker Rd Trunk Sewer	-	(4,530)	(4,530)	(4,530)	(300,000)	-	-	-	-	-	(300,000)
10SW1517	WWTP Upgrade Prgm - Niagara F	(61,529)	(40,236)	(101,765)	(1,992,900)	(120,000)	-	(2,230,000)	-	-	-	(2,350,000)
20000724	18-WWTP-NEW-South NF Plant	(378,980)	(409,288)	(788,268)	(1,970,671)	(1,960,000)	-	-	(2,940,000)	-	-	(4,900,000)
10SW0807	NOTL WWTP Capacity Expansion	(5,604,307)	(3,478)	(5,607,785)	(47,382,501)	(5,668,440)	-	(12,678,093)	-	(800,000)	(28,748,467)	(47,895,000)
10SW1528	NOTL WWTP Decommissioning	(95,699)	(3,347)	(99,046)	(349,412)	(3,600,000)	-	(700,000)	(8,400,000)	-	-	(12,700,000)
Wastewater Total		(10,842,143)	(2,319,160)	(13,161,303)	(70,045,465)	(32,397,577)	-	(38,085,211)	(11,840,000)	(800,000)	(28,765,587)	(111,888,375)

Project	Project Description	Development Charges Transferred to Projects			Approved Budget by Funding Source (at 2020 Year-end)							
		Prior Years	Current Year	Total	Total Expenditures (Life-to-Date)	Development Charge Fund	Levy Reserve	Rate Reserves	Debt Funding	Gas Tax Funding	External Recovery	Total Budget
Water												
10CW1317	Decommissioing Crescent Park	(53,152)	-	(53,152)	(432,008)	(112,500)	-	(762,500)	-	-	-	(875,000)
20000183	Watermain - Hwy406 Cross Trans	(1,701,487)	5,575	(1,695,912)	(1,905,223)	(1,701,487)	-	(210,000)	-	-	-	(1,911,487)
20000467	2017-CNR Transmission Main	(289,705)	(5,201,385)	(5,491,090)	(10,998,583)	(8,400,000)	-	(2,025,092)	(6,400,000)	-	-	(16,825,092)
20000623	18-WM NEW-Barrick Road	(411)	-	(411)	(823)	(982,500)	-	(132,500)	(850,000)	-	-	(1,965,000)
20000847	19-Decom of Ridgeway Standpipe	(1,035)	(23,933)	(24,968)	(83,226)	(127,500)	-	(297,500)	-	-	-	(425,000)
20000848	19-Port Robinson Interconnect	(664)	(46,869)	(47,533)	(95,067)	(220,000)	-	-	(220,000)	-	-	(440,000)
10CW1304	Misc Prgm-Port Colborne Stora	(4,190,034)	(3,375)	(4,193,409)	(11,654,122)	(4,250,896)	-	(5,707,594)	-	-	-	(9,958,490)
10CW1302	Misc Prgm-Grimsby System Stor	(510,448)	(5,777,420)	(6,287,868)	(9,359,504)	(15,394,269)	-	(7,520,131)	-	-	-	(22,914,401)
20000461	2017-King St Elev Tank Decom	(110,851)	(521)	(111,372)	(371,240)	(285,000)	-	(665,000)	-	-	-	(950,000)
20000614	18-ET-NEW Fort Erie	(73,642)	(10,056)	(83,698)	(167,397)	(877,500)	-	(727,500)	(150,000)	-	-	(1,755,000)
20000619	18-ET-NEW Pelham	(41,872)	(19,802)	(61,674)	(123,348)	(1,410,000)	-	(817,500)	(592,500)	-	-	(2,820,000)
20001167	20-Shoalts Dr Highlift Lowlift	-	(6,573)	(6,573)	(7,303)	(1,260,000)	-	(140,000)	-	-	-	(1,400,000)
20000457	2017-NOTL PRV Four Mile Creek	(242,697)	-	(242,697)	(525,844)	(300,000)	-	(150,000)	-	-	(200,000)	(650,000)
Water Total		(7,215,998)	(11,084,359)	(18,300,357)	(35,723,686)	(35,321,652)	-	(19,155,317)	(8,212,500)	-	(200,000)	(62,889,470)
Waste Diverson												
10GL1519	15-Bridge-Drop-Off Depot	(34,174)	(13,552)	(47,726)	(216,044)	(187,110)	(659,890)	-	-	-	-	(847,000)
20000171	16-NR12-Drop-Off Depot	(7)	(105)	(112)	(502)	(91,980)	(320,020)	-	-	-	-	(412,000)
20000893	19-RCYL Facility Improve	(488)	(33,721)	(34,209)	(342,087)	(50,000)	(450,000)	-	-	-	-	(500,000)
20001178	20-Recycling Facility Improvem	-	-	-	-	(15,570)	(369,330)	-	-	-	-	(384,900)
Waste Diverson Total		(34,669)	(47,378)	(82,047)	(558,633)	(344,660)	(1,799,240)	-	-	-	-	(2,143,900)
Grant Total		(66,791,163)	(30,983,186)	(97,774,349)	(438,572,371)	(222,592,202)	(75,723,710)	(57,240,529)	(288,717,039)	(46,233,763)	(88,793,101)	(779,300,344)

Niagara Region								
2020 Development Charge Reserve Fund Statement								
Operating Projects Funded with Development Charges 2020								
Project Name	Development Charges Transferred to Projects			Total Expenditures (Life-to-Date)	Approved Budget by Funding Source (at 2020 Year End)			
	Prior Years	Current Year	Total		Development Charge Reserve Fund	Rate Operating	Levy Operating	Total Budget
<b>Wastewater</b>								
Combined Sewer Overflow Program (156 projects)	(1,351,963)	(1,976,047)	(3,328,010)	10,437,741	(8,590,959)	(14,373,526)	-	(22,964,485)
<b>Wastewater Total</b>	(1,351,963)	(1,976,047)	(3,328,010)	10,437,741	(8,590,959)	(14,373,526)	-	(22,964,485)
<b>Services Related to Highways</b>								
Bike Facilities	-	(42,500)	(42,500)	170,000	(50,000)	-	(150,000)	(200,000)
<b>Services Related to Highways Total</b>	-	(42,500)	(42,500)	170,000	(50,000)	-	(150,000)	(200,000)
<b>General Government</b>								
Municipal Comprehensive Review	(393,686)	-	(393,686)	463,160	(578,000)	-	(102,000)	(680,000)
Brock District Plan	-	(11,814)	(11,814)	13,127	(90,000)		(10,000)	(100,000)
New Regional Official Plan	(529,467)	(414,292)	(943,759)	1,215,609	(1,470,000)	-	(670,000)	(2,140,000)
<b>General Government Total</b>	(923,154)	(426,106)	(1,349,260)	1,691,896	(2,138,000)	-	(782,000)	(2,920,000)
<b>Total</b>	<b>(2,275,117)</b>	<b>(2,444,653)</b>	<b>(4,719,770)</b>	<b>12,299,637</b>	<b>(10,778,959)</b>	<b>(14,373,526)</b>	<b>(932,000)</b>	<b>(26,084,485)</b>

**Development Charges Reserve Fund  
Treasurer's Statement  
January 1, 2020 to December 31, 2020**

1. Description of the Service for which each fund was established:

<b>Service Category</b>	<b>Description of Service</b>
Services Related to a Highway	The fund is used for growth-related projects for roads and roads related structures.
Police Services	The fund is used for growth related projects for facilities or rolling stock vehicles with a useful economic life beyond 7 years.
General Government	The fund is used to finance the cost of growth-related studies.
Long Term Care	The fund is used for growth related projects for facilities that provide services.
Provincial Offences Act	The fund is used for growth related projects for facilities that provide services.
Health	The fund is used for growth related projects for facilities that provide services or rolling stock vehicles with a useful economic life beyond 7 years.
Emergency Medical Services	The fund is used for growth-related projects for facilities or rolling stock vehicles with a useful economic life beyond 7 years.
Social Housing	The fund is used for growth related projects for facilities that provide services.
Waste Diversion	The fund is used for growth-related projects for facilities and related infrastructure or rolling stock vehicles with a useful economic life beyond 7 years.
Wastewater	The fund is used for growth-related projects for infrastructure and facilities that provide services including collection and treatment.
Water	The fund is used for growth-related projects for infrastructure and facilities that provide services including supply, storage, treatment and distribution.



2. For credits (ex. Pre-payments, front-ended projects) in relation to the service or service category for which the fund was established:

Outstanding prepayment agreements have been entered into by the Region and the applicable developer as summarized below:

### Statement of Credit Holder Transactions<sup>1</sup>

<i><b>Credit Holder</b></i>	<i><b>Applicable D.C. Reserve Fund</b></i>	<i><b>Credit Balance Outstanding Beginning of Year 2020 (\$)</b></i>	<i><b>Additional Credits Granted During Year (\$)</b></i>	<i><b>Credits Used by Holder During Year (\$)</b></i>	<i><b>Credit Balance Outstanding End of Year 2020 (\$)</b></i>
<b>Richard P. Dystra Inc.</b> (386 Killaly St. East, Port Colborne)	General Government	261	-	-	261
	EMS	252	-	-	252
	Police Services	864	-	-	864
	Roads	13,306	-	-	13,306
	Wastewater	10,867	-	-	10,867
	Water	3,136	-	-	3,136
<b>Ross Great Lakes Holdings Inc.</b> (386 Killaly St. East, Port Colborne)	General Government	261	-	-	261
	EMS	252	-	-	252
	Police Services	864	-	-	864
	Roads	13,306	-	-	13,306
	Wastewater	10,867	-	-	10,867
	Water	3,136	-	-	3,136
<b>Total</b>		<b>57,372</b>	-	-	<b>57,372*</b>

<sup>1</sup> Differences may exist due to rounding.

\* To be refunded as per agreement

3. The amount of any money borrowed from the DC reserve during the previous year and the purpose for which it was borrowed:

No money was borrowed.

4. The amount of interest accrued during the previous year on money borrowed from the fund by the municipality:

No interest was accrued as no money was borrowed.

5. The amount and source of any money used by the municipality to repay, in the previous year, money borrowed from the fund, or interest on such money:

No source of money to repay as no money was borrowed.

6. A schedule that identifies credit recognized under section 17 and, for each credit organized, sets out the value of the credit, the service against which the credit is applied and the source of funds used to finance the credit.

No schedule as there are no credits to recognize as per section 17.

7. Statement respecting additional levies under Section 59.1 (1) & (2) of the Development Charges Act, 1997, as amended.

In accordance with Section 59.1 (1) & (2), the Niagara Region has not imposed any additional payments nor required the construction of a service not authorized under the Development Charges Act, 1997, as amended.

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**MEMORANDUM**

**PHD-C 5-2021**

**Subject:** Update Regarding Class Action Lawsuit Against Opioid Manufacturers and Distributors On Behalf of Canadian Municipalities

**Date:** April 13, 2021

**To:** Public Health & Social Services Committee

**From:** Scott Crocco, Legal Counsel

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The purpose of this Memorandum is to provide Regional Council with an update further to the resolution of PHSSC, approved September 19, 2019, directing staff *“to provide a legal opinion on the feasibility of Niagara Region joining the Ontario and British Columbia (and any other) provincial governments in their proposed class action lawsuit from August 2018 against pharmaceutical companies with respect to the opioid crisis”*.

Given the significance of this issue for many municipalities, Staff’s investigations have focussed on engagement and collaboration with various other municipal legal departments, including Peel Region, Brampton, Mississauga, St. Catharines, Brantford and Toronto, some of which had received a similar direction from their respective Councils.

In March 2020, Guardian Law Group LLP (**“Guardian Law”**), a Calgary-based class action law firm, approached municipal legal departments across Canada seeking municipalities willing to participate as “representative plaintiffs” in a proposed class action lawsuit against opioid pharmaceutical manufacturers and distributors to be commenced on behalf of all Canadian municipalities.

Guardian Law is working with Napoli Shkolnik PLLC (**“Napoli Law”**), a New York City based law firm who reached a \$260-million settlement with three opioid distribution companies and one manufacturer on behalf of an Ohio county in 2019.

In June 2020, the City of Grande Prairie, Alberta agreed to stand as a representative plaintiff for the proposed class action. At that time, Guardian Law and Napoli Law filed a proposed **\$10 billion class action** lawsuit in Alberta against opioid manufacturers and

distributors, naming Grande Prairie as Representative Plaintiff on behalf of **all Canadian municipalities** (the “**Proposed Class Action**”). The Proposed Class Action, as amended, is attached as **Appendix 1**.

Through summer and fall of 2020, Guardian Law continued to seek a second, Ontario-based “representative plaintiff” to join the Proposed Class Action. Region legal staff continued to engage with other Ontario-based municipal legal departments through this period, particularly Brantford, who liaised with lawyers at Guardian Law. In late Fall 2020, Brantford confirmed that it was prepared to take the lead and come forward as the second, Ontario-based representative plaintiff in the Proposed Class Action. As a result, on November 17, 2020, Brantford was formally added as a second, Ontario-based Representative Plaintiff in the Proposed Class Action.

Staff engaged in discussions with lawyers at Guardian Law who confirmed that **Niagara Region does not need to undertake any steps or assume any costs or risks** to participate in the Proposed Class Action at this time.

A summary of the Proposed Class Action and anticipated timelines are as follows:

- The \$10 billion claim is made on behalf of all Canadian municipalities and seeks recovery of increased costs incurred by municipalities as a result of the opioid crisis, including, among other things, increased EMS, policing and mitigation costs. A separate class action has been commenced in British Columbia seeking recovery of health care costs incurred by Provinces.
- More than 40 companies are named as defendants. There are two main targets: drug manufacturers and drug distributors.
- The lawsuit asserts a number of causes of action, including conspiracy, public nuisance, negligence, negligent misrepresentation, fraud, unjust enrichment, and alleges (at page 1) that manufacturers of prescription opioids “*engaged in a massive false marketing campaign to drastically expand the market for such drugs and their own market share,*” and both manufacturers and distributors “*reaped enormous financial rewards by refusing to monitor and restrict the improper distribution of those drugs.*”
- Niagara Region does not need to come forward or take any steps until the example case (representative case) is determined, likely in **2 to 3 years** from now, or not at all. This is known as the **certification stage**, which includes determination of (1)

issues in common; (2) whether the proposed class (municipalities) is an appropriate class; and (3) whether the named Representative Plaintiffs are appropriate representative plaintiffs.

- At the certification stage (2 to 3 years from now), if the Proposed Class Action is certified, a Notice will go out to all municipalities, providing an option for the Region to “opt out” of the lawsuit. If the Region does nothing at that point (does not opt out), it will automatically be included in the Proposed Class Action going forward.
- **Settlement** negotiation typically occurs after certification. If there is no settlement, the class action proceeds to: (1) common issue trial; and (2) individual issues trial (e.g. individual municipalities proving damages). Such trials are extraordinarily rare.
- If a settlement is reached, the Region can elect to “opt out” of that settlement. If it does not, the settlement would bind the Region and the Region would receive a portion of the settlement proceeds. A settlement structure is usually put in place to apportion damages / settlement proceeds among the participating plaintiffs. Apportionment may be simple (e.g. population based), but not necessarily, if, for instance, some communities assert they have been disproportionately impacted by the opioid crisis. It is possible that that the Region may need formal legal representation should this lawsuit reach the settlement stage.

The Region does not need to retain Guardian Law, Napoli Law or any other external lawyers, nor otherwise incur any costs in relation to the Proposed Class Action at this stage. Region legal staff will continue to monitor the Proposed Class Action and report back to Council when the claim advances to the certification stage (likely 2023 to 2024).

Respectfully submitted and signed by

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Scott Crocco  
Legal Counsel

**Minute Item No. 5.1**

**PDS 22-2021**

**Acquisition of Eco-Park Lands - Glendale District Plan**

That Report PDS 22-2021, dated April 14, 2021, respecting Acquisition of Eco-Park Lands - Glendale District Plan, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **BE DIRECTED** to send the letters, attached as Appendix 1 to Report PDS 22-2021, to the Federal Minister of Transport and the Provincial Minister of Transportation, respectively; and
2. That the attached letters also **BE CIRCULATED** to the Niagara Members of Parliament, Members of Provincial Parliament, the Niagara Peninsula Conservation Authority, the St. Lawrence Seaway Management Corporation, Town of Niagara-on-the-Lake, and the City of St. Catharines.

**Minute Item No. 5.2**

**PDS 19-2021**

**Combined Sewer Overflow (CSO) Control and Wet Weather Management (WWM) Program – 2021 Funding Recommendations**

That Report PDS 19-2021, dated April 14, 2021, respecting Combined Sewer Overflow (CSO) Control and Wet Weather Management (WWM) Program – 2021 Funding Recommendations, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the thirty-four (34) Local Area Municipal projects under the 2021 Combined Sewer Overflow (CSO) Control / Wet Weather Management (WWM) Cost Sharing Program, as identified in Appendix 1 of Report PDS 19-2021, **BE APPROVED** in the amount of \$3,252,976;
2. That Regional staff **PREPARE** and **EXECUTE** the respective partnership funding agreements with the Local Area Municipalities (LAM) for qualifying projects to reflect the terms and conditions set out in Appendix 2 and Appendix 3 of Report PDS 19-2021; and
3. That the local Municipal partners **BE ADVISED** of the results of Regional funding support, as outlined in Appendix 1 of Report PDS 19-2021.

**Minute Item No. 6**  
**Consent Items for Information**

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

ED 8-2021

COVID-19 Response and Business Continuity in Economic Development

PDS-C 28-2021

COVID-19 Response and Business Continuity in Planning and Development Services

PDS 20-2021

2020 Reserve Water and Wastewater Treatment Capacities

PDS 21-2021

Airport Master Plan Update

PDS-C 29-2021

Niagara 2051 Project - Water & Wastewater Master Servicing Plan Update - Public  
Information Center Number 1

**Minute Item No. 6.3**  
**ED 9-2021**  
**Niagara Economic Update**

That Report ED 9-2021, dated April 14, 2021, respecting Niagara Economic Update, **BE RECEIVED** for information.

**Minute Item No. 6.4**  
**ED 10-2021**  
**Students Going Digital: The Economic Impact on Niagara**

That Report ED 10-2021, dated April 14, 2021, respecting Students Going Digital: The Economic Impact on Niagara, **BE RECEIVED** for information.

**THE REGIONAL MUNICIPALITY OF NIAGARA  
PLANNING & ECONOMIC DEVELOPMENT COMMITTEE  
MINUTES**

**PEDC 4-2021  
Wednesday, April 14, 2021  
Council Chamber / Video Conference  
Niagara Region Headquarters, Campbell West  
1815 Sir Isaac Brock Way, Thorold ON**

Committee Members Present in the Council Chamber: Huson (Committee Chair), Witteveen (Committee Vice Chair)

Committee Members Present via Video Conference: Bradley (Regional Chair), Butters, Bylsma, Campion, Darté, Easton, Fertich, Foster, Greenwood, Heit, Junkin, Redekop, Rigby, Sendzik, Ugulini, Zalepa

Absent/Regrets: Bellows

Staff Present in the Council Chamber: S. Guglielmi, Technology Support Analyst, D. Giles, Acting Commissioner, Planning & Development Services, A.-M. Norio, Regional Clerk, G. Spezza, Director, Economic Development

Staff Present via Video Conference: E. Acs, Manager, Community Planning, I. Banach, Acting Director, Community & Long Range Planning, P. Busnello, Manager, Development Planning, D. Heyworth, Official Plan Policy Consultant, V. Kuhns, Associate Director, Economic Development, P. Lambert, Director, Infrastructure Planning & Development Engineering, B. Landry, Manager, Economic Research and Analysis, K. McCauley, Acting Manager, Long Range Planning, D. Morreale, Director, Development Approvals, M. Trennum, Deputy Regional Clerk, R. Tripp, Acting Chief Administrative Officer, B. Zvaniga, Interim Commissioner, Public Works

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**1. CALL TO ORDER**

Committee Chair Huson called the meeting to order at 1:00 p.m.

**2. DISCLOSURES OF PECUNIARY INTEREST**

There were no disclosures of pecuniary interest.



**3. PRESENTATIONS**

**3.1 Insights on Proposed Pillar Statements and Directives - Niagara Official Plan**

Rob Horne, Senior Advisor, Overlap Associates, provided information respecting Insights on Proposed Pillar Statements and Directives - Niagara Official Plan. Topics of the presentation included:

- Overview of our Work with the Region of Niagara
- Part 2 Assignment to Overlap
- What Regional Councillors Received
- What We Heard
- What We Concluded

**4. DELEGATIONS**

There were no delegations.

**5. ITEMS FOR CONSIDERATION**

**5.1 PDS 22-2021**

Acquisition of Eco-Park Lands - Glendale District Plan

Moved by Councillor Easton

Seconded by Councillor Bylsma

That Report PDS 22-2021, dated April 14, 2021, respecting Acquisition of Eco-Park Lands - Glendale District Plan, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That Regional Council **BE DIRECTED** to send the letters, attached as Appendix 1 to Report PDS 22-2021, to the Federal Minister of Transport and the Provincial Minister of Transportation, respectively; and
2. That the attached letters also **BE CIRCULATED** to the Niagara Members of Parliament, Members of Provincial Parliament, the Niagara Peninsula Conservation Authority, the St. Lawrence Seaway Management Corporation, Town of Niagara-on-the-Lake, and the City of St. Catharines.

**Carried**

**Councillor Information Request(s):**

Provide an inventory of prospective lands that could be designated as park lands. Councillor Butters.

Provide information regarding which local area municipalities need to increase their parkland lots. Councillor Sendzik.

5.2 PDS 19-2021

Combined Sewer Overflow (CSO) Control and Wet Weather Management (WWM) Program – 2021 Funding Recommendations

Moved by Councillor Ugulini

Seconded by Councillor Campion

That Report PDS 19-2021, dated April 14, 2021, respecting Combined Sewer Overflow (CSO) Control and Wet Weather Management (WWM) Program – 2021 Funding Recommendations, **BE RECEIVED** and the following recommendations **BE APPROVED**:

1. That the thirty-four (34) Local Area Municipal projects under the 2021 Combined Sewer Overflow (CSO) Control / Wet Weather Management (WWM) Cost Sharing Program, as identified in Appendix 1 of Report PDS 19-2021, **BE APPROVED** in the amount of \$3,252,976;
2. That Regional staff **PREPARE** and **EXECUTE** the respective partnership funding agreements with the Local Area Municipalities (LAM) for qualifying projects to reflect the terms and conditions set out in Appendix 2 and Appendix 3 of Report PDS 19-2021; and
3. That the local Municipal partners **BE ADVISED** of the results of Regional funding support, as outlined in Appendix 1 of Report PDS 19-2021.

**Carried**

6. **CONSENT ITEMS FOR INFORMATION**

Reports ED 9-2021 and ED 10-2021 were considered separately.

Moved by Councillor Junkin

Seconded by Councillor Dart

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

ED 8-2021

COVID-19 Response and Business Continuity in Economic Development

PDS-C 28-2021

COVID-19 Response and Business Continuity in Planning and Development Services

PDS 20-2021

2020 Reserve Water and Wastewater Treatment Capacities

PDS 21-2021  
Airport Master Plan Update

PDS-C 29-2021  
Niagara 2051 Project - Water & Wastewater Master Servicing Plan Update -  
Public Information Center Number 1

**Carried**

6.3 ED 9-2021

Niagara Economic Update

Blake Landry, Manager, Economic Research & Analysis, provided information respecting Niagara Economic Update. Topics of the presentation included:

- Population
- Labour Force and Employment
- Participation Rate
- Employment Change
- Total Household and Household Disposable Income
- Household Income Per Capita
- Consumer Price Index and Housing Price Index
- Investment and Building Construction
- Building Permit Values
- Real GDP Annual, Quarterly, and by Sector
- Retail Sales

Moved by Councillor Butters  
Seconded by Councillor Fertich

That Report ED 9-2021, dated April 14, 2021, respecting Niagara Economic Update, **BE RECEIVED** for information.

**Carried**

6.4 ED 10-2021

Students Going Digital: The Economic Impact on Niagara

Vivian Kinnaird, Chief Executive Officer, and Kevin McPhillips, Research Associate, Niagara Workforce Planning Board, provided information respecting Students Going Digital: The Economic Impact on Niagara.

Topics of the presentation included:

- Project Overview
- Rental Property Demand
- Niagara Region Public Transit
- Student Spending in Niagara
- Student Employment
- Work-Integrated Learning
- Effects Outside the Scope of this Paper
- Overall Project Findings

Moved by Councillor Foster

Seconded by Councillor Redekop

That Report ED 10-2021, dated April 14, 2021, respecting Students Going Digital: The Economic Impact on Niagara, **BE RECEIVED** for information.

**Carried**

**Councillor Information Request(s):**

Provide information respecting the ability to claim lost revenue due to the decline in public transit usage as part of the Province's Safe Restart funding. Councillor Fertich.

**7. OTHER BUSINESS**

7.1 Region's Natural Heritage System Presentation

Councillor Darte advised that he attended a video conference presentation, presented by Liz Benneian on behalf of the Biodiversity and Climate Action Committee - Niagara, respecting the Region's Natural Heritage System, and noted that it would be of interest to Committee Members. Committee Chair Huson advised that members interested could contact the Regional Clerk for the presentation materials.

At this point in the meeting Councillor Witteveen assumed the Chair.

7.2 Economic Development 10-year Plan

Councillor Huson requested that staff consider including childcare and care needs as part of the Economic Development 10-year plan in consultation with Community Services.

A this point in the meeting Councillor Huson assumed the Chair.

8. **NEXT MEETING**

The next meeting will be held on Wednesday, May 12, 2021 at 1:00 p.m.

9. **ADJOURNMENT**

There being no further business, the meeting adjourned at 3:02 p.m.

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Councillor Huson  
Committee Chair

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Matthew Trennum  
Deputy Regional Clerk

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Ann-Marie Norio  
Regional Clerk

# Insights on Proposed Pillar Statements and Directives – Niagara Official Plan

Planning and Economic Development Committee

April 14, 2021

Rob Horne, Overlap Associates Consultant

# Pillars and Directives Insights Report

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## Region of Niagara

Rob Horne, M.A., R.P.P.  
Municipal Innovation Group  
Overlap Associates

- Overview of our work
- Part 2 Assignment
- What Regional Councillors received
- What we heard
- What we concluded
- Q & A



# Overview of our Work with the Region of Niagara

## Part 1 – Engagement Insights Report

- 7 Insights, 10 Recommendations
- Tabled December 10, 2020

## Part 2 – Proposed Pillars and Directives Insights Report

- 6 Insights, 4 Conclusions
- Report now tabled with Regional staff, and the basis of this presentation.

# Part 2 Assignment to Overlap

- Review of summary public input, including most recent survey (closed in January 2021).
- Design and deliver a feedback tool for Regional Councillors to be able to read summary results and provide their reflections.
- Derive insights and conclusions based on the Regional Councillor feedback.

# What Regional Councillors received:

- An electronic questionnaire with a seven day period to respond (extended to nine days).
- Draft Pillars and Directives were included.
- Extensive summary information on the most recent and past public surveys was included.
- Questions were posed to Councillors regarding:
  - Impressions of public survey feedback
  - Any additional constituent comments from their interaction
  - What the Pillars and Directives mean to them
  - Anything else they wished to add

# What we heard:

**Insight 1** – Public was generally aligned with draft Pillars and Directives.

**Insight 2** – Councillors generally confirmed a match between survey results and what other constituents were saying.

**Insight 3** – Finding resolution between competing priorities is crucial.

# What we heard:

**Insight 4** – Pillars and Directives should be used as the basis for preparing a new Plan.

**Insight 5** – This is a pivotal time for “future planning” in the Region.

**Insight 6** – There is a need for creativity, collaboration and new approaches to working together, using “Made in Niagara” thinking.

# What we concluded:

1. General alignment of Pillars and Directives with public input, recognizing that they may compete, and the Plan must provide policy details to support their resolution.
2. Next steps in the process should be the release of other key policy elements, and then a draft Plan for public review.
3. Active collaboration between all (thirteen) Municipalities is essential to ensure a clear understanding of the Plan and consistent application of its' content (including use of Area Municipal tools like Zoning By-laws and Site Plan Control).
4. Need for a well-designed Communication Plan to help the public read and understand the proposed Plan.

# Thank you for this opportunity!

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**Subject:** Acquisition of Eco-Park lands - Glendale District Plan

**Report to:** Planning and Economic Development Committee

**Report date:** Wednesday, April 14, 2021

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## **Recommendations**

1. That Regional Council **BE DIRECTED** to send the letters, attached as Appendix I to Report PDS 22-2021, to the Federal Minister of Transport and the Provincial Minister of Transportation, respectively.
2. That the attached letters also **BE CIRCULATED** to the Niagara Members of Parliament, Members of Provincial Parliament, the Niagara Peninsula Conservation Authority, the St. Lawrence Seaway Management Corporation, Town of Niagara-on-the-Lake, and the City of St. Catharines.

## **Key Facts**

- The purpose of this report is to outline considerations for securing lands in pursuit of an Eco Park as envisioned in the recently endorsed Glendale District Plan.
- The Eco Park is proposed for 70 hectares (172 acres) located outside of the Glendale settlement area boundary. The current ownership of the lands lies with Transport Canada (46 hectares) and the Ontario Ministry of Transportation (24 hectares).
- Niagara has an identified shortage of large parks, with a recent study indicating it has the second lowest amount of parkland space per resident in the Greater Golden Horseshoe.
- Staff have undertaken preliminary discussions on the Eco Park and the positions set out in this Report are supported by NPCA and Town Staff in Niagara-on-the Lake. In addition, the park concept was subject to the larger Glendale District Plan consultation process and received support from the community.
- Staff are seeking Council endorsement and direction to determine if the lands can be leased or sold at a nominal amount to the Region, NPCA or Town. Two letters, attached as Appendix I, have been prepared to formally make this request.



## **Financial Considerations**

There are no financial considerations at this time. The feedback received from the Federal Government and Province will help establish financial considerations. A future report will provide these details, if applicable.

## **Analysis**

The Glendale District Plan is a Council-endorsed proactive development strategy which supports growth and economic prosperity. It establishes the long-term commitment to Glendale becoming a mixed use, vibrant and complete community where residents can meet their daily living needs.

Through the District Plan process, the Region, in collaboration with the Town of Niagara-on-the-Lake (NOTL) and the City of St. Catharines, identified the subject lands for a future Eco Park. The Eco Park is approximately 70 hectares (172 acres) located outside of the Glendale settlement area boundary. The current ownership of the lands lies with Transport Canada (46 hectares) and the Ontario Ministry of Transportation (24 hectares).

The District Plan identified 9 key directions for achieving the vision of a complete Glendale community. The establishment of the Eco Park would directly contribute to 3 of these directions: the protection and enhancement of natural features, the addition of trails and active transportation connections and the creation of public/civic space.

Through numerous consultation activities with both stakeholders and the public, there was support expressed for the inclusion of the Eco Park. The desire to enhance and provide connection to this natural area was echoed throughout the District Plan process.

In addition to being located in the Glendale district, the lands identified for the Eco Park are within the Greenbelt Plan area. The Greenbelt designation permits passive parkland or agricultural uses.

Unlike other Greenbelt lands north of the QEW highway, the Eco Park site contains a mix of soil, including a significant amount of fill that was placed on the site when the current Welland Canal was excavated. In addition, the site contains significant woodlands that are part of the Greenbelt Natural Heritage System.

Due to the Greenbelt and natural heritage constraints noted above, the District Plan's recommendation for the Eco Park is to undertake additional consultation with the owners, local municipality and the NPCA to advance the initiative described in this Report. Through this consultation, the Region and agencies will determine the opportunities for recreational uses, a trail system, agriculturally-supportive uses or other uses deemed appropriate.

### **State of Large Parks in Ontario**

Notwithstanding some prized parkland in Niagara, such as Short Hills Provincial Park and the Niagara Parks Commission's holdings, a 2019 report undertaken by the Toronto Region Conservation Authority and Credit Valley Conservation Authority titled The State of Large Parks in Ontario's Golden Horseshoe<sup>1</sup> set out that Niagara ranked second lowest (behind Toronto) compared to the 7 Greater Golden Horseshoe municipalities in parkland space per resident.

Ontario's *Growth Plan* states that municipalities should be planning for complete communities with convenient access to "an appropriate supply of safe, publicly accessible open spaces, parks, trails, and other recreational facilities". However, in Niagara, acquisition of sites for large parks has been challenging due to factors such as land prices and land acquisition funds.

The Covid-19 Pandemic has illustrated the value and demand for parkland in Niagara. Currently, Niagara has approximately 3 hectares of parkland per 1000 residents. If no new parkland is added in Niagara, that number is expected to drop to approximately 2 hectares of parkland per 1000 residents by 2041. In comparison, Halton Region has approximately 8 hectares of parkland per 1000 residents, and the City of Hamilton has 6 hectares of parkland per 1000 resident.

This report further identifies the opportunity to market large parks for tourism. The Eco Park can contribute to the range of offerings already available in Glendale and provide additional options to attract visitors to Glendale and the Region.

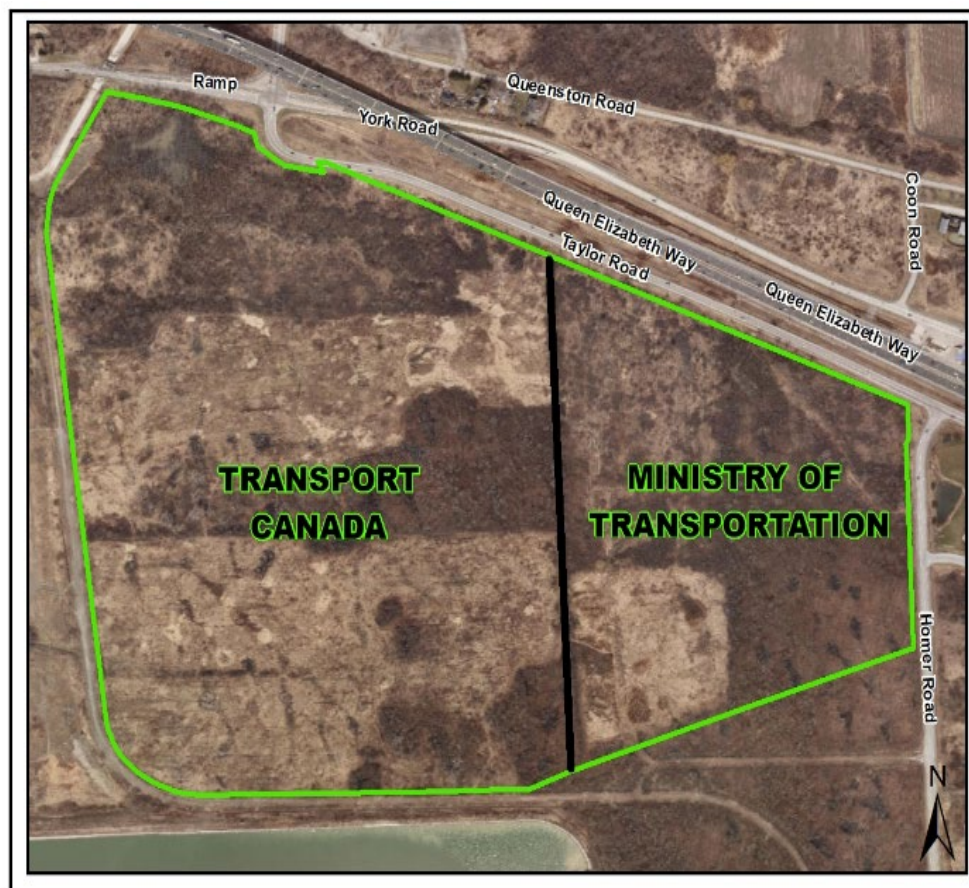
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<sup>1</sup> [https://greeninfrastructureontario.org/app/uploads/2019/06/StateofParks\\_Report-Final.pdf](https://greeninfrastructureontario.org/app/uploads/2019/06/StateofParks_Report-Final.pdf)

## Surplus Lands

Transport Canada has shared a list of properties they wish to divest with Regional Staff. These properties were previously under the portfolio of the St. Lawrence Seaway Management Corporation (SLSMC) and were declared surplus to Welland Canal needs.

One of the Transport Canada parcels (identified as NN-026-C by the Federal Government) is located within the area for the proposed Eco Park. The parcel is approximately 46 hectares in size, is vacant, and contains a mix wooded areas and meadow. The Eco Park is shown in a green outline, with land ownership noted, on the map below.



The Region indicated interest in Transport Canada parcel as it aligns with the work and vision of the Glendale District Plan. Transport Canada has established a market value price of \$3 million for their land. However, Regional Staff have noted several inaccuracies in establishing that market value.

To support the Region's interest in this property, two attached letters (Appendix I) have been prepared for circulation to the respective Federal and Provincial agencies. The purpose of the attached letters is to highlight the Eco Park concept and to request consideration for lease or a nominal sum purchase of the Transport Canada site.

### **Consultation**

As noted earlier in this report, the Eco Park concept was well-received by the community through the District Plan consultation process. Through this process, the Region also engaged the St. Lawrence Seaway Authority to discuss preliminary details for this area.

Regional staff approached and had general discussions with the NPCA, Town Staff in Niagara-on-the-Lake, and the Greenbelt Foundation. The Eco Park concept has received positive support and the Region will continue to build on these discussions as this project moves forward to ascertain partnerships and ongoing stewardship.

### **Conclusion**

Niagara is in need of additional large park space.

Due to its Greenbelt designation and existing natural heritage features, the lands described in this Report are well-positioned to create passive recreational opportunities, while allowing for habitat enhancement.

An Eco Park will add value to the community by supporting the connection to nature, offering opportunities that will contribute to improved physical and mental health for residents and visitors.

The acquisition of the land for the Eco Park would be quick win for the Glendale District Plan.

### **Alternatives Reviewed**

Council could choose not to send the letter attached in Appendix I and direct staff to work through the Real Estate process to purchase the lands. This alternative would result in a future report outlining the details of the appraisal process and the financial implications of acquiring the lands.

## **Relationship to Council Strategic Priorities**

The development of an Eco Park, regardless of who owns and operates it, contributes to Council's Strategic Priority of creating Healthy and Vibrant Communities.

## **Other Pertinent Reports**

PDS 27-2020 Endorsement of the Glendale District Plan

PDS 5-2021 Recommendation Report for Regional Official Plan Amendment 17 – Glendale District Plan

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### **Prepared by:**

Kirsten McCauley, MCIP, RPP  
Acting Manager, Long Range Planning  
Planning and Development Services

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### **Recommended by:**

Doug Giles, MES, BUP  
Acting Commissioner  
Planning and Development Services

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### **Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was jointly prepared by Erik Acs, Manager of Community Planning, and reviewed by Isaiah Banach, Acting Director of Community and Long Range Planning.*

## **Appendices**

- Appendix 1 Letter to the Federal Ministers of Transportation, Public Services & Procurement, and the Provincial Minister of Transportation
- Appendix 2 Glendale District Plan Demonstration Plan and Key Directions

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**Delivered Electronically**

April 14, 2021

Hon. Omar Alhabra  
Minister of Transport  
House of Commons  
Ottawa, Ontario,  
Canada  
K1A 0A6

Hon. Omar Alhabra,

**RE: Transport Canada Surplus Lands in Niagara on the Lake Ontario**

The Niagara Region is the home of the Welland Canal, an important marine transportation corridor. Niagara is also home to a growing population, expected to reach 675,000 in the next 30 years.

Niagara Region Council has prioritized the establishment of healthy and vibrant communities which foster a high quality of life through safe, healthy, and inclusive neighbourhoods. To this end, I am reaching out to share the Region's vision for the establishment of an Eco Park in the Glendale District of Niagara on the Lake.

The Glendale District is a strategic growth area located alongside the Welland Canal. The District was envisioned through a collaborative community consultation process which included participation from the St. Lawrence Seaway Management Corporation (SLSMC).

The District envisions a passive Eco Park that will provide natural space for Niagara's growing population. The park will enhance existing natural environment features located on lands immediately adjacent to the Welland Canal.

Transport Canada is currently in the process of divesting a site (NN-026-C) which was formerly under the jurisdiction of the SLSMC. While we understand Transport Canada has established a market value asking price for the site, we are hopeful you will consider alternatives that will allow us to preserve and enhance this unique site while making it available as passive park space.

The Niagara Region has several existing long-term lease agreements for recreational trails with the Federal Government for lands alongside the Welland Canal. We would be interested in a similar arrangement for site NN-026-C. Alternatively, we would consider a nominal sum purchase of the site.

We're excited about the opportunity to preserve and enhance these lands through the establishment of a passive Eco Park. We hope Transport Canada shares our vision and value for this project.

If your Office would like additional information about the project or Transport Canada site, please feel free to contact myself or Erik Acs, Manager of Community Planning  
Erik.Acs@niagararegion.ca.

Sincerely,

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<name>

<title>

Cc:

Hon. Chris Bittle MP St. Catharines  
Hon. Vance Badaway MP Niagara Centre  
Hon. Tony Baldinelli MP Niagara Falls  
Hon. Dean Allison MP Niagara West

**Delivered Electronically**

April 14, 2021

Hon. Caroline Mulroney  
Minister of Transportation of Ontario  
5th Floor, 777 Bay St,  
Toronto, ON  
M7A 1Z8

Hon. Caroline Mulroney,

**RE: Vacant MTO Lands in Niagara on the Lake**

On behalf of the Niagara Region Council, I wanted to extend my thanks to the Ontario Ministry of Transportation (MTO) for their participating in the Glendale District Planning process. The Glendale District will soon be home to Ontario's first diverging diamond interchange.

The Glendale District is a strategic growth area designed to accommodate a significant amount of Niagara's growth over the next 30 years.

Niagara Region Council has prioritized the establishment of healthy and vibrant communities which foster a high quality of life through safe, healthy, and inclusive neighbourhoods. To this end, I am reaching out to share the Region's vision for the establishment of an Eco Park in the Glendale District of Niagara on the Lake.

The District envisions a passive Eco Park that will provide natural space for Niagara's growing population. The park will enhance existing natural environment features located on lands adjacent to the Welland Canal and Queen Elizabeth Way. A portion of the Eco Park site identifies the potential use of a large parcel owned by the Ministry of Transportation.

The MTO retains historical ownership of an approximate 24 hectare parcel at the corner of Homer and Taylor Roads in Niagara on the Lake. We are hoping your Ministry could review its land needs and consider leasing us all or a portion of this site for parkland use, either for the long term or until the MTO requires the site for its own purposes.

If this site is surplus to MTO needs, the Region would like to discuss opportunities for a long term lease or purchase.

We're excited about the opportunity to preserve and enhance these lands through the establishment of a passive Eco Park. We hope your Ministry shares our vision and value for this project.



If your Office would like additional information about the project or the MTO lands in question, please feel free to contact myself or Erik Acs, Manager of Community Planning Erik.Acs@niagararegion.ca.

Sincerely,

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<name>

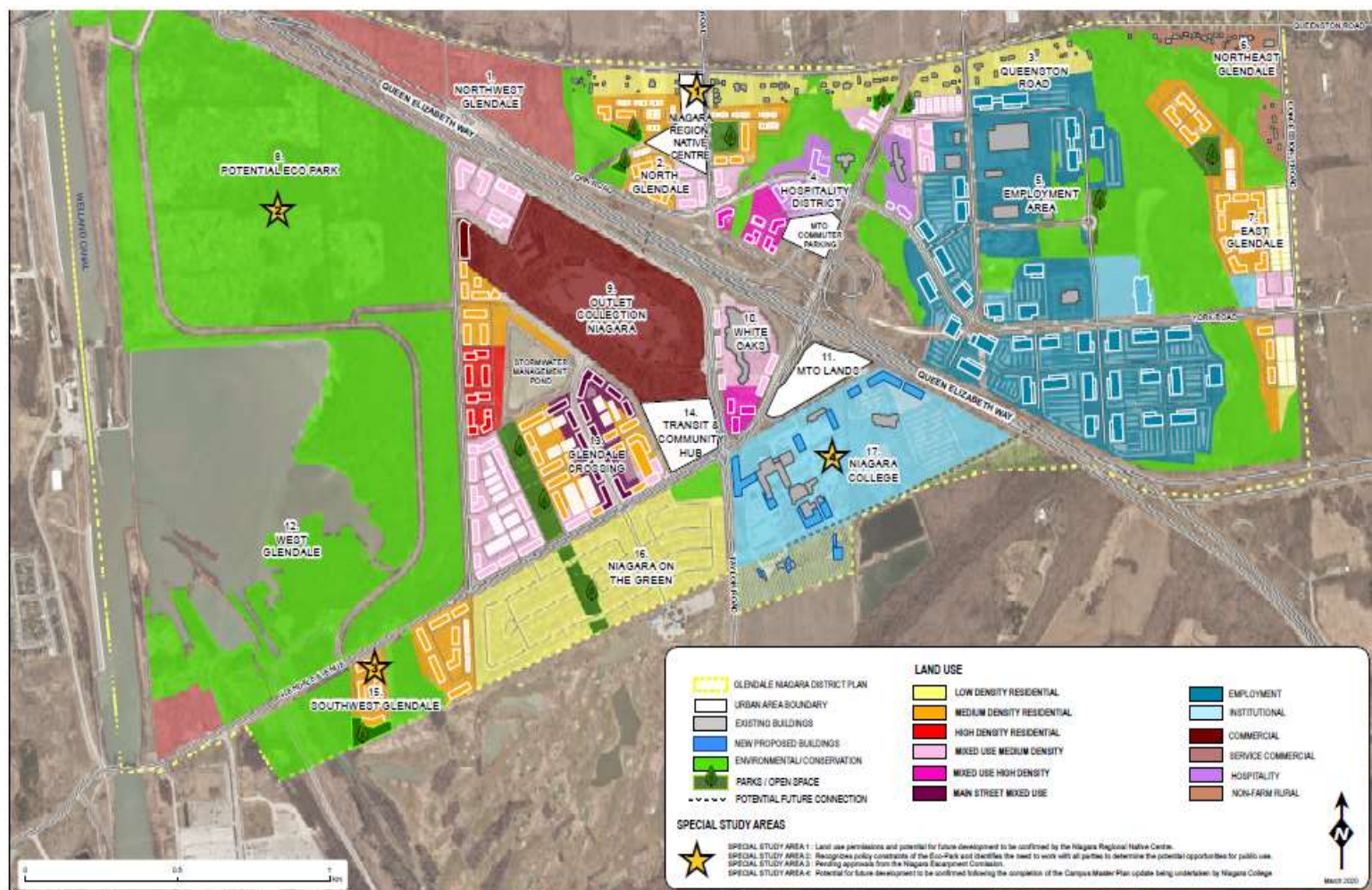
<title>

Cc:

Hon. Wayne Gates

# Glendale District Plan Demonstration Plan and Key Directions

- 1: Protect/enhance natural features**
- 2: Trails and active transportation**
- 3: Connected transit system**
- 4: Build on existing assets**
- 5: Create a “main street”**
- 6: Diverse range of housing**
- 7: Create public/civic space**
- 8: Use sustainability measures**
- 9: Coordination of infrastructure**



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**Subject:** Combined Sewer Overflow (CSO) Control and Wet Weather Management (WWM) Program – 2021 Funding Recommendations

**Report to:** Planning and Economic Development Committee

**Report date:** Wednesday, April 14, 2021

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## Recommendations

1. That the thirty-four (34) Local Area Municipal projects under the 2021 Combined Sewer Overflow (CSO) Control / Wet Weather Management (WWM) Cost Sharing Program, as identified in Appendix 1 of Report PDS 19-2021, **BE APPROVED** in the amount of \$3,252,976;
2. That Regional staff **PREPARE AND EXECUTE** the respective partnership funding agreements with the Local Area Municipalities (LAM) for qualifying projects to reflect the terms and conditions set out in Appendix 2 and Appendix 3 of Report PDS 19-2021; and
3. That the local Municipal partners **BE ADVISED** of the results of Regional funding support, as outlined in Appendix 1 of PDS 19-2021.

## Key Facts

- The purpose of this report is to provide background information to support the approval of the 2021 Local Area Municipal projects under the CSO Control / WWM Program.
- The Combined Sewer Overflow (CSO) Control Cost Share Program has been in place since 2007 and is intended to facilitate shared funding with the local Municipal partners to help mitigate the impacts of wet weather events on the Region-wide sanitary system and the environment. As a result, the Region benefits from this program by gaining capacity at regionally owned trunks, sewage pump stations and wastewater treatment plants, which in return, could be used for growth without oversizing Regional infrastructure.
- Representatives of the CSO/WWM Working Group developed administrative procedures and criteria to support this Program and to rank project submissions by local Municipalities in accordance with the guiding principles.

- The Region supports this approach and has included funding annually in its budget. For 2021, an amount of \$4,000,000 was budgeted in the Region's Wastewater Operating Budget.
- The total of eligible projects submitted by local Municipal partners for 2021 was \$3,252,976.
- Although the total requested amount is less than the approved program budget of \$4,000,000 by \$747,024 for 2021, the need to address wet weather issues in sanitary collection systems remains high.

### **Financial Considerations**

A gross budget of \$4,000,000 has been approved as part of the 2021 Wastewater Operating Budget for the CSO Control Cost Share program. Funding for this program is partially provided through the Development Charges (50%).

The thirty-four (34) eligible projects considered for funding under the 2021 CSO Control Program totaled \$3,252,976. As the total requested amount is less than the approved program budget of \$4,000,000 by \$747,024 for 2021, these existing funds will remain available for the remainder of 2021 in order to accommodate any unforeseen or not yet approved projects requested by LAM. If the funds are still unused by year-end, the 50% funded by DC revenues (\$373,512) will remain unrecognized and the 50% funded through the water wastewater requisition (\$373,512) will be recognized as surplus through the 2021 financial reporting process. Appendix 1 presents thirty-four (34) municipal projects being recommended for funding in full.

Included in the recommended projects list is a \$15,000 support contribution for the Guidelines to Undertaking Flow Monitoring in New Construction for the reduction of I/I. This project is directly aligned with the WWM strategic approach benefiting both, Region and LAM. In support of this work, each municipality signed a written consent agreeing that the contribution be taken from the CSO Control Funding Program. This agreement was confirmed again for 2021 by the Working Group.

During mid-2021, Regional staff in collaboration with the local Municipal partners, will review the approved local budgets for the CSO related projects. This will insure that a consideration is given for a potential acceptance of the in-year applications should the increase in demand continue.

In addition to the \$4,000,000 approved in the 2021 Wastewater Operating Budget, there are currently \$22,105,628 of previously approved and active CSO projects at December

31, 2020. Of that amount, \$8,672,415 has been paid to Local Area Municipalities at December 31, 2020 for qualifying CSO projects. As a result, there are \$13,433,213 in commitments to 11 municipalities for approved but unspent CSO projects at December 31, 2020 as shown in Appendix 4.

## **Analysis**

Thirty-four (34) applications were received from ten (10) local Municipalities. Five (5) applications from Fort Erie, one (1) from Grimsby, two (2) from Lincoln, eight (8) from Niagara Falls, two (2) from NOTL, one (1) from Pelham, three (3) from Port Colborne, three (3) from St. Catharines, eight (8) from Welland and one (1) from West Lincoln.

Regional staff reviewed and evaluated thirty-four (34) eligible projects and incorporated all of them into the final recommendation list presented in Appendix 1.

The requested funding for all qualified projects totaled \$3,252,976 including a \$15,000 support contribution to Municipal I/I Collective research project, which was endorsed by all local Municipal partners. The total requested funding of \$3,252,976 is \$747,024 less than the 2021 approved budget of \$4,000,000.

Previously the CSO Control Working Group adjusted the funding options structure for the eligible CSO cost share projects during 2018 and 2019. This adjustment incorporated a weighted approach of a growth component into the evaluation matrix and a change of funding priorities for different types of work. Appendix 2 shows the Funding Options.

Local Municipalities are encouraged to apply during 2021 for new eligible CSO projects as they are able to do so. Similar to other jurisdictions across Ontario, wet weather flows continue to negatively impact sanitary infrastructure resulting in potential basement flooding, overflows to the environment, and reduced capacity for future growth. The removal of wet weather flow and Inflow & Infiltration reduction is important work that needs on-going focus and support over the long term to be successful.

## **Alternatives Reviewed**

No alternatives were reviewed at this time.

## Relationship to Council Strategic Priorities

This report was brought forward by Regional Staff, supported by the CSO/WWM Working Group and by the Public Works Officials as the Responsible Growth and Infrastructure Planning priority in establishing objectives of Environmental Sustainability & Stewardship and Maintenance of Existing Infrastructure.

## Other Pertinent Reports

- PW4.S06.0, September 2, 2014 – Combined Sewer Overflow (CSO) Control & Wet Weather Management Policy
- PDS 12-2020, April 8, 2020 – Combined Sewer Overflow (CSO) Control and Wet Weather Management Program – 2020 Funding Recommendations”)

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### Prepared by:

Ilija Stetic, B.Sc., PMP, CET  
Project Manager  
Planning and Economic Development

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### Recommended by:

Doug Giles, MES, BUP  
Commissioner (Acting)  
Planning and Economic Development

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### Submitted by:

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Phill Lambert, P. Eng., Director, Infrastructure Planning & Engineering, Lyndsey Ferrell, Program Financial Specialist, and reviewed by Dan Ane, Manager Program Financial Support.*

## Appendices

Appendix 1	Recommended 2021 CSO Control Program Funding Requests
Appendix 2	Funding Options
Appendix 3	CSO Control / WWM Policy Funding Conditions

Appendix 4      Summary of CSO Project Remaining Budget Encumbrance by  
Municipality by 2020 Year-End

**Appendix 1: Recommended 2021 CSO Control Program Funding Requests**

Municipality	Project Title	Regional	Requested	Recommended
		Share	Funding	Funding
		%	\$	\$
Grimsby	Investigative Work in the Roberts Rd. and Lake St. SPS Catchments	50	43,393	43,393
Fort Erie	Flow Monitoring Pre/Post - Targeted Areas	50	15,000	15,000
	Sanitary CCTV - Targeted Areas	50	157,500	157,500
	Thunder Bay Trenchless Sewer Rehabilitation (TBTR19)	30	75,000	75,000
	Trenchless Repairs - Targeted Area (TRSA21)	30/60 <sup>1</sup>	162,000	162,000
	Catherine SPS I/I Reduction	30	12,857	12,857
Lincoln	Glenbrook Dr Sewer Replacement (D & C)	30/30/60 <sup>1</sup>	257,400	257,400
	Beamsville, Vineland, Jordan: Sewer Rehab Project (D & C and post F/M)	30/30/60 <sup>1</sup>	284,970	284,970
Niagara Falls	Corwin Area Sewer Separation Implementation Plan (Study)	50	50,000	50,000
	Dixon St Sewer Separation (Design)	40	17,316	17,316
	George St/ Fraser St Sewer Separation EA (Study)	50	50,000	50,000
	Hodgson Subdivision Sewer Separation Strategy (Study)	50	50,000	50,000
	Sanitary Sewer Rehabilitations Project Yr 2	30	300,000	300,000
	South NF I&I Remedial Program Ph 2	60/30 <sup>1</sup>	135,000	135,000
	St. Peter Ave Sewer Separation (Construction)	40	122,400	122,400
	Valley Way Area Sewer Separation (Study)	50	50,000	50,000
Niagara-on-the-Lake	Mississauga Beach Study	50	75,000	75,000
	Dorchester North Repairs	30	45,000	45,000
Pelham	Sanitary I&I Study Program- Planned Replacements and Rehab	30	30,000	30,000
Port Colborne	Investigation of Innovative Stormwater Management Solutions-Omer Area	50/60 <sup>1</sup>	80,100	80,100
	Investigation & Remediation - I&I Contributors Omer Area	50/60 <sup>1</sup>	108,000	108,000
	Inflow and Infiltration Public Education Campaign	50	15,000	15,000
St. Catharines	Greenmeadow / Wood St Sewer Separation (Design)	50	142,000	142,000
	Carlton/Ontario Catchment Investigation and CSO Reduction Study	50	75,000	75,000
	Wastewater and Stormwater Model Development	50	90,000	90,000
Welland	Broadway Area I&I Reduction	50	75,000	75,000
	Merritt St Sewer Separation	40/60 <sup>1</sup>	104,160	104,160
	Commercial Ontario Area MSP Trunk Sewer	50/50/60 <sup>1</sup>	78,000	78,000
	Lincoln Conventry I&I Reduction	50	75,000	75,000
	Welland River Inflow & Check Valves	50/60 <sup>1</sup>	57,000	57,000
	Dain City I&I Reduction	30/50/50 <sup>1</sup>	220,000	220,000
	Parkdale Place Sewer Separation	40/60 <sup>1</sup>	41,680	41,680
	Margaret Nye Gadsby Sewer Separation	40/60 <sup>1</sup>	84,200	84,200
West Lincoln	I&I Study and Remedial Action Plan	30	60,000	60,000
Guideline to Undertaking Flow Monitoring in New Construction for I/I reduction <sup>2</sup>		100	15,000	15,000
<b>Total</b>			<b>3,252,976</b>	<b>3,252,976</b>

**Note 1:** Funding % share is dependent on specific project component and related work. Projects combined different works resulting in different Regional share. See Appendix 3 for a specific project cost share split.

**Note 2:** This collective project is for the reduction of I/I in new construction for the benefit of both, Region and Municipal partners.



**CSO Control Program Funding Options**

Project Category No.	Project Types	100% Funding Amount Priorities	Region %	Municipality %
1.	Sewer Separation	40%		
Work Examples	Disconnection of road drainage		40	60
	Disconnection of private		60	40
	Disconnection of road, previous disconnection of private or opposite		50	50
2.	Studies	15%		
Work Examples	PPCP as per the PPCP guide		50	50
	I&I and extraneous flow investigation including cctv/smoke dye testing <sup>1</sup>		50	50
	Mandatory flow monitoring - pre and post		60	40
	Investigative work on municipal/private side		50	50
	Public education/water conservation and efficiency measures		50	50
	Sewer use by-law development/update and municipal policies		50	50
3.	Source Control - Private Side	20%		
Disconnection of roof leaders to be done by homeowners/municipalities as a prerequisite for other works on the private side.				
Work Examples	Disconnection of roof leaders		60	40
	Disconnection of weeping tiles from sanitary including applicable works		60	40
	Disconnection of private sump pumps		60	40
	Backflow preventer installation on sanitary		40	60
4.	Conveyance and Flow Control/Storage	15%		
Work Examples	Real time control for detention		60	40
	In-line flow controllers design and construction (e.g. weirs)		60	40
	Off-line conveyance and pumping design and construction		60	40
	In-line/ off-line storage		40	60
5.	Repair/ Rehabilitation/ Replacement of Sewers	10%		
Estimated ≥50% flow reduction during WW events				
Work Examples	Repair of sanitary/ manholes - gel sealing, spot repairs		30	70
	Spot repair lining		30	70
	Full length liner		30	70

Note 1: CCTV inspection - only site/project specific. Regular city wide inspections should be part of municipal O&M.



**CSO Control Program Terms and Funding Conditions**

The terms and conditions under which funding will be offered to the successful applications, include the following:	
1	<i>Amount of Funding, Studies</i> - The Region shall contribute 50% of total study costs for the PPCP and I&I studies, and 60% for the Pre and Post Flow monitoring projects provided the Region participates on a committee overseeing the study and the study covers the entire area tributary to the Wastewater Treatment Plant(s) and includes both local and Regional infrastructure.
2	<i>Amount of Funding, Design &amp; Construction projects</i> – The Region shall contribute defined percentage of the cost based on the Funding Options matrix, provided that; the facility or measure is supported by a recommendation from a current CSO study, life cycle cost comparisons of alternative solutions were undertaken and the Region agrees with the cost comparisons, the Region agrees with the ‘best overall solution’, and the Region participates on a committee overseeing the design.
3	<i>Third Party Funding</i> – The Region’s funding shall be net of any third party funding approved for the project. If third party funding is obtained after Regional funding approval, the amount of Regional funding will be adjusted to be net of any third party funding. Payment of the funding to the Area Municipality shall be based on actual expenditures incurred up to the maximum amount approved by Regional Council based on the budget submitted with the application.
4	<i>Project Lead Studies</i> – Lead by either the Area Municipality or the Region based on a mutual agreement prior to initiation of study.
5	<i>Project Lead Design &amp; Construction</i> – A project located in the Area Municipal wastewater system shall be managed by the Area Municipality while a project in the Regional wastewater system shall be managed by the Region. On a case-by-case basis the Region may consider managing a project in the local system, if requested by the Area Municipality.
6	<i>Ownership and Operation of Assets</i> – The ownership and operation of all new and existing assets shall remain the responsibility of the current owner. The Area Municipality, on a case by case basis, may request the Region to operate and maintain an existing or new CSO control facility on behalf of the Area Municipality on a direct charge back basis.
7	<i>Follow up Flow Monitoring</i> – On a case-by-case basis, the Region may include a condition or approval of funding that requires follow up flow monitoring to assess project’s effectiveness.
8	<i>Expiry of Funding</i> – Funding of a project by the Region may expire if the local Area Municipality does not invoice the Region within three (3) years of the date of funding approval by Regional Council. Also, if an Area Municipality decides not to proceed with a project, the Region may revoke funding. The Region may also withdraw funding for future phases if a project does not proceed on a continuous basis toward completion.
9	<i>Indemnity</i> – The Region, or its directors, officers, employees, agents or consultants will not be held liable as a result of providing funding for any project.
10	<i>Regional Recognition</i> – The Area Municipality is to ensure that the Region is to be acknowledged in all advertising and publicity related to the project for which funding was provided.

11	<i>Project Deliverables</i> – The Region shall receive copies of all project deliverables, including, but not limited to, reports, flow monitoring data, hydraulic modelling files, GIS layers/data, and technical memorandums.
12	<i>Funding Agreement</i> - A letter formalizing the funding in accordance with the Region's CSO Funding Policy will be issued to the Area Municipality for signature and used as the agreement to the terms and conditions of the funding.

Appendix 4: Summary of CSO Project Remaining Commitments by Municipality at 2020 Year-End

	Year						
Municipality	Pre-2016	2016	2017	2018	2019	2020	Grand Total
Fort Erie	\$ 8,729	\$ 123,301		\$ 308,990	\$ 783,839	\$ 138,500	\$ 1,363,359
Grimsby	1,503,293	13,521				288,000	1,804,814
I/I Collective Research					5,720	15,000	20,720
Lincoln		13,521	2,100	312,182	389,400		717,203
Niagara Falls	112,728	11,074	320,207	101,663	410,929	1,185,613	2,142,214
Niagara-on-the-Lake				115,292	52,000	100,286	267,578
Pelham	5,173			50,000	15,000		70,173
Port Colborne		186,460	98,684				285,144
St. Catharines	803,618	1,018,842	128,082	314,001	1,243,200	364,500	3,872,243
Thorold	158,050	176,277		299,465			633,792
Welland	148,980	62,000		876,659	528,765	448,000	2,064,404
West Lincoln		13,521				178,048	191,569
Grand Total	\$ 2,740,571	\$ 1,618,516	\$ 549,074	\$ 2,378,252	\$ 3,428,852	\$ 2,717,948	\$ 13,433,213

**MEMORANDUM**

**ED 8 -2021**

**Subject:** COVID-19 Response and Business Continuity in Economic Development

**Date:** April 14, 2021

**To:** Planning and Economic Development Committee

**From:** George Spezza, Director, Economic Development

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***Economic Development***

**Current Status of Operations**

This memo is the Economic Development Division's monthly update on our response to COVID-19 and business continuity. We continue to lead the implementation of the Economic Recovery Plan in collaboration with the Economic Rapid Response Team (ERRT). However, in developing operational work plans for 2021 we are working on planning priority activities in preparation to return to our core mandate.

**Service/Operational Changes**

Economic Development currently has two positions posted. Our Manager, Trade and Investment, Tim Reynolds, is retiring and his last day was on March 31<sup>st</sup>. His position has been posted and we hope to have someone in place by the beginning of May. The Economic Development Officer position left vacant when Kelly Provost was appointed Director, Economic Development in Sarnia has also been posted. Linda Sicoli is currently backfilling the position on a one year contract. It is expected that position will be filled by the end of March.

***Marketing Support to Businesses***

Ongoing projects include Buy Local Area Municipality support, COVID-19 Business Support page updates, coordination of business resiliency stories. Preparation has commenced for the release of Niagara Business Directory to help mitigate the effects of COVID-19, and promote a Niagara supply chain. Niagara Economic Development has also been critical in supporting GNCC's International Women's Day event as well as a number of upcoming events throughout our business community.

<b>Website Analytics:</b>	<b>Last 30 days:</b>	<b>Vs. Same time last year:</b>
Visits	3,409	+629
Page views:	6,382	+536
Unique Visitors:	2,808	+578
Returning Visitors:	159	-15

<b>Most popular Pages:</b>	<b>Number of Views:</b>
Tourism	444
Our Team	260
Niagara Foreign Trade Zone	248
Regional Quick Facts	172

### *Business Updates/Economic Recovery Plan*

#### Tourism Adaption and Recovery Funding

The successful uptake of this funding by tourism-dependent businesses has resulted in the full amount of funding being allocated. At the time of writing this report, businesses are being set up in our financial system so that 80% of their project funding can be transferred to support projects when the money is received from the funder. In total, 168 businesses received funding of between \$4,000 and \$20,000.

#### ERRT Biweekly Update Calls

Calls continue every two weeks to a large group of stakeholders who provide support to businesses including chambers, BIAs, industry associations, economic development offices and destination marketing organizations. At our meeting on March 10<sup>th</sup>, Dr. Hirji attended to answer questions directly from businesses.

### *Business and Economic Research and Analysis*

Ongoing projects include: Niagara Active Economy research project with the Niagara Community Observatory; ICT Policy Brief, Niagara Community Observatory; Scenario Planning Prioritization Committee, Niagara Workforce Planning Board (drafting a report on Niagara for the Province that looks at potential scenarios and possible outcomes over the next 2 years); ERRT COVID-19 Business Impact Survey – Part 3 (currently in progress); Niagara Economic Update (April 2021), and FDI program research and analysis looking at Niagara's position in FDI and trade from a data perspective (April 2021).

Other projects include: Niagara Region COVID-19 Recovery Measurement Indicators (providing advice and information); Airport Economic Impact Assessment Project (providing advice and assistance), and Students going digital - the economic impact on Niagara (providing advice and assistance to Niagara Workforce Planning Board); and, updated Niagara Tourism Profile.

### *Business Development*

As part of the on-going Grants and Incentives Review, Manager of Business Development in collaboration KPMG, has completed a review of the Region's current incentive programs and their alignment with our target incentive areas. This will be used to help inform the decision making process going forward.

Niagara Economic Development also received one Industrial Development Charge Grant application. This will result in the immediate retention of 90 existing jobs and the creation of 15 new jobs in the Niagara region.

### *Trade and Investment*

Foreign Direct Investment (*FDI*) meetings are ongoing virtually, focused on the U.S. and EU markets. The U.K. lead generation contract, initiated a year ago, has been terminated due to the impact of both COVID-19 and Brexit. Three different lead generation consulting companies are working at the moment, one in the EU Market, and two in the U.S. Market, in an effort to provide pre-qualified leads. The work in the EU (expected to finish in the month of March) and the U.S. is going extremely well, with the exception of a contract the Hamilton-Niagara Partnership has for 15 leads in the State of Florida, where little progress has been made. Notably, we continue to find strong leads in the EU at the moment, with all 10 contracted lead meetings expected to be



completed by the end of March. The current status of Niagara Economic Development's (NED) lead generation work has the following outstanding qualified leads due: the U.S. with 48; and, the EU with 0. The *FDi* work which was placed on hold for 15 virtual qualified lead meetings with the Hamilton Niagara Partnership in the State of Florida for the December-January period, has now been relaunched, with meetings still anticipated in March. Concurrently, the NED *FDi* team are continuing to work closely with two Ontario ministries (OMAFRA and MEDJC&T) and the applicable Niagara Local Area Municipality Economic Development Officer's in each case to nurture four very strong leads, 4 from the U.S. and one from the EU, to facilitate their respective goals to locate in the Niagara Region – challenging work during our current COVID-19 lockdown.

As a part of the ERRT Economic Recovery Plan, the DISCORD App (first mentioned in the February report to PEDC), utilizing the Niagara Industrial Association as the platform host, has been launched to address the supply chain issues of Niagara's 650 manufacturers. It is anticipated this App will enhance our themes of "localization" and "connectivity" among Niagara's manufacturers, with this virtual drop-in centre.

The Niagara Foreign Trade Zone Point continued to be active in March, with 5 inquiries from exporters and 3 meetings with CanadaBW utilized as a valuable expert resource, to address queries about bonded warehousing from foreign companies.

*Sector Support and Economic Development Support to Local Area Municipalities without Economic Development resources*

- General LAM advisory support for businesses and development initiatives;
- Project management support and business/EDO/FedDev engagement & response for Tourism Adaptation Recovery Fund;
- Presentation to West Lincoln Chamber on Economic Development activities in the municipality;
- Business Advisory Task Force for Niagara-on-the-Lake;
- Greater Niagara Circle Route Committee liaison to engage Economic Development for support of tourism enhancement elements;
- EDO collaboration in preparation for West Niagara Town Hall;
- Engagement with wineries stakeholders to determine opportunities for collaboration/support;
- ConnectON meetings;
- Airport Business scenarios meeting;
- Local Food conference sessions (every Wednesday in March through OMAFRA).

## **Operational Outlook**

### 1 month

- Initial grant payments made to Tourism Adaption and Recovery Fund applicants. Project reporting ongoing.
- COVID-19 third Business Impact Survey released.
- Online regional Business Directory is 'live' and being promoted to businesses and organizations.
- Implementation of Economic Recovery Plan on-going.
- Review work practices depending on Niagara Region recommendations and Public Health advice.

### 3 months

- Implementation of Economic Recovery Plan completed.
- Initial work started on development of a 10 year Economic Development Strategy.
- Continue to monitor economic indicators to better understand the impact of COVID-19 on the local economy compared to previous years and determine where resources could be best utilized to maximize ongoing economic development programming.

### 6 months

- Longer term strategic economic development planning underway.
- Review work practices depending on Niagara Region recommendations and Public Health advice.

Respectfully submitted and signed by

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*George Spezza, Ec.D., CEcD*  
*Director, Economic Development*

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**MEMORANDUM**

**PDS-C 28-2021**

**Subject: COVID-19 Response and Business Continuity – Planning and Development Services**

**Date: April 14, 2021**

**To: Planning and Economic Development Committee**

**From: Doug Giles, Acting Commissioner, Planning and Development Services**

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**Community and Long Range Planning**

**Current Status of Operations**

On previous occasions, Staff have reported on a “Joint Report”, which will cover all Official Plan matters.

That Report is proceeding at the next PEDC meeting, on May 12. Previously, we advised that this would proceed in April; however, this was moved to the following meeting to allow additional time for public review of Natural Heritage System (NHS) materials.

This is the department’s largest project and is proceeding in a work-from-home setting with regular group meetings. Without a modern Official Plan, the Region is at a competitive disadvantage to other municipalities in the Greater Toronto Area.

In addition to the aforementioned NHS materials, the Joint Report will provide information on the Regions’ land needs assessment (i.e. population and employment forecasts) and other matters. Draft Official Plan policies will be provided for many sections. In the months that follow, the Region will seek feedback on these matters from the public, LAMs, and interests’ groups.

In March and April, Regional staff hosted individual meetings with local Planning Directors and local Councilors. The purpose of those meetings was to provide a preview of key matters that will arise in the Joint Report and to get initial feedback. There will be ongoing opportunities for public feedback on Official Plan matters, particularly since the

May Joint Report material is being provided for information only (except as it relates to the NHS).

A tremendous amount of work has gone in to preparing the Joint Report so that it can be shared and considered for feedback. Other than natural heritage system options, staff will ask for the Joint Report materials be received by Council. No decisions will be sought. This is to allow the information to be circulated for ongoing consultation, followed by further reporting in summer and fall 2021.

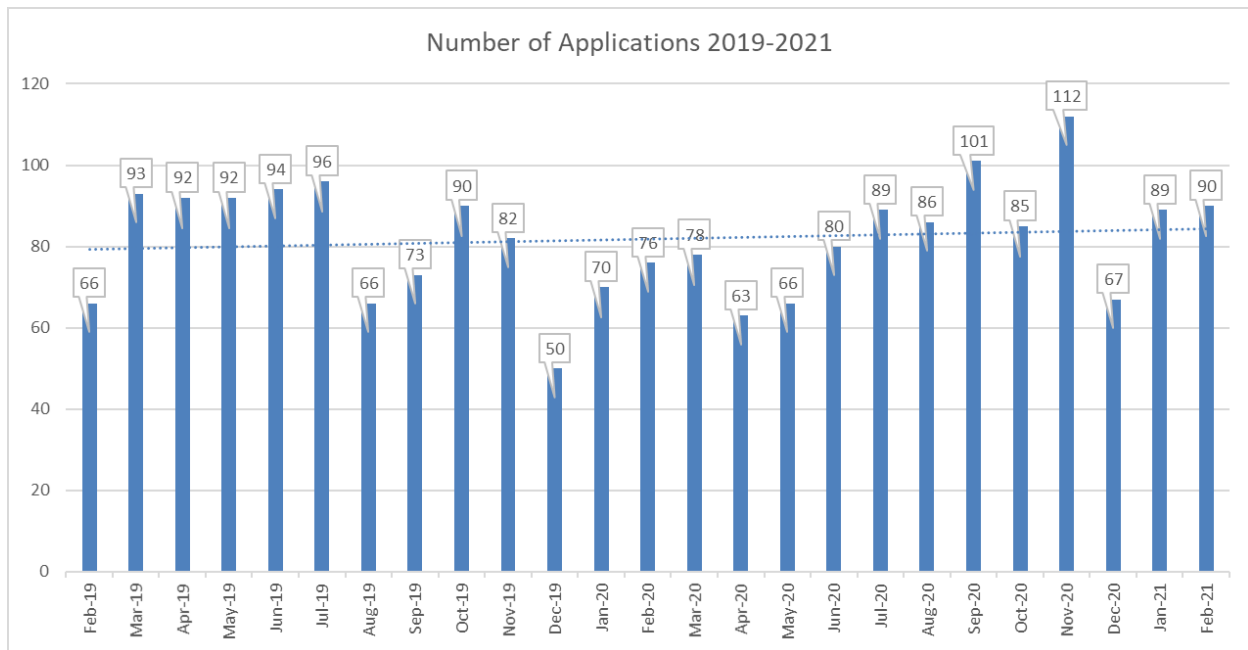
## **Development Planning & Approval Services**

### **Current Status of Operations**

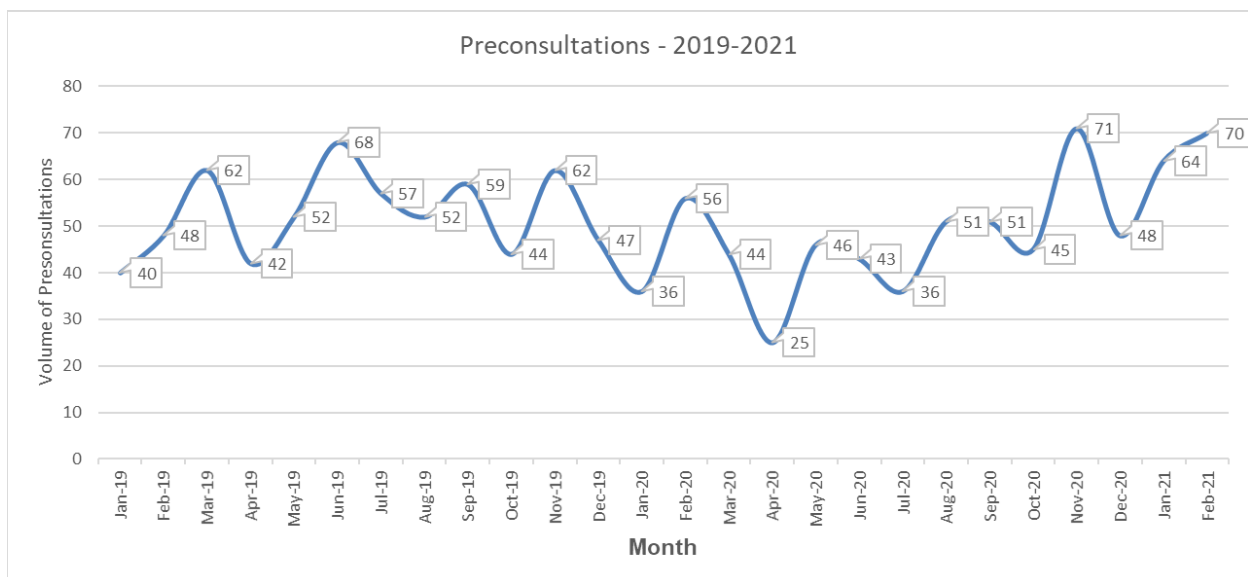
Development Planning & Approval Services continues to adapt to ensure the delivery of core development review functions including: review and comment on all development applications from a Provincial and Regional perspective, coordinating and analyzing internal review/comments from Urban Design, Environmental Planning and Development Engineering for a “one-window” Regional response. The following development volumes were received by the department during February 2021 (March data was not complete at the time of writing this memo):

- Planning Applications (includes zonings, subdivisions, site plans, etc.) – **40** (30)
- Engineering Applications (includes servicing reviews, site plans, etc.) – **16** (16)
- Private Septic Applications – **34** (30)
- Pre-consultations – **70** (56)

The total volume of applications (90 excluding pre-consultations) represents an 18.4% increase from the February 2020 (76 applications) and is shown in the graph below.



Pre-consultations experienced a 25% increase from the February 2020 volume (70 development proposals) and is shown in the graph below.



#### Notes:

a) March 2020 – Lockdown imposed mid-March resulted in beginning of volume decline due to pause in pre-consultation meetings

b) April 2020 – First full month in lockdown resulted in lowest volume of 25 over past two years

c) May 2020 – Volumes began return to normal levels as local area municipalities moved to virtual pre-consultation meetings

## **Infrastructure Planning & Development Engineering**

### **Current Status of Operations**

#### **Development Engineering**

Staff are continuing to respond to development applications with engineering comments, legal agreements for road works, and processing Environmental Compliance Approvals (ECA) under the Transfer of Review program for new sanitary and storm sewers. Additionally, staff are continuing with Stormwater Management (SWM) review, Transportation review/meetings, and Water & Wastewater (W&WW) review/meetings as it relates to development applications and inquiries. Staff are working on the SWM Guidelines Project with Wood Consulting Engineers and assessing schedule/deliverables to adapt to current situation. Participation in the MECP sessions and next steps for the proposed changes to the Consolidated Linear Infrastructure ECA Process for the entire sanitary or stormwater management system has been an ongoing focus. Once fully implemented this will result in changes and new processes for all local municipalities and the Region for the two-tiered sanitary (wastewater) system and stormwater management system in Niagara.

#### **Infrastructure Planning**

For the 2021 W&WW Master Servicing Plan (MSP) Update project, on April 21 we are planning to have our Notice of Commencement/Public Information Centre #1 virtually on the project website. We will have our first major coordination and consultation meeting with W&WW team and Local Municipalities on April 8. This is an important project for the Region and all local municipalities with urban water and sanitary sewer services. It will require significant effort, analysis, and consultation with the majority of work to be completed by end of 2021/early 2022. The resulting growth capital water and wastewater projects are an essential input for the Development Charges Background Study and By-law update.

We continue to lead the Pollution Prevention Control Plan project for West Niagara in partnership with Grimsby, Lincoln, and West Lincoln analyzing the collective sanitary sewer collection system while identifying priority areas on wet weather mitigation.

Niagara 2051 represents the corporate wide-efforts to coordinate long range planning/growth with infrastructure planning projects (2021 W&WW MSP update) and the upcoming Development Charges Background Study & By-law update, to accommodate the anticipated growth out to 2051.

### **Development Industry Liaison**

Staff are continuing with the review of the potential build out scenarios for the urban areas in collaboration with planning group. This is necessary for the 2021 W&WW MSP update to evaluate servicing implications and supporting infrastructure. Staff are leading the development application process for the Linhaven and Gilmore Long Term Care (LTC) Redevelopment Projects and coordinating with St. Catharines and Fort Erie, respectively, as well as the MTO, and other review agencies to ensure that site plan application can be approved and the timelines associated with this project remain on track (Government funding is tied to this as well). Additionally Staff are participating with development industry meetings (NHBA) to continue to foster our relationship with the residential development industry and to keep them apprised of the various corporate wide projects and initiatives the Region is working on.

### **Private Sewage/Septic Systems Program**

The Private Sewage System group (responsible for Part 8 of the Ontario Building Code) is continuing to receive and respond to septic permit applications, inspections, development applications, special requests and complaints.

Respectfully submitted and signed by

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Doug Giles, MES, BUP  
Acting Commissioner Planning and Development Services

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**Subject:** 2020 Reserve Water and Wastewater Treatment Capacities

**Report to:** Planning and Economic Development Committee

**Report date:** Wednesday, April 14, 2021

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## **Recommendations**

1. That Report PDS 20-2021 **BE RECEIVED** for information; and
2. That Report PDS 20-2021 **BE CIRCULATED** to the Ministry of the Environment, Conservation and Parks and Local Area Municipalities.

## **Key Facts**

- The purpose of this report is to inform Council of the reserve treatment capacities at Niagara's Water and Wastewater Treatment facilities. This reporting is required by the Ministry of Environment, Conservation and Parks (MECP).
- The data contained in this report assists in commenting on new development proposals and related servicing as well as planning for future treatment capacity.
- All of Niagara Water Treatment Plants (WTPs) and Wastewater Treatment Plants (WWTPs) are positioned to accept growth beyond the minimum 10 year horizon.

## **Financial Considerations**

This report provides Council with historical and projected treatment capacity and flow data. There are no direct financial implications in receiving this report.

The reserve treatment capacities at the water and wastewater (W&WW) facilities are considered in commenting on new development proposals and related servicing and, as a result, could result in a financial impact related to specific future applications.

## **Analysis**

The Infrastructure Planning and Development Engineering section of Planning and Development Services Department annually reports on an assessment of the average daily W&WW flows based on the previous five years, as recorded at our various facilities compared to MECP rated capacities for the facilities. Included in the analysis are the 10-year growth projections in accordance with Niagara 2041 (*How we Grow, Flow and Go*).



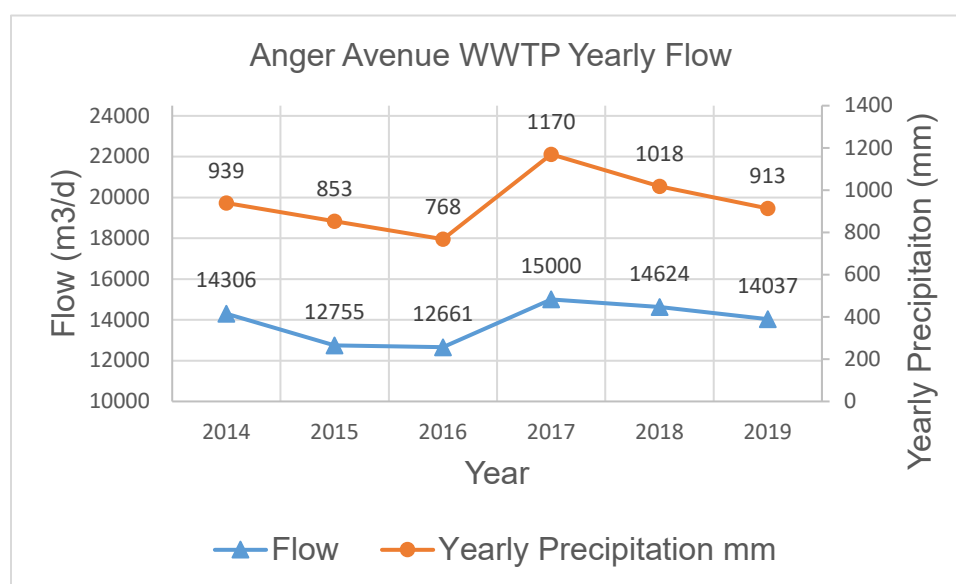
A key objective of this report is to highlight potential capacity constraints and allow sufficient lead time to plan for future capacity increases through the W&WW capital programs so that development may continue unencumbered. This is a ‘desktop’ exercise, which compares five-year (annual) average flows to the respective MECP Environmental Compliance Approval(s), formerly known as Certificate of Approval(s) for each facility, then incorporates 10-year growth forecasts into the calculation. Ongoing phasing and staging strategy works with our local municipal partners will further refine this assessment for understanding development capacity.

This assessment does not reflect specific compliance, quality, sustainability, risk, or operational deficiencies at the treatment plants or trunk conveyance/transmission systems, which may affect the Region’s ability to approve new development or permit servicing extensions.

For municipal wastewater treatment, weather is the key factor that results in peak wet weather flows, which impacts the collection and trunk sewers in both local and regional systems through “Rainfall Derived Inflow and Infiltration” (RDI&I). Even though, it is expected to record higher flows due to population growth, the annual average daily flows to the WWTPs are higher due to the wet weather flows entering the systems.

Just for an example, Figure 1 illustrates a direct correlation of wastewater plant flows and yearly precipitation at Anger Avenue WWTP.

Figure 1: Correlation of Wastewater Flows with Precipitation



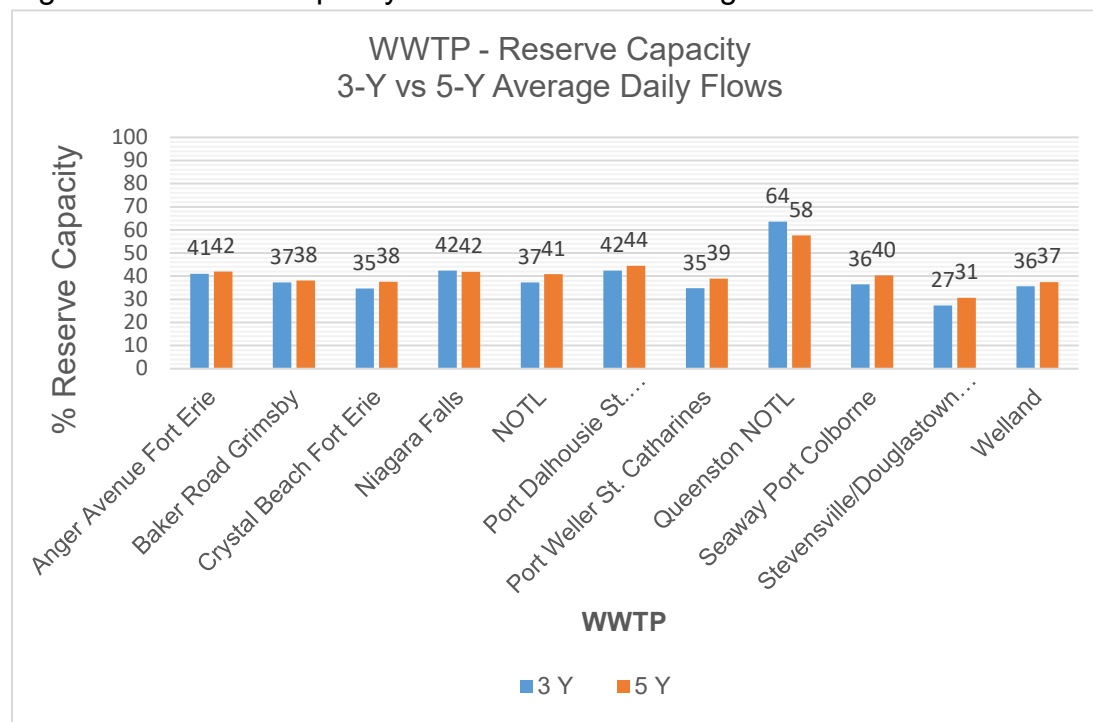
Wet weather flows can have substantial impact on available WWTP capacities and a direct impact on the limitations of available servicing capacity for future growth.

Appendix 1 and 2 provide the annual average daily flows from 2016 to 2020 as well as the three-year and five-year averages for the water and wastewater treatment plants, respectively. Appendices 3 and 4 provide a summary of Niagara's six water treatment facilities and eleven wastewater treatment facilities presenting their respective reserve capacities.

It is worth noting that the greater growth rates in recent years in Niagara show a more consistent increase in flows over the last few years, which consequently can impact the way this 'desktop' exercise conducts the reserve capacity calculations. If the annual daily flows are averaged over longer period of time, it can potentially create a skewed sense of greater reserve capacity. Therefore, an analysis of the three-year and five-year annual average daily flows for reserve capacity was completed to better understand this potential impact.

As shown on Figure 2 below, in general, the three-year average of Reserve Capacity for WWTP were slightly less than the five-year (except for Queenston NOTL WWTP); however, this was not a significant difference.

Figure 2: Reserve Capacity – Annual Flows Averaged over 3-Year and 5-Year Period



Going forward, the annual average daily flows over the last 3-years and 5-years will be compared and analyzed to understand if a more significant difference in Reserve Capacity develops.

**At present, all of Niagara's WTPs and WWTPs are positioned to accept growth beyond the minimum 10-year period (Appendix 3 and Appendix 4).**

### **Wet Weather Management**

In order to accommodate the anticipated growth from Niagara 2041, the 2016 W&WW Master Servicing Plan (MSP) investigated capacity upgrades (upgrades to trunk sewers, pumping station capacities, etc.), upstream management (storage, peak shaving, diversion), and peak flow management (flow reduction, Inflow & infiltration (I&I) reduction projects) for every wastewater system. Based on this review, there are wet weather projects listed with identified areas for targeted I&I removal to offset the requirement to upgrade and expand more expensive infrastructure all the way to the WWTPs. It is crucial to achieve the I&I reductions in order to offset the capacity needs from growth, to protect the environment, and mitigate potential basement flooding.

The Region and Area Municipalities are continuing to work collaboratively to facilitate ongoing development throughout the region and provide the requisite servicing and capacity allocation in a responsible way to service the communities.

In addition, the Region has been aiding Area Municipalities by funding the CSO Control program as a part of the overall Wet Weather Management Strategy to support various I&I related projects and programs on the municipal side. This program has been reducing the impacts of I&I and has been a benefit to both, the Region and the Area Municipalities.

Staff is working with the Development Industry including Public Works Officials, Building Officials, Developers, Consultants and Contractors to raise awareness on the wet weather management issues and potential upcoming changes to address this. The Region is also represented at the Expert Stakeholder Committee (ESC) for the *Guideline to Undertaking Flow Monitoring of New Construction* and will work with all stakeholder to review the flow monitoring of new subdivisions as mandatory.

### **Alternatives Reviewed**

No alternatives were reviewed for this report.

## Relationship to Council Strategic Priorities

The report aligns with Council's Priority of Responsible Growth and Infrastructure Planning by highlighting the reserve capacity available to growth at all Regional Water and Wastewater Treatment Facilities.

The report also provides MECP and local municipal partners operational summary and reserve capacity projections for Region's Water and Wastewater Treatment facilities

## Other Pertinent Reports

- PDS 13-2020, April 8, 2020, 2019 Reserve Water and Wastewater Treatment Capacities
- PW 22-2017, May 30, 2017, 2016 Water and Wastewater Master Servicing Plan Update

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### Prepared by:

Ilija Stetic, B.Sc., PMP  
Project Manager  
Planning and Economic Development

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### Recommended by:

Doug Giles, BES, MUP  
Acting Commissioner  
Planning and Economic Development

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### Submitted by:

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Phill Lambert, Director Planning and Development Services, John Brunet, AD Water Operations and Staff Development and Jason Oatley, Manager WW Quality & Compliance.*

## Appendices

- |            |   |
|------------|---|
| Appendix 1 | Annual Average Daily Flow 2016 to 2020 WTP  |
| Appendix 2 | Annual Average Daily Flow 2016 to 2020 WWTP |

Appendix 3	Water Reserve Capacity Calculations for 2020
Appendix 4	Wastewater Reserve Capacity Calculations for 2020

Appendix 1: WTP Annual Average Daily Flow 2016 - 2020

Water Treatment Plant	Rated Capacity (m <sup>3</sup> /d)	Average Daily Flow (m <sup>3</sup> /d)							3 to 5 Year % Change
		2016	2017	2018	2019	2020	5 Year 2016 - 2020	3 Year 2018 - 2020	
Decew Falls WTP	227,300	54,903	54,321	56,090	53,303	53,390	54,401	54,261	0%
Grimsby WTP	44,000	15,699	14,020	14,866	14,029	15,726	14,868	14,874	0%
Niagara Falls WTP	145,584	47,350	45,192	44,780	43,400	40,145	44,173	42,775	-3%
Port Colborne WTP	36,000	7,719	8,735	8,864	7,282	6,870	7,894	7,672	-3%
Rosehill WTP	50,026	13,148	12,388	12,862	11,188	11,024	12,122	11,691	-4%
Welland WTP	65,000	21,858	21,590	22,538	22,579	24,670	22,647	23,262	3%

Appendix 2: WWTP Annual Average Daily Flow 2016 - 2020

Wastewater Treatment Plant	Rated Capacity (m <sup>3</sup> /d)	Average Daily Flow (m <sup>3</sup> /d)							3 to 5 Year % Change
		2016	2017	2018	2019	2020	5 Year 2016 - 2020	3 Year 2018 - 2020	
Anger Avenue WWTP	24,500	12,661	15,000	14,624	15,146	13,580	14,202	14,450	2%
Baker Road WWTP	31,280	16,999	20,897	19,975	20,910	17,952	19,347	19,612	1%
Crystal Beach WWTP	9,100	4,676	5,915	5,874	6,276	5,688	5,686	5,946	4%
Niagara Falls WWTP	68,300	35,880	44,684	41,489	41,360	35,242	39,731	39,364	-1%
NOTL WWTP <sup>(1)</sup>	8,000	4,021	4,561	4,687	5,237	5,142	4,730	5,022	6%
Port Dalhousie WWTP	61,350	29,616	34,823	35,095	36,681	34,113	34,065	35,296	3%
Port Weller WWTP	56,180	29,650	32,090	36,881	39,211	33,751	34,317	36,614	6%
Queenston WWTP	500	278	234	198	213	135	212	182	-16%
Seaway WWTP	19,600	9,103	12,082	12,580	13,472	11,299	11,707	12,450	6%
Stevensville/Douglastown Lagoon	2,289	1,314	1,635	1,670	1,729	1,592	1,588	1,664	5%
Welland WWTP	54,550	29,728	35,407	34,643	37,137	33,617	34,107	35,133	3%

Note 1: Effluent discharge from NOTL WWTP started directly on January 6, 2020 after previously used lagoon was gradually decommissioned by January 16, 2020.

### Appendix 3: WTP Reserve Capacities for 2020

Water Treatment Plant	Permit To Take Water <sup>(1)</sup>	Rated Treatment Capacity	Theoretical Average Day Capacity	90% of Average Day Capacity <sup>(3)</sup>	5-Year Average Day Flow	Peaking Factor <sup>(2)</sup>	Total Capacity Used	Reserve Treatment Capacity (90% base) MLD	Design Flow Rate (275 Lcd)	Reserve Serviceable Population Equivalents	10-Year Forecast For Population (Res & Emp)	Surplus Population 10-Year Projection
	MLD											
DeCew Falls WTP	227.0	227.3	143.4	129.1	54.4	1.585	38%	74.7	275	271,636	30,398	241,238
Grimsby WTP	44.0	44.0	26.5	23.9	14.9	1.658	56%	9.0	275	32,727	14,771	17,956
Niagara Falls WTP	145.5	145.6	88.2	79.4	44.2	1.650	50%	35.2	275	128,000	23,782	104,218
Port Colborne WTP	45.5	36.0	22.4	20.2	7.9	1.608	35%	12.3	275	44,727	1,552	43,175
Rosehill WTP	78.0	50.0	31.8	28.6	12.1	1.573	38%	16.5	275	60,000	6,375	53,625
Welland WTP	110.0	65.0	43.4	39.1	22.6	1.499	52%	16.4	275	59,636	12,292	47,344

Note 1: Original MOE approved quantity of raw water permitted (Permit To Take Water).

Note 2: The peaking factors used are based on an average of actual flow rates of maximum day versus average day flows over the past three years at each facility.

Note 3: Region's W&WW MSP (GM BluePlan, 2017) requires planning process for expansion when plant capacity exceeds 80%, and expansion should be completed when capacity exceeds 90%.



#### Appendix 4: WWTP Reserve Capacity for 2020

Wastewater Treatment Plant	MOE Plant Rated Capacity	90 % of Plant Capacity <sup>(1)</sup>	5-Year Average Daily Flow	Total Capacity Used	Reserve Treatment Capacity (90% base) (m³/d)	Design Flow Rate <sup>(2)</sup> (365 Lcd)	Reserve Serviceable Population Equivalents	10-Year Forecast For Population (Res & Emp)	Surplus Population 10-Year Projection
	(m³/d)								
Anger Avenue (Fort Erie) WWTP	24,500	22,050	14,202	58%	7,848	365	21,500	4,277	17,223
Baker Road (Grimsby) WWTP	31,280	28,152	19,347	62%	8,805	365	24,125	16,791	7,334
Crystal Beach (Fort Erie) WWTP	9,100	8,190	5,686	62%	2,504	365	6,861	1,443	5,418
Niagara Falls WWTP <sup>(3)</sup>	68,300	61,470	39,731	58%	21,739	365	59,559	19,980	39,579
NOTL WWTP <sup>(4)</sup>	8,000	7,200	4,730	59%	2,470	365	6,767	2,644	4,123
Port Dalhousie (St. Catharines) WWTP	61,350	55,215	34,065	56%	21,150	365	57,944	15,005	42,939
Port Weller (St. Catharines) WWTP	56,180	50,562	34,317	61%	16,245	365	44,508	10,052	34,456
Queenston (NOTL) WWTP <sup>(5)</sup>	500	450	212	42%	238	365	653	99	554
Seaway (Port Colborne) WWTP	19,600	17,640	11,707	60%	5,933	365	16,254	1,622	14,632
Stevensville/Douglastown Lagoon	2,289	2,060	1,588	69%	472	365	1,293	795	498
Welland WWTP	54,550	49,095	34,107	63%	14,988	365	41,064	12,912	28,152

Note 1: Region's W&WW MSP (GM BluePlan, 2017) requires planning process for expansion when plant capacity exceeds 80%, and expansion should be completed when capacity exceeds 90%.

Note 2: Design Flow Rate incorporated 90 L/c/d of extraneous flow allowance

Note 3: The Niagara Falls WWTP assessment includes the sewage flows from the St. David's area of Niagara-on-the-Lake.

Note 4: Effluent discharge from NOTL WWTP started directly in January 2020 with previously used lagoon, decommissioned.

Note 5: The Queenston WWTP in Niagara-on-the-Lake has a unique capacity commitment of 226 m<sup>3</sup>/d for the following properties: Niagara Parks Commission (75 m<sup>3</sup>/d), Niagara Falls Bridge Commission (63 m<sup>3</sup>/d), Shalamar Campground (38 m<sup>3</sup>/d) and Ontario Power Generation (50 m<sup>3</sup>/d). Due to these commitments and limited UAB, limited residential growth is expected within the next 10 year period within the tributary area.

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**Subject:** Airport Master Plan Update

**Report to:** Planning and Economic Development Committee

**Report date:** Wednesday, April 14, 2021

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## **Recommendations**

1. That Report PDS 21-2021 **BE RECEIVED** for information; and
2. That Report PDS 21-2021 **BE CIRCULATED** to the Niagara Central Dorothy Rungeling Airport Commission and Niagara District Airport Commission.

## **Key Facts**

- This report provides an update on the status of the airport master plans and airport economic impact assessments being prepared for Niagara District Airport and Niagara Central Airport.
- The primary objective of an Airport Master Plan is to establish a rational development concept for an airport that protects and preserves the long term operational and business objectives, while accommodating short-term improvements.
- Through a competitive process, WSP was selected to undertake a master plan and economic impact assessment for Niagara District Airport and Niagara Central Airport.
- The master plans are being undertaken in consultation with both airport commissions as well as local municipal planning staff.
- The expected completion of this project is June 2021.

## **Financial Considerations**

The Airport Master Plan is being undertaken in accordance with a business case approved as part of the 2020 operating budget. Through this business case, staff were directed to undertake an Airport Master Plan process for Niagara District Airport (CYSN) and Niagara Central Dorothy Rungeling Airport (NCDRA).

In addition, a full-time a temporary position to project manage the airport portfolio was approved. Due to uncertainties with the COVID-19 pandemic, the project manager role was not filled.

## **Analysis**

The Airport Master Plan project and associated Economic Impact Assessment build on previous work supporting the transfer of ownership for both NCDRA and CYSN facilities. A summarized background of work done to support the consideration of the airport transfer is outlined below:

- In 2016, Niagara Regional Council approved in principle the adoption of sole responsibility of CYSN and NCDRA subject to the completion of a Phase 2 Environmental Site Assessment (ESA) on each airport.
- In 2018, the results of the Phase 2 ESA indicated there were no soil or groundwater impacts identified requiring further action or remediation.
- In May 2019, Regional Council was further updated on the project, and made a motion to move forward with a Terms of Transfer of ownership to the Region and a full cost assessment that could be considered by Council.
- In September 2019, staff brought forward a Terms of Transfer for both facilities which suggested airport operations be considered as part of the 2020 budget process.
- Ultimately Council chose to defer the Terms of Transfer and pursue additional due-diligence related to master plans and governance structure.

Regardless of the future role the Region plays with respect to airport ownership, the CYSN and NCDRA airport Master Plans are important to the future operations of both facilities.

The Master Plans will serve as a development framework and an investment tool to assist airport management in making informed and strategic decisions about the timing and estimated costs of future improvements, action plans, and preferred development options.

Airport Master Plans typically accommodate the needs of an airport over an identified planning horizon, with updates undertaken every 5 to 10 years to ensure the relevancy

of the plan. The planning horizon established for this project is 20 years, meaning the Master Plan timeframe is from 2021 to 2041.

The Airport Master Plan project has been divided into 6 phases. These phases, and their status, is outlined below:

1. Data Collection (Completed Q3 2020)
2. Development of Business Scenarios (Ongoing & Concurrent with Phases 3-4)
3. Identification of Functional Requirements (Ongoing & Concurrent with Phase 4)
4. Development of Options (Current Stage)
5. Business Plan (Estimated completion May 2021)
6. Final Documentation (Project completion June 2021)

To date, several important background documents that will inform the Master Plan have been completed, including a wind rose (wind study) & meteorological data for each airport, and activity forecasts for each airport. The consulting team is now working through a series of preliminary development options for each facility.

A survey and questionnaire was developed for the airport Commissions seeking feedback on the vision for each facility. In addition, WSP's team working on the economic impact component of the plan has reached out to several airport based businesses for feedback.

Both the Niagara District Airport Commission and staff, and the Niagara Central Dorothy Rungeling Airport Commission have been engaged in the airport Master Planning process. Regional staff and the consulting team have attended airport Commission meetings and participated in site visits with airport staff and Commission members.

Regional Planning Staff have also had discussions with Local Planning Staff in the Town of Pelham and Town of Niagara-on-the-Lake with respect to land use considerations for their respective airport facility.

The final Airport Master Plans and Economic Impact Analysis work is expected in June 2021.

## **Alternatives Reviewed**

As this report is for information, there are no alternatives.

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

Not applicable at this time.

### **Other Pertinent Reports**

- CAO 4-2019 Airport Project Update
- CSD 62-2019 Airport Project Update Terms of Transfer Negotiations

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#### **Prepared by:**

Erik Acs, MCIP, RPP  
Manager of Community Planning  
Planning and Development Services

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#### **Recommended by:**

Doug Giles, BES, MUP  
Acting Commissioner  
Planning and Development Services

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#### **Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

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## MEMORANDUM

PDS-C 29-2021

**Subject: Niagara 2051 Project – Water & Wastewater Master Servicing Plan Update – Public Information Center Number 1**

**Date: April 14, 2021**

**To: Planning & Economic Development Committee**

**From: Phill Lambert, P. Eng, Director, Infrastructure Planning & Development Engineering**

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The purpose of this memo is to provide Committee & Council with an overview of the Niagara 2051 project and introduce the Notice of Commencement/Public Information Centre #1 for the Region's 2021 Water & Wastewater Master Servicing Plan Update to be available virtually on April 21, 2021. A link to the project page will be sent to Council once the project page and contents are available.

The Provincial Growth Plan forecasts an additional 214,000 people and 81,000 jobs from 2016 to 2051. With Niagara growing to 674,000 people by 2051, the alignment of growth, infrastructure and finance is crucial for proactively managing growth.

Niagara 2051 represents a coordinated approach of a number corporate projects including:

- Development Charges (DC) Background Study and By-Law
- Water & Wastewater (W&WW) Master Servicing Plan (MSP) Update
- Transportation Master Plan (TMP) Refresh
- Region Official Plan – 2051 Population & Employment Forecasts

Establishing Niagara 2051 as the overarching umbrella for the coordination of these projects is very important to ensure greater consistencies of the various project components and allows for greater public engagement. All of these studies are linked with the anticipated growth out to 2051 and required capital projects to support Niagara achieving its potential, which is then incorporated into the Development Charges Background Study. A cross-departmental team made up of the project leads meet on a regular basis to ensure integration of these projects, which includes staff from Corporate

Services, Planning & Development Services, Transportation, Water and Wastewater, Asset Management, and Communications. Staff is committed to providing Committee and Council with updates on the overall project subcomponents as milestones are reached. The following provides a brief update on these individual projects.

#### Development Charge Background Study & By-law

- Project consulting was awarded to Watson and Associates Economists Ltd. (Watson) in late 2020.
- Watson was lead consultant on 2017 DC background study and by-law and has significant experience in completing projects of a similar size and scope with other municipalities.
- Utilize TMP Refresher, W&WW MSP, and Growth inputs to produce DC Background Study
- Ensures that Growth pays for Growth
- First Regional Development Charge Policy Task Force (RDCPTF) meeting occurred March 25, 2021.
- Current Development Charges By-Law expires August 31, 2022

#### W&WW Master Servicing Plan Update

- Project consulting was awarded to GM BluePlan Engineering (GMBP) – engineering agreement signed on January 14, 2021.
- GMBP has previously lead the Regional 2016 WWW MSP, numerous Area Municipality studies and has significant knowledge of both Regional and Municipal water distribution and wastewater collection systems including individual facilities.
- An initial kick-off meeting between GMBP and Regional staff was held on January 26, 2021.
- Key deliverable to provide W&WW capital infrastructure projects to support growth out to 2051.
- Tight timeframe to provide capital project list for DC Background Study by end of 2021.
- Multiple meetings and touch points planned with Local Municipal Partners throughout project.
- Notice of Commencement/Public Information Centre #1 to be virtually available on April 21, 2021 on project website.

### Transportation Master Plan Refresh

- Request for proposal for consulting services to update Niagara Region's EMME Travel Demand Model (Activity Based) and to provide professional and technical services related to the preparation of a Transportation and Transit Background component for the 2022 Development Charges Study was issued in Q1 2021.
- The kick-off meeting for this consulting assignment is expected Q2 2021.
- Transportation will coordinate information with Watson and GMBP, and internal stakeholders including Planning and Development, Water & Wastewater Services and Communications.
- Projects identified in the approved Transportation Master Plan will undergo a DC refresh based on revised capital costs to construct. New strategic projects will also be identified and included.

### Region Official Plan

As previously noted, the Region must plan to the forecasted growth set out in the Growth Plan: a minimum increase of 214,000 people and 81,000 jobs from 2016 to 2051.

All decisions of Council must conform to the Growth Plan. Thus, the coordination of growth planning through the Official Plan, the Development Charges, W&WW MSP and TMP is critical.

Planning staff are working to provide Council with a consolidated draft of the Niagara Official Plan (NOP) for adoption for the end of 2021. An important part of this process is the presentation of a Joint Consolidated report to Planning and Economic Development Committee in May 2021. That Report will provide an update on all policy sections of the NOP, and draft policies on many key sections for the NOP, including those relating to forecasted growth.

The Joint Consolidated report will provide draft growth allocations, intensification rates and greenfield density targets for the local municipalities. This growth management information will be identified in policy for discussion and comment through the summer.

A key component of growth management is the land needs assessment, which identifies the amount of land for each local municipality, amongst other things. The land needs assessment has been carefully integrated with the assessment of options for a Natural Environment System (NES) as the NES will identify in part where growth



cannot occur. The draft land needs assessment identifies which municipalities need more land for community (residential) or employment purposes.

The above growth management components will be discussed at local Council workshops and a Regional Council workshop prior to PEDC considering the Joint Consolidated report in May 2021.

Respectfully submitted and signed by

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Phill Lambert, P. Eng.  
Director, Infrastructure Planning & Development Engineering

# Niagara Economic Update

Planning and Economic Development Committee

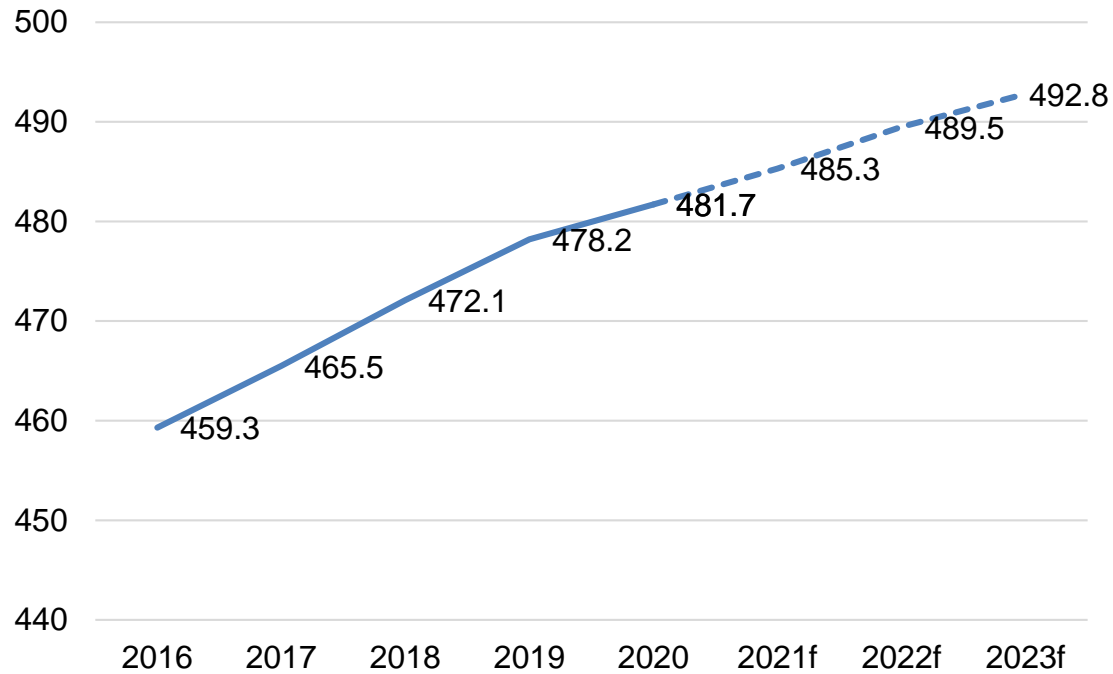
April 14, 2021

Blake Landry, Ec.D.

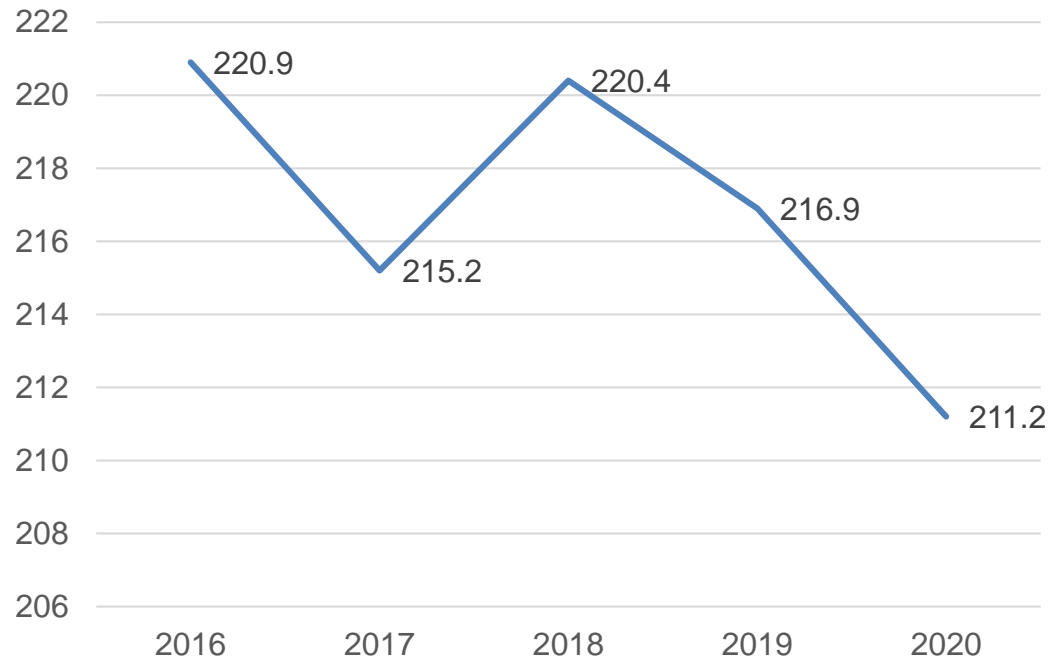
Manager, Economic Research & Analysis

Economic Development

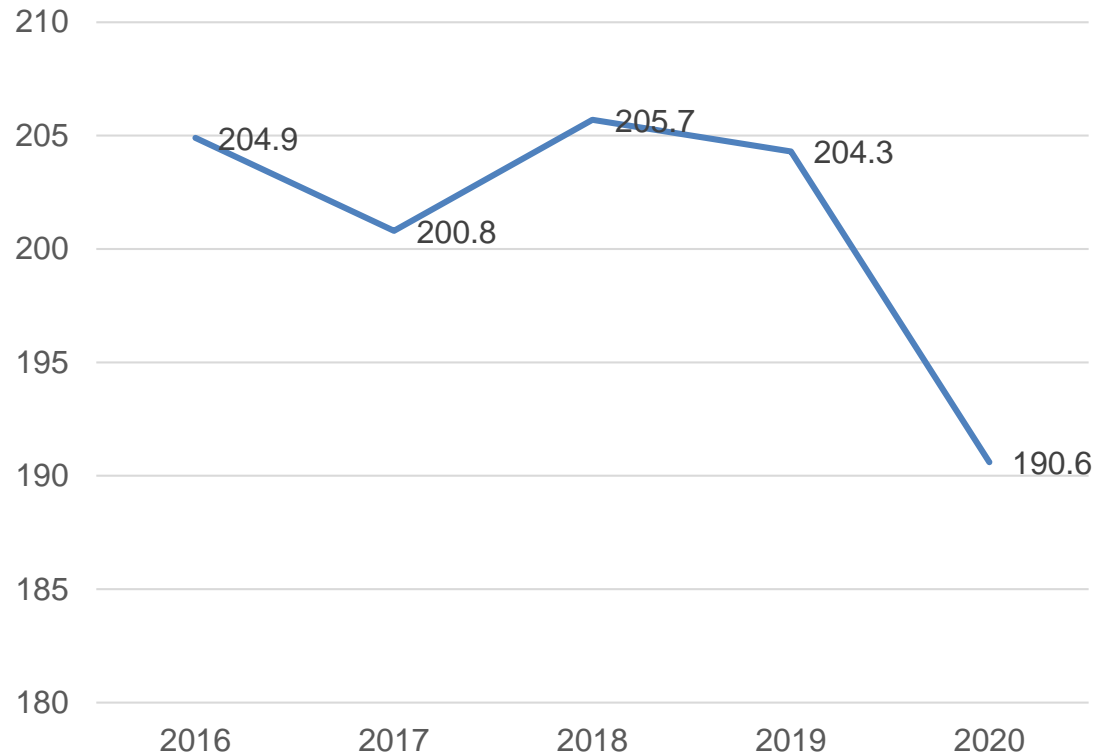
## Population, Niagara Region



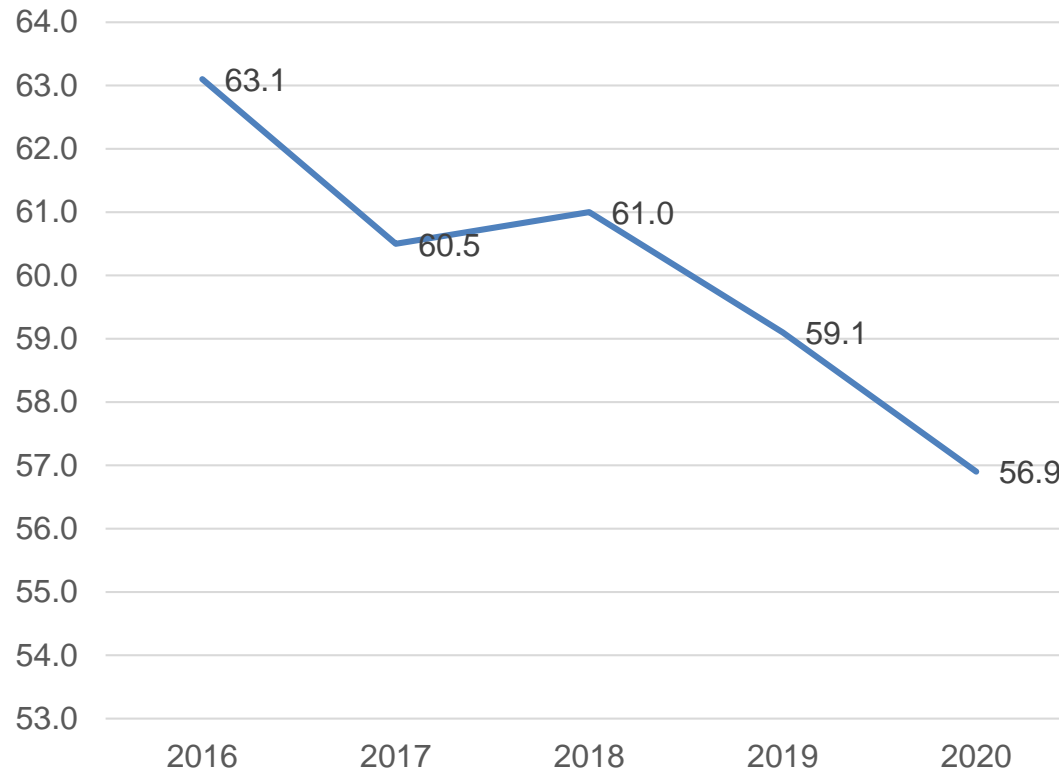
## Labour Force (x1,000), Niagara CMA



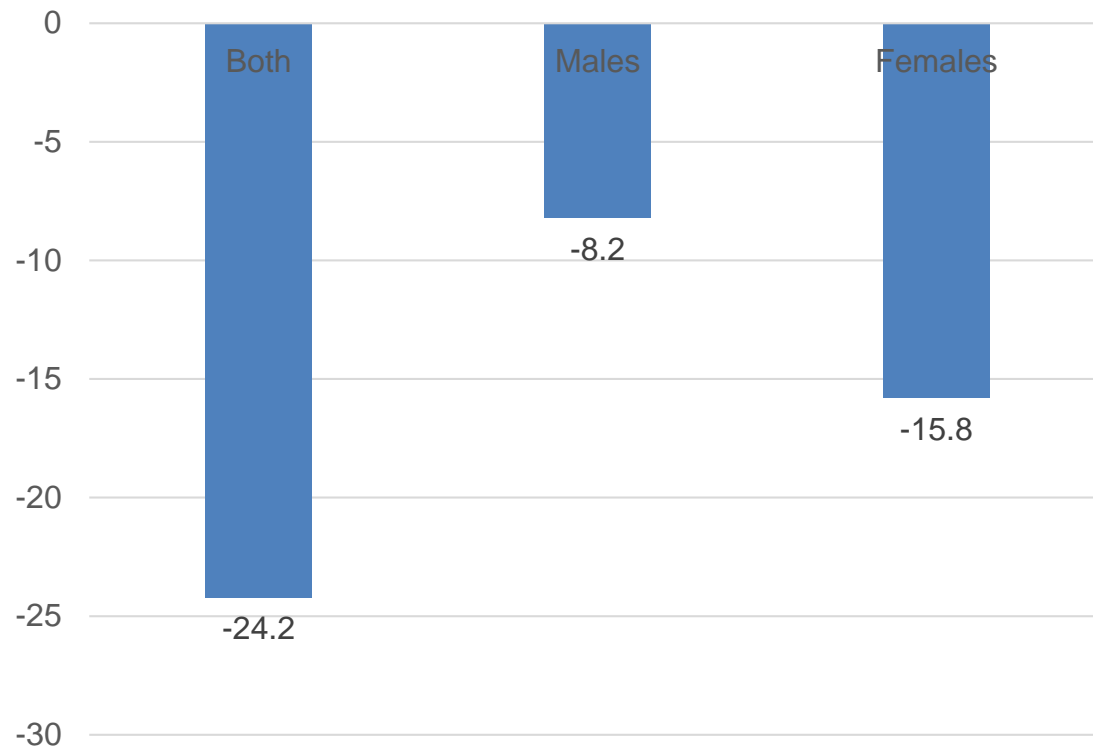
## Employment (x1,000), Niagara CMA



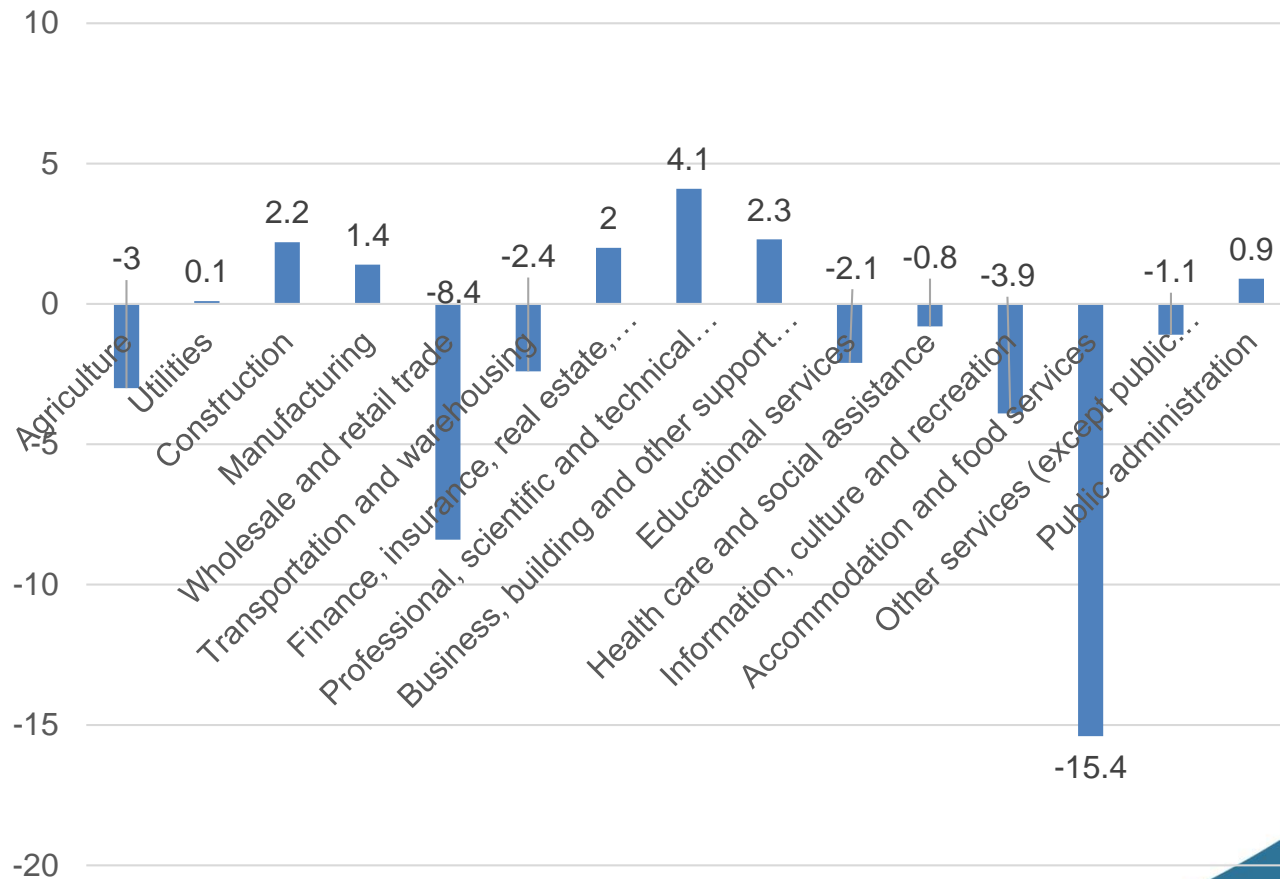
## Participation Rate (%), Niagara CMA



## Employment Change (x1,000), Feb. 2020 to Feb. 2021, Niagara CMA

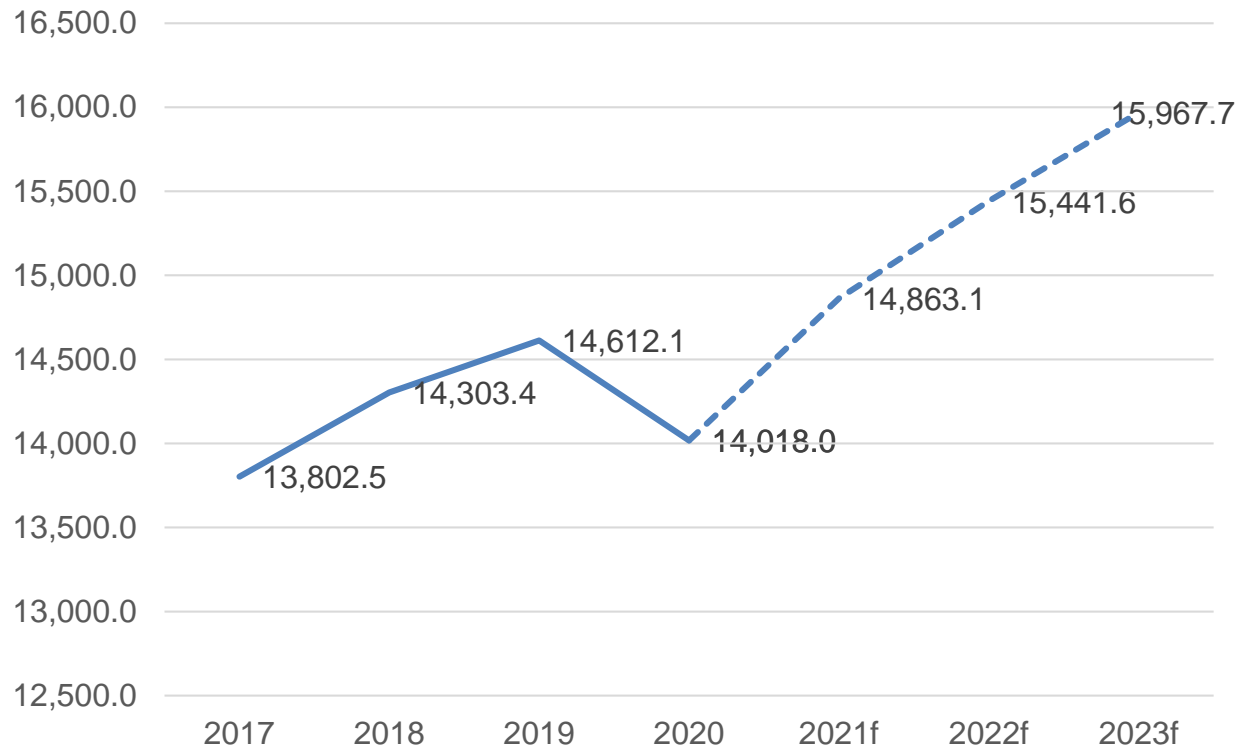


## Employment Change by Sector (x1,000), Feb. 2020 to Feb. 2021, Niagara CMA

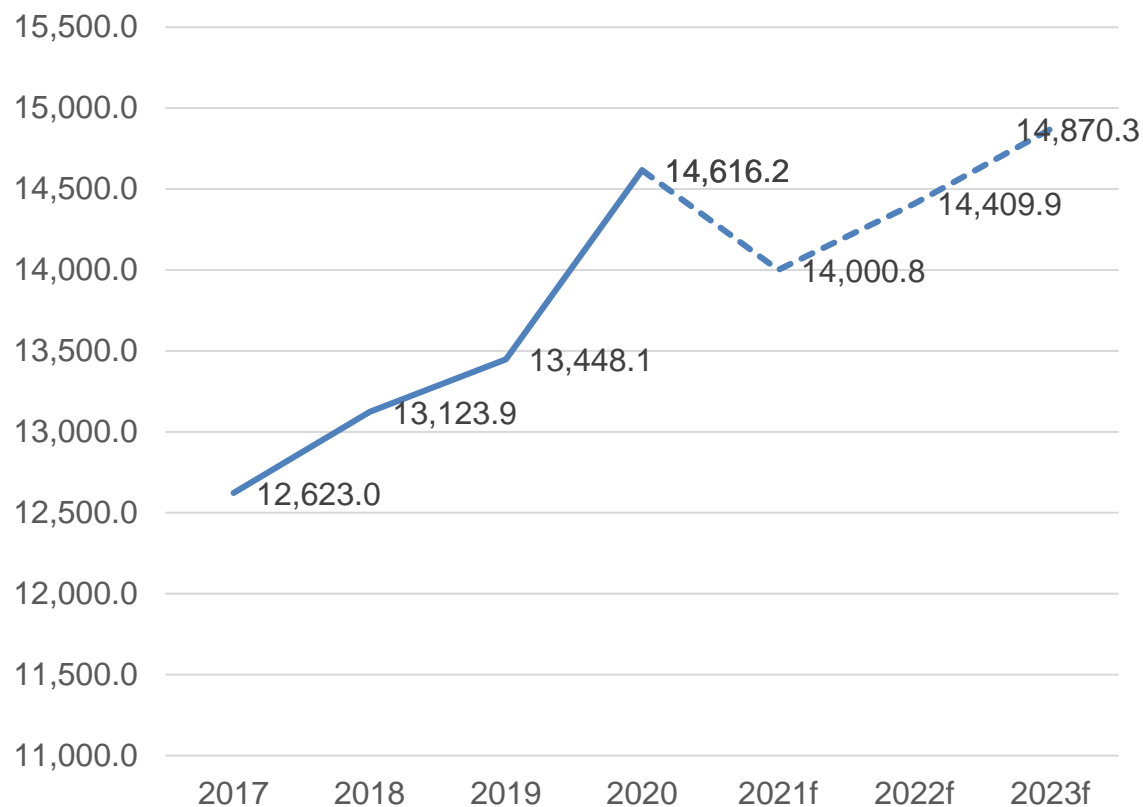




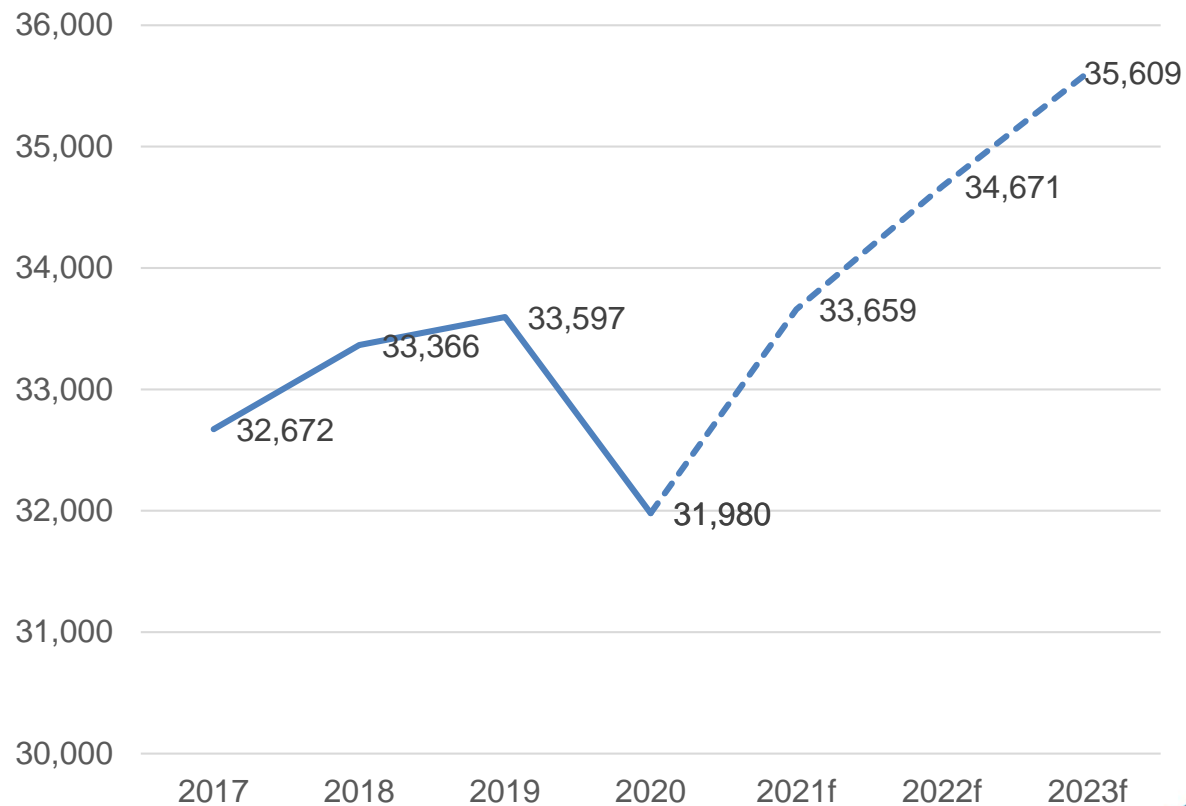
## Total Household Income (\$ millions), Niagara CMA



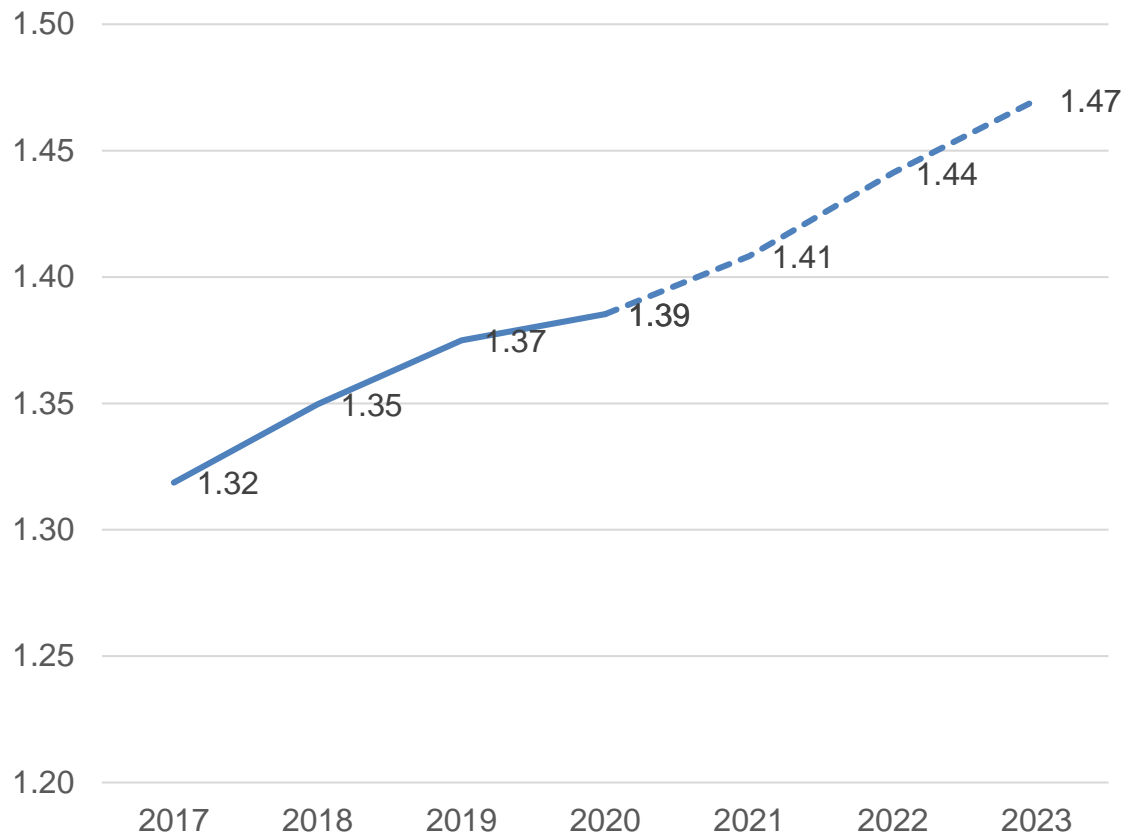
## Total Household Disposable Income (\$ millions), Niagara CMA



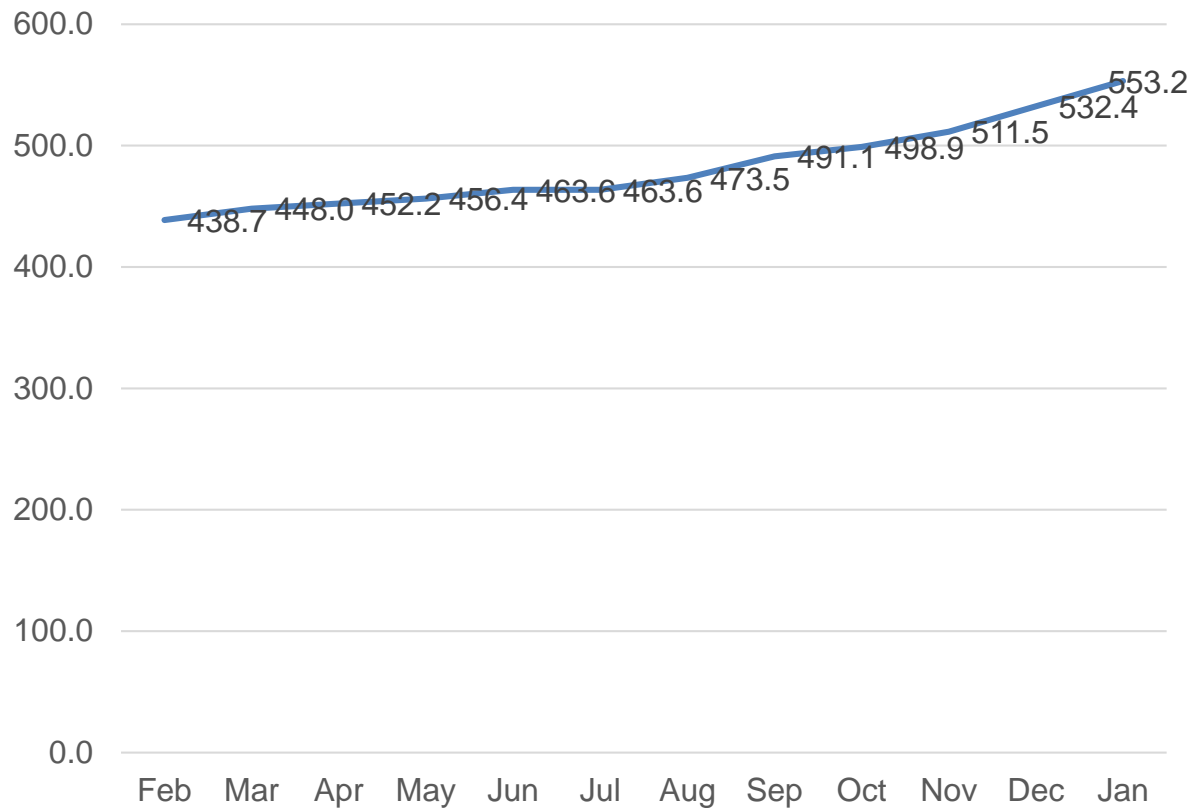
## Household Income Per Capita (\$), Niagara CMA



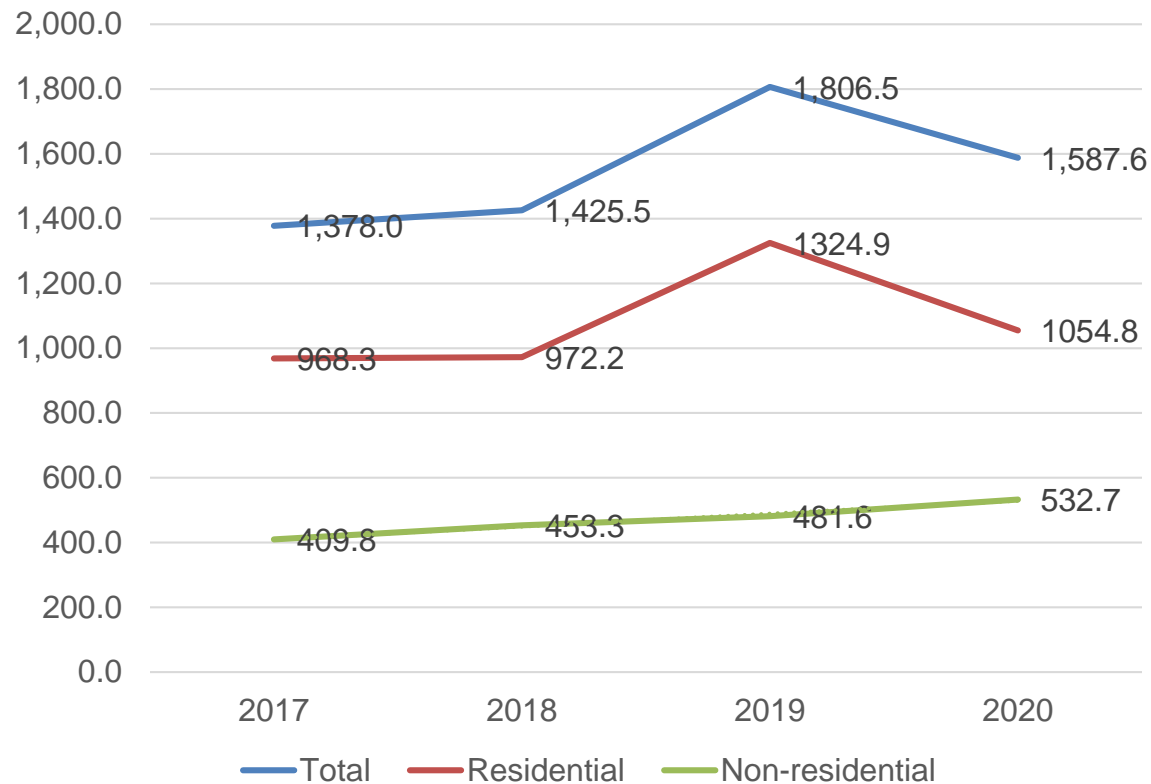
## Consumer Price Index (2002=1.0), Niagara CMA



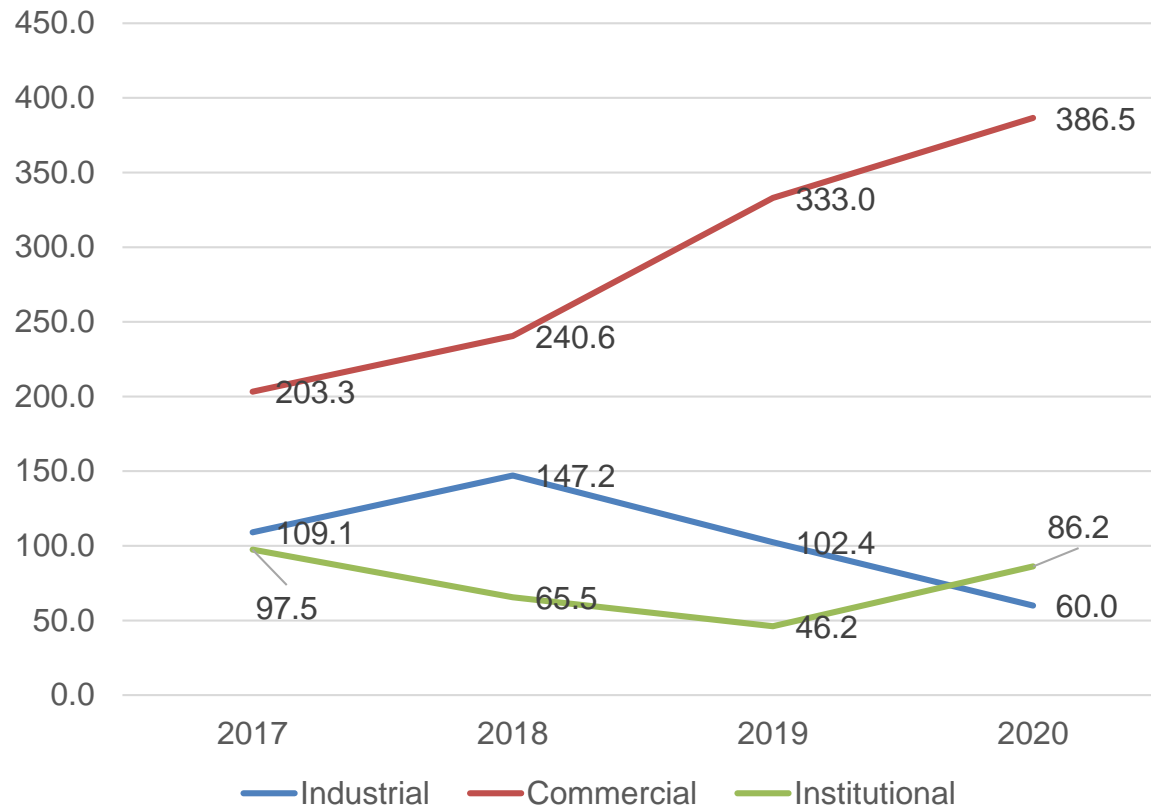
## Housing Price Index (\$ thousands), Feb. 2020 to Jan. 2021, Niagara Region



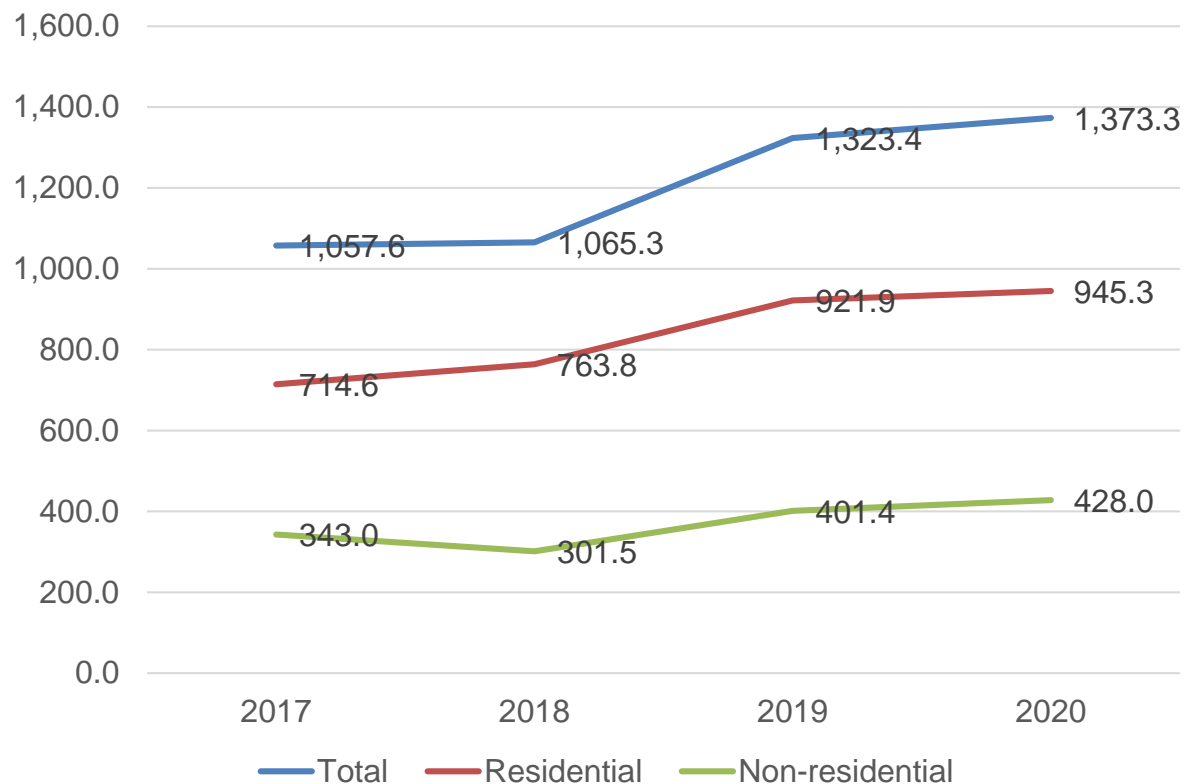
## Investment in Building Construction (\$ millions), Constant Values, Niagara CMA



## Investment in Building Construction (\$ millions), Non-residential, Constant Values, Niagara CMA

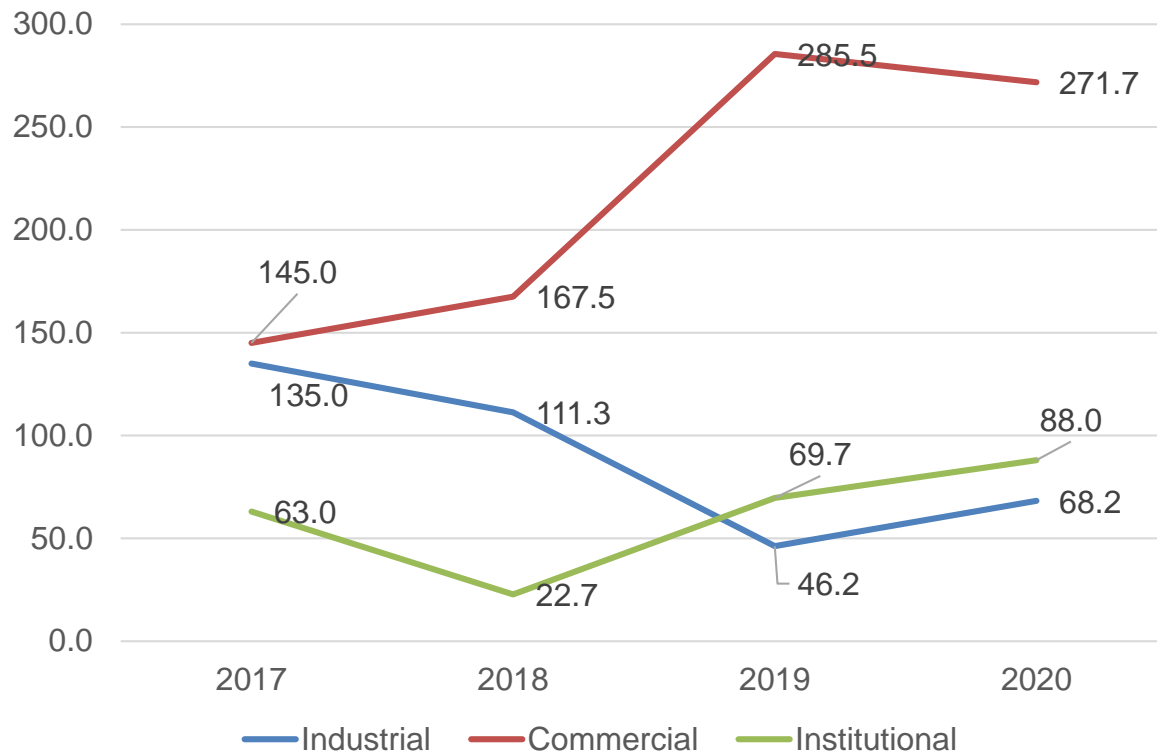


## Building Permit Values (\$ millions), Niagara CMA

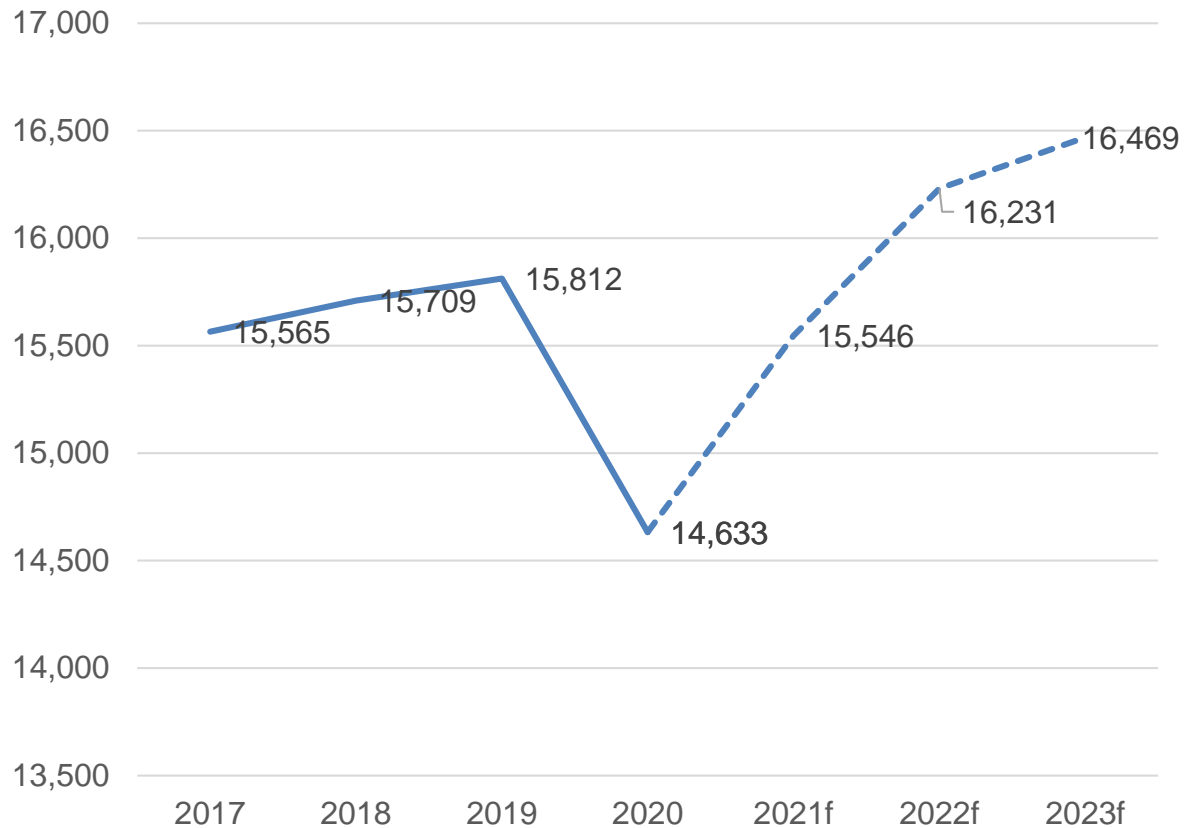




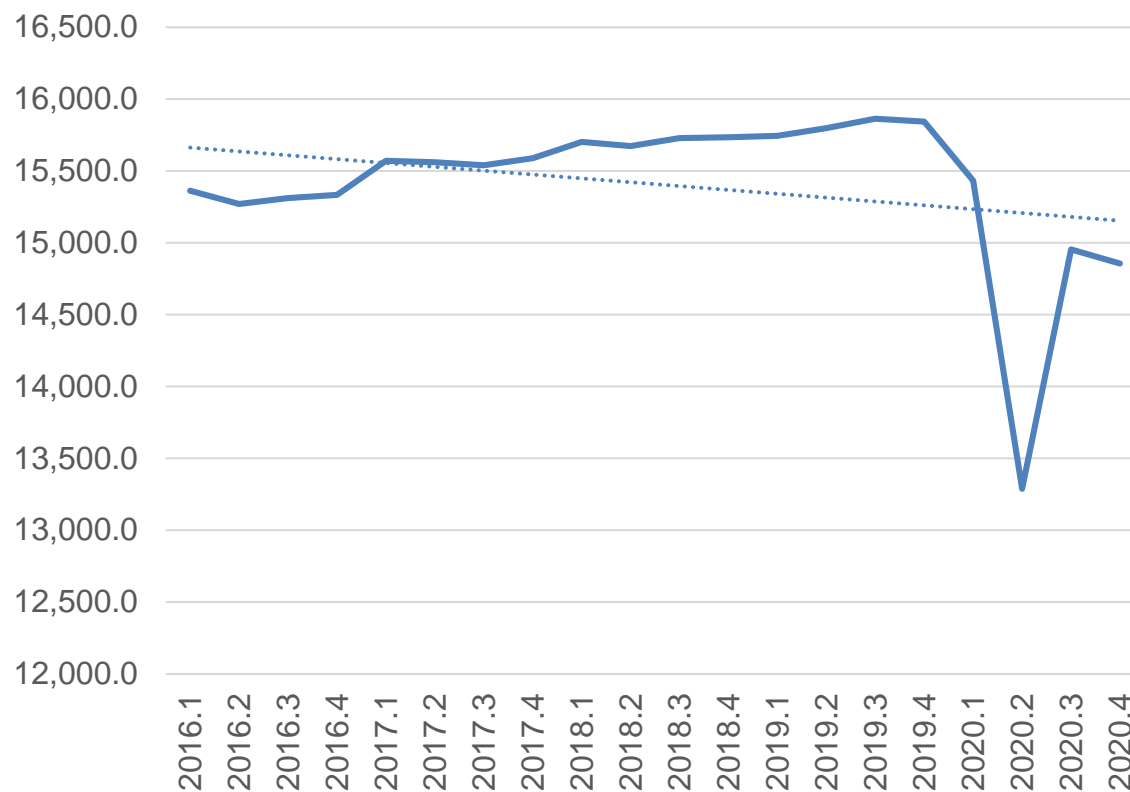
## Building Permit Values (\$ millions), Non-residential, Niagara CMA



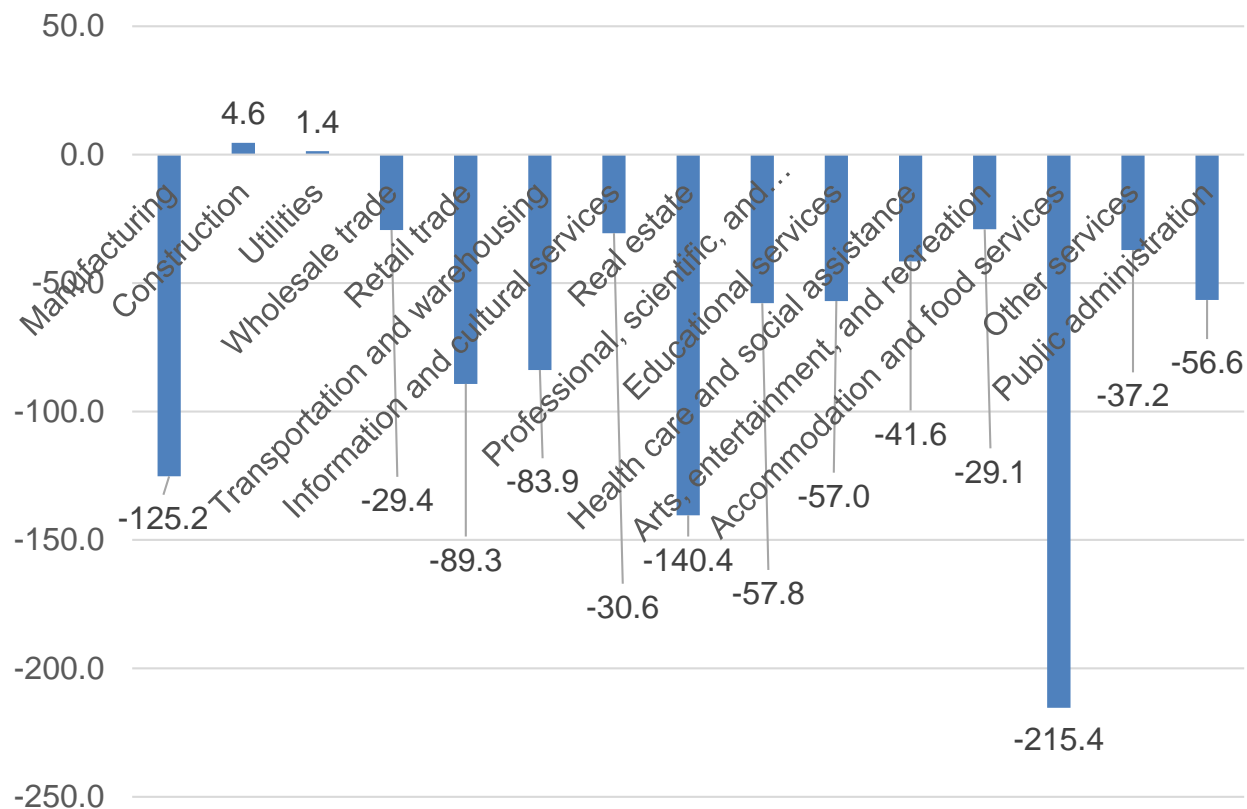
## Real GDP (2012 \$ millions), Annual, Niagara CMA



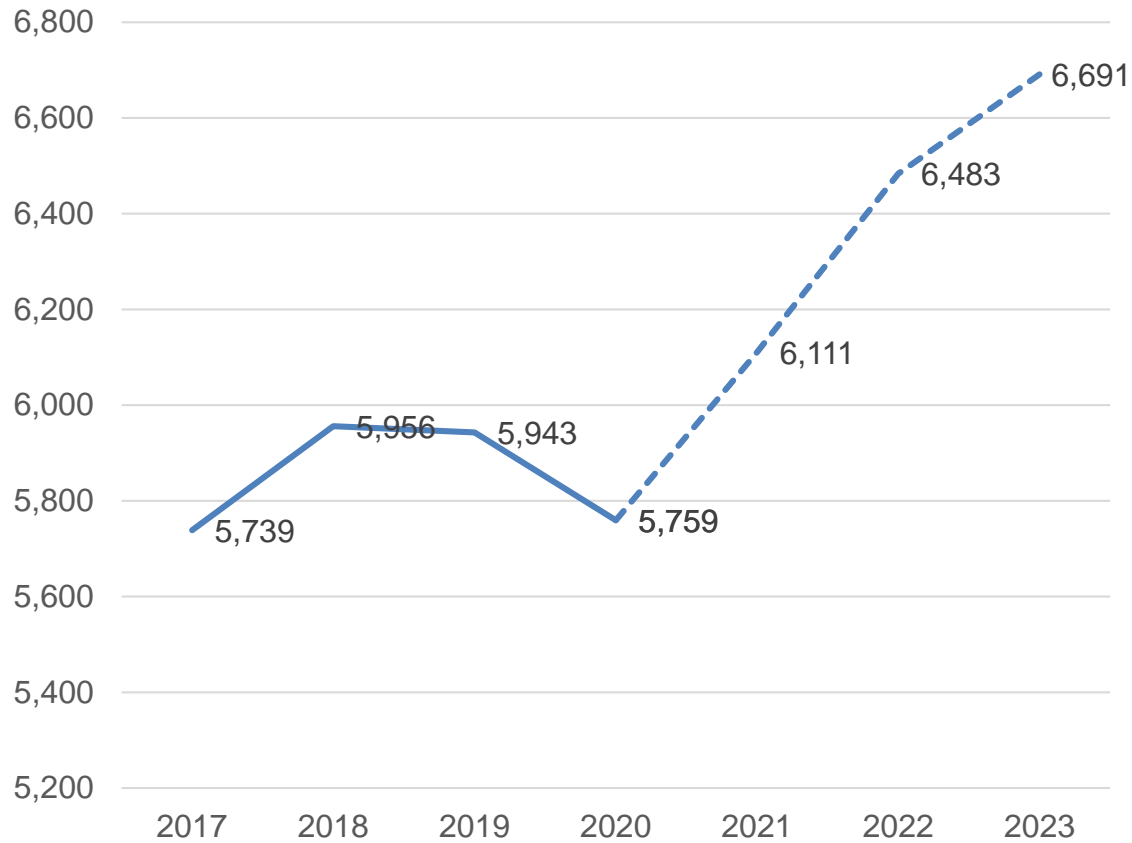
## Real GDP (2012 \$ millions), Quarterly, Niagara CMA



## Real GDP Change By Sector (2012 \$ millions), Feb. 2020 to Feb. 2021, Niagara CMA



## Retail Sales (\$ millions), Niagara CMA



# Questions

Contact:

Blake Landry, Ec.D.  
Manager, Economic Research & Analysis  
Economic Development  
[blake.landry@niagararegion.ca](mailto:blake.landry@niagararegion.ca)

# Niagara Economic Update Presentation

Planning and Economic Development Committee

ED 9 - 2021

April 14, 2021

Blake Landry

Manager, Economic Research & Analysis

Economic Development

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**Subject:** Niagara Economic Update**Report to:** Planning and Economic Development Committee**Report date:** Wednesday, April 14, 2021

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## Recommendations

1. That Report ED 9-2021 **BE RECEIVED** for information.

## Key Facts

- The purpose of this report is to provide PEDC with an update on Niagara's regional economy while highlighting the impacts of the COVID-19 pandemic.
- In 2020, Niagara experienced a 7.5% reduction in GDP over 2019. In comparison, the Great Recession of 2008-2009 resulted in a 3.1% decline in GDP.
- Unlike the Great Recession, which took many years to recover from, Niagara is forecasted to rebound quickly with recovery happening over 2021 and a return to an economic growth trajectory by the end of 2022.
- Current challenges that threaten recovery include the possibility of COVID-19 variants prolonging economic restrictions, the loss of people from the labour force who exited during the pandemic, affordability challenges exacerbated by a forecasted high rate of inflation and increasing housing market prices, access to skilled talent, age and gender equity issues that were exacerbated by the pandemic, a delayed return of international tourism markets, and the return of export markets among a renewed interest in global trade protectionism.

## Financial Considerations

None applicable.

## Analysis

It is quite evident that the COVID-19 pandemic has had extensive negative impacts on the Niagara regional economy. The onset of the pandemic has resulted in the biggest economic disruption in the history of Niagara. Lockdowns, supply shortages, market disruptions, market instability, and loss of employment and income in some of Niagara's most important economic sectors has put Niagara's economy in a precarious position.

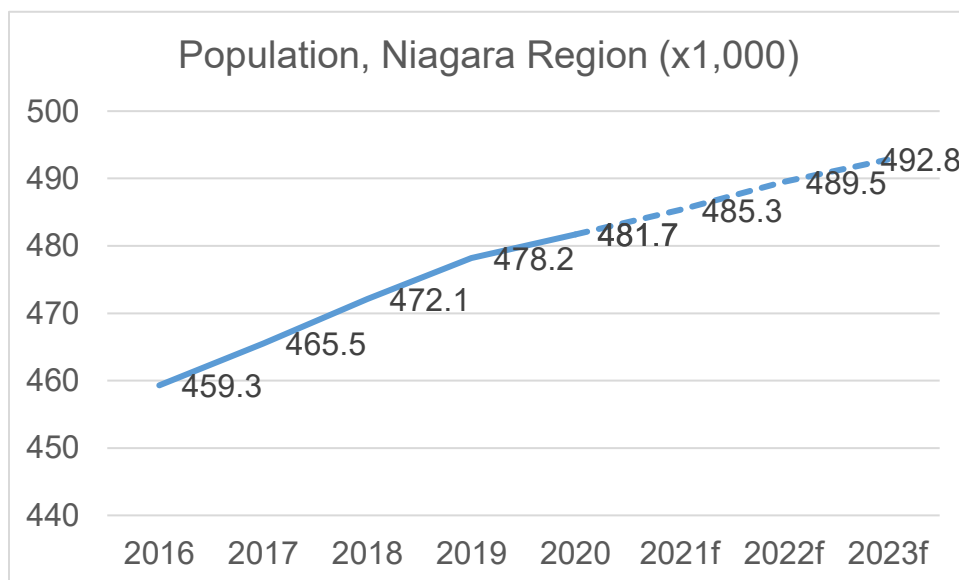


Niagara's economic future is dependent on the course of the COVID-19 virus, which is evident in the data discussed below.

That said, there are signs that Niagara's economy can recover quickly. Population growth remains strong, the housing market remains very strong, investment in building construction and building permit values remain very strong, and GDP and retail sales are forecasted to rebound quickly, which will improve employment and income conditions. However, this is strictly contingent on the course of the virus. Employment and GDP are directly affected by pandemic restrictions. Once the population is vaccinated and the virus is contained and restrictions are lifted, the economy is forecasted to fully recover within the next couple of years.

This report explores major economic indicators including population, employment, income, inflation, housing prices, investment, building permits, business counts, gross domestic product (GDP), retail sales and international trade.

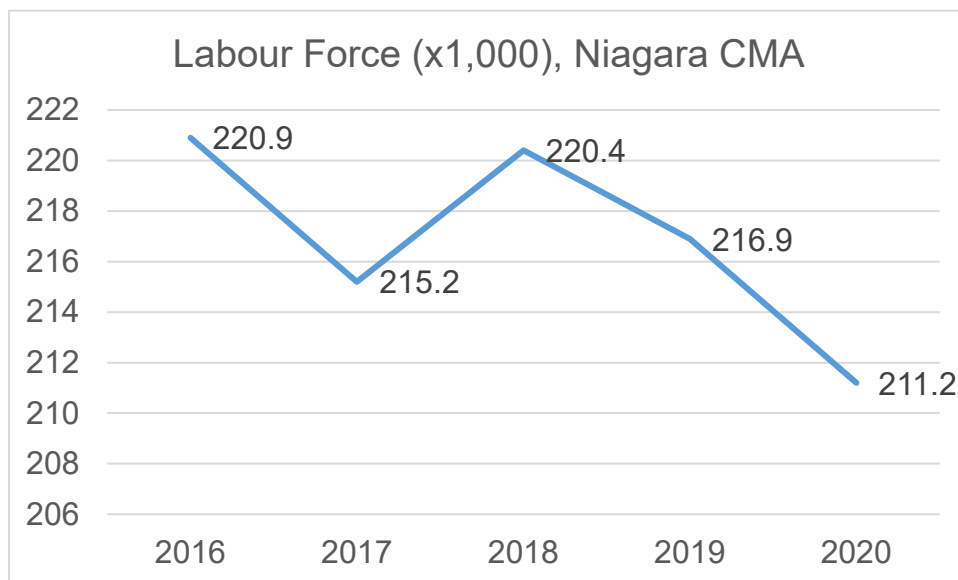
It addresses the past few years of economic activity and provides some forecasts for the next few years with consideration for the impact of COVID-19 on the regional economy.



*Statistics Canada, Table: 17-10-0142-01 with forecasts from the Conference Board of Canada*

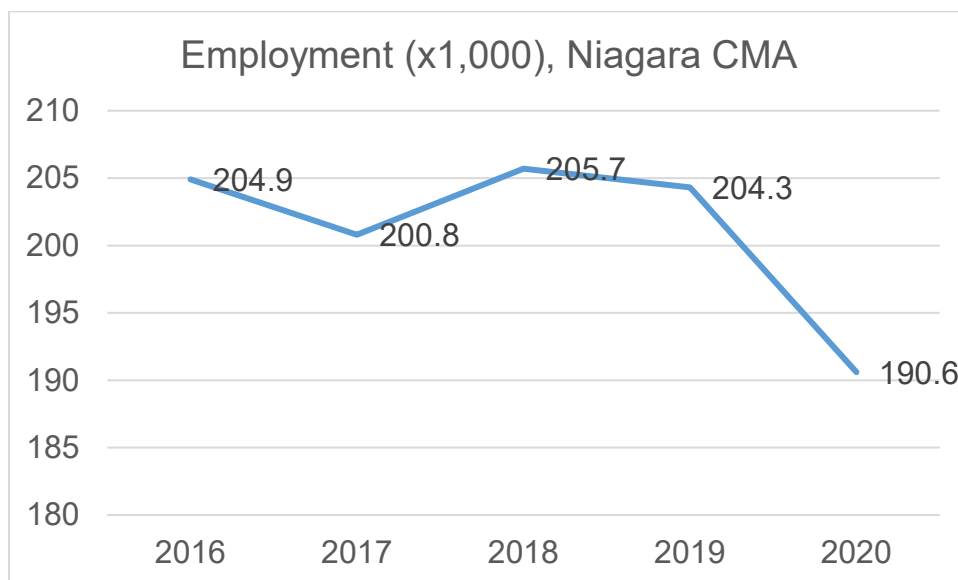
- Prior to 2016, population growth in Niagara was an annual average of 0.8%
- Since 2016, population growth has accelerated to an annual average of 1.3%.

- From 2016 to 2020, the population grew by 22,465 people or 5%.
- Niagara's population is forecasted to grow by another 11,085 or 2.3% by 2023.



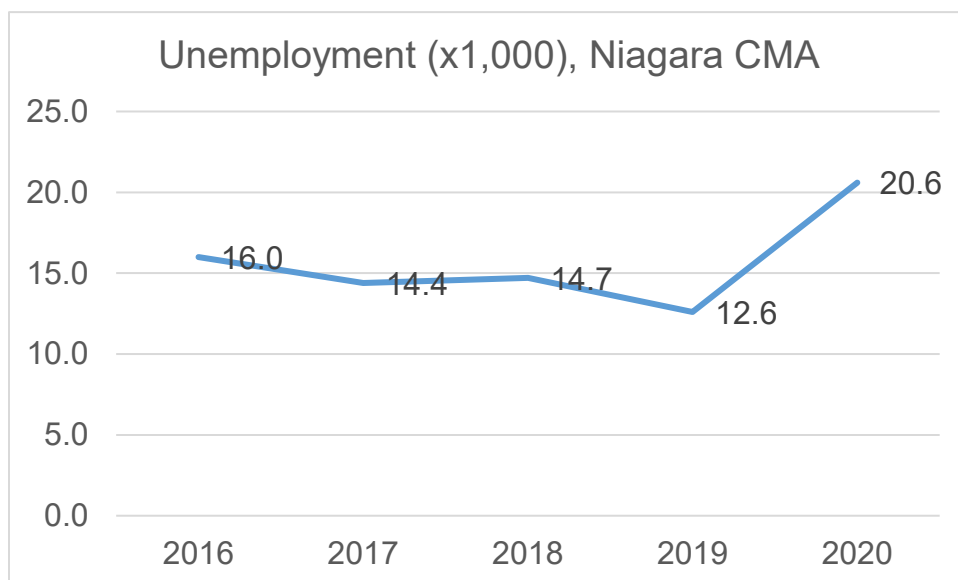
Statistics Canada, Table: 14-10-0385-01

- Niagara's labour is often volatile due to characteristics such as an aging demographic in Niagara choosing to leave the labour force. However, 2020 shows a significant decline.
- The labour force experienced a major decline of 5,700 or 2.6% people from 2019 to 2020.
- The decline in labour force reflects the number of people seeking not to work or seek work during this period.



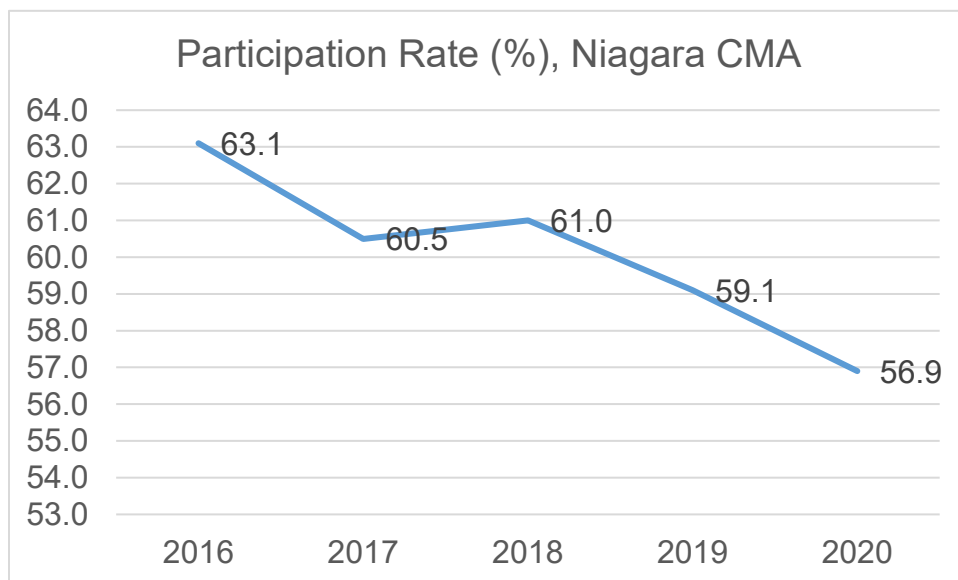
Statistics Canada, Table: 14-10-0385-01

- Employment remained strong in 2018 and 2019. However, it experienced a massive decline in 2020 of 13,700 people or 6.7%.
- Forecasts by The Conference Board of Canada suggest that employment will fully rebound by 2022, but it is contingent on the course of COVID-19.



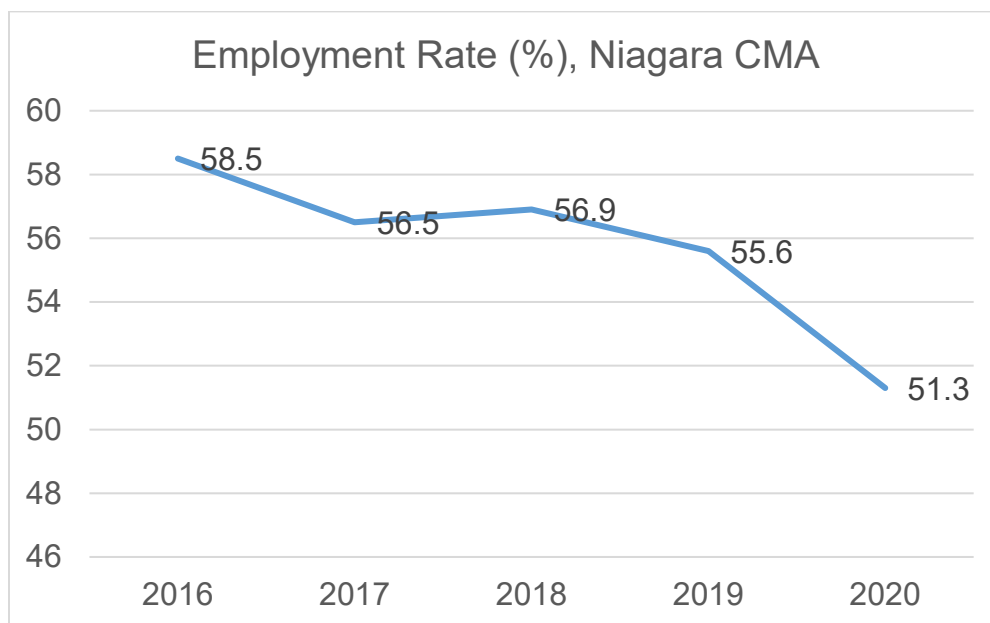
Statistics Canada, Table: 14-10-0385-01

- Unemployment gradually declined by 3,400 or 2.1% from 2016 to 2019. However, there was a major increase of 8,000 people or 6.3% from 2019 to 2020.



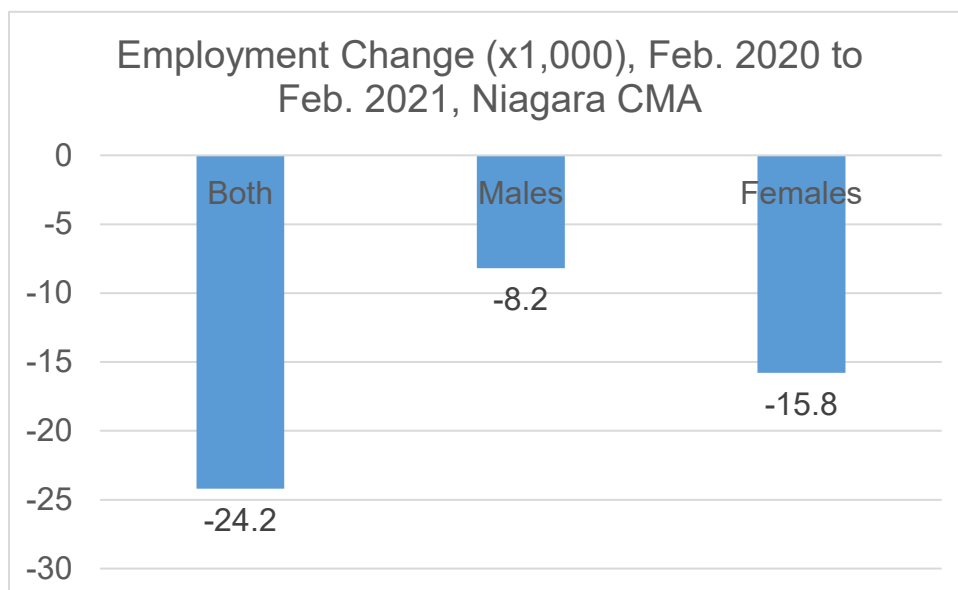
Statistics Canada, Table: 14-10-0385-01

- Niagara's participation rate has been in a gradual decline. From 2016 to 2020, there are 6,200 or 6.2% fewer people participating in the labour force.
- One would think this decline is a result of the aging demographic in Niagara. However, 2019 to 2020 was unique. A closer look at the data shows that the biggest loss was from the 15 to 25 years demographic (-15.6%).
- Females were affected disproportionately more at -31.3% compared to males at -3.2%.
- Interestingly, the biggest gains were in the 55 to 64 years demographic at 9.7%. Males gain by 9.7% and females by 7.5%.
- The 65 years and over demographic continued to decline at -4.6%.



Statistics Canada, Table: 14-10-0385-01

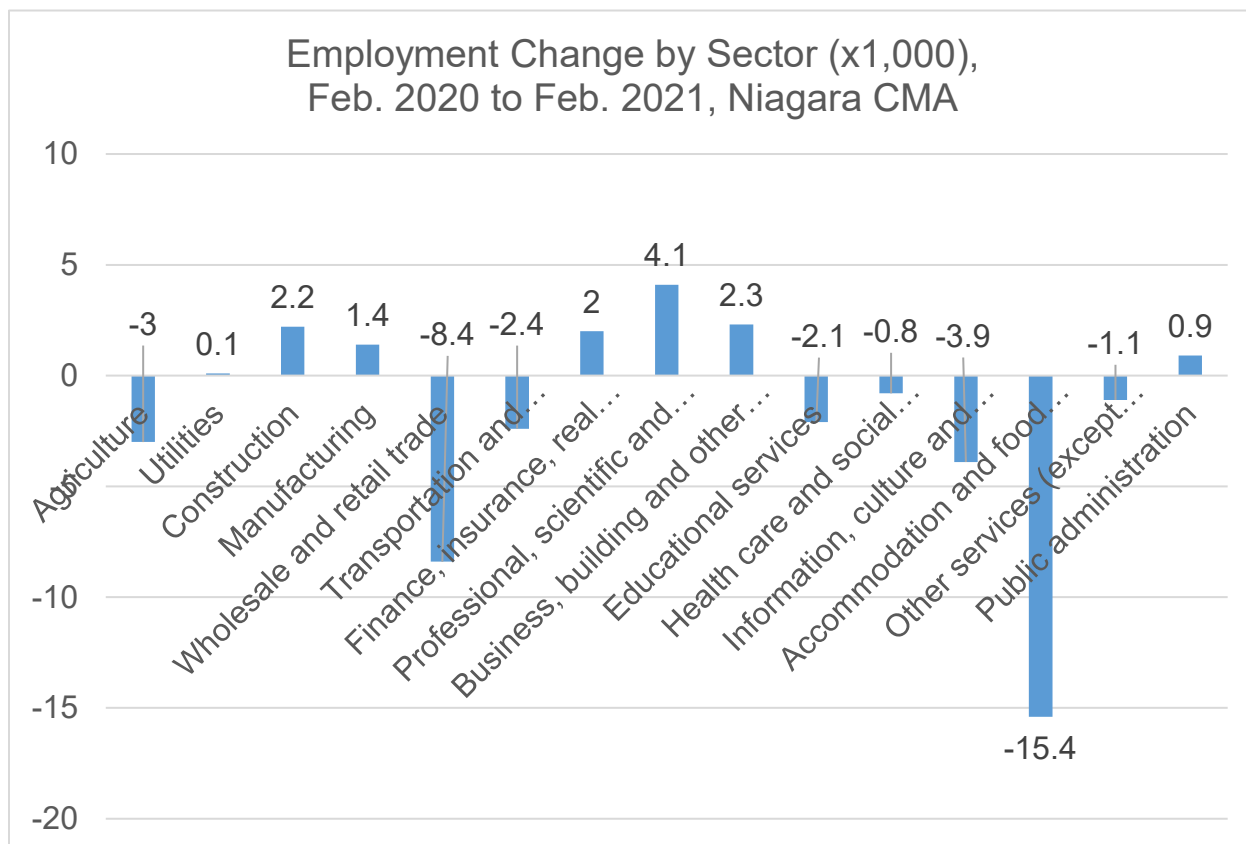
- Niagara's employment rate has experienced a gradual decline since 2016, but it accelerated drastically in 2020.
- From 2018 to 2020, the employment rate declined by 4.3%.



Statistics Canada, Table: 14-10-0378-01

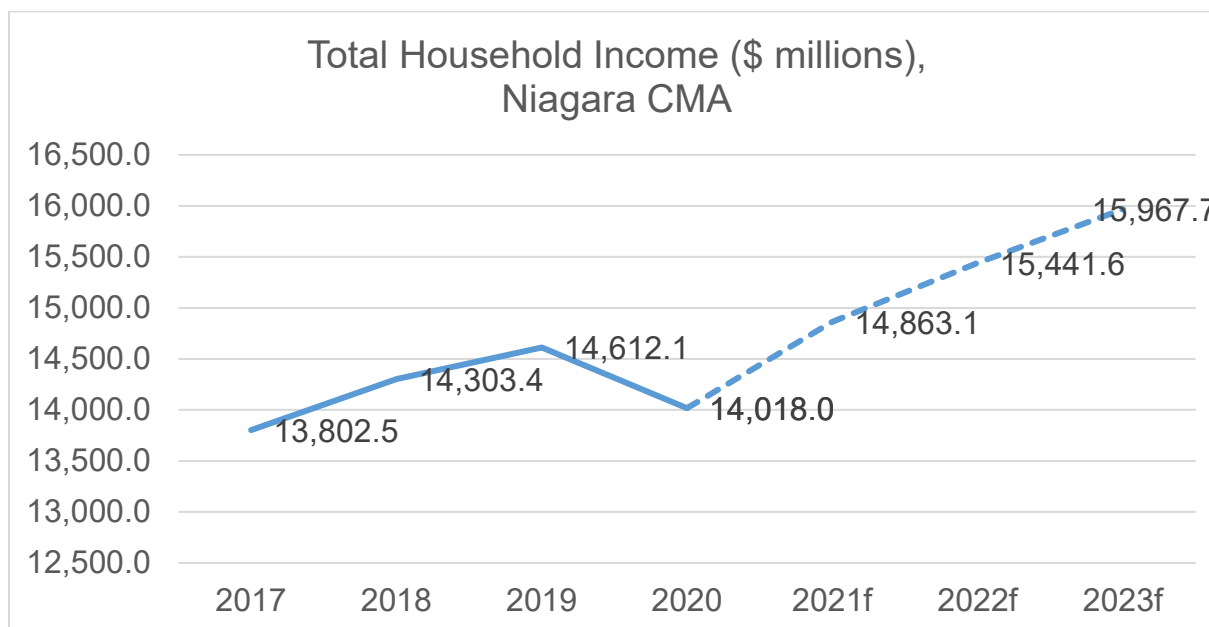
- From February 2020 to February 2021, employment declined by 24,200 people.

- The impacts of this were felt disproportionately between males and females.  
8,200 of these people were male and 15,800 were female.



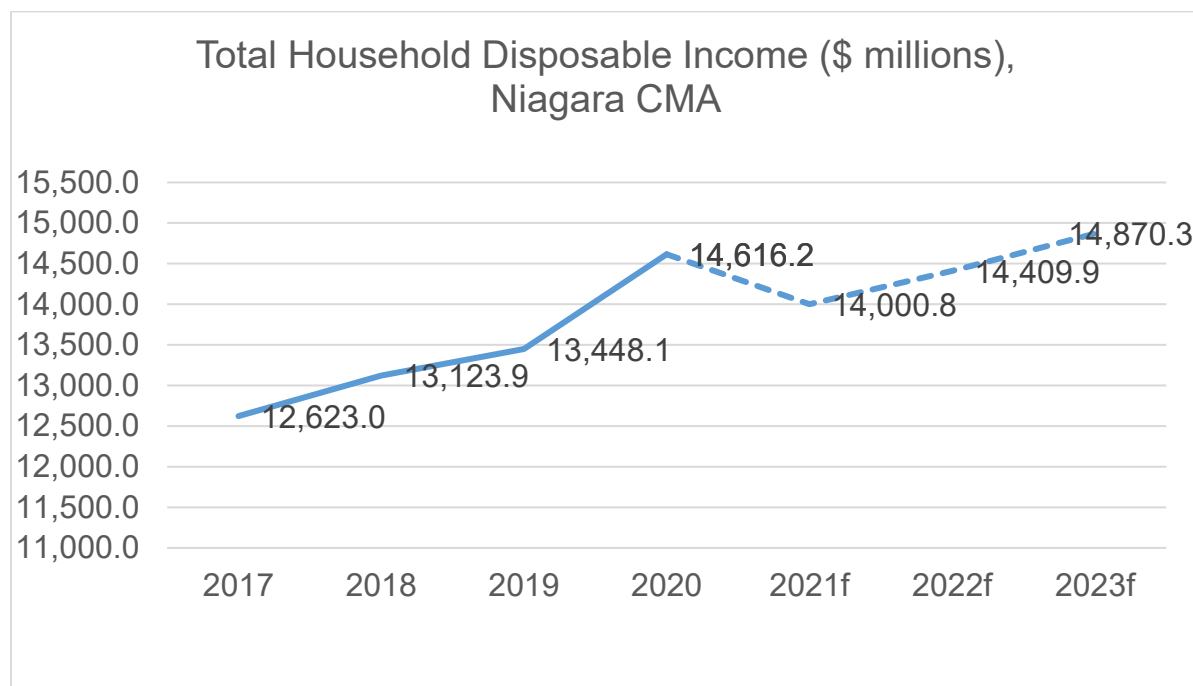
Statistics Canada, Table: 14-10-0379-01

- The decline in employment in Niagara impacted the industry sectors disproportionately.
- Construction; finance, insurance, real estate, rental and leasing; professional, scientific and professional services; business, building and other services; and public administration all experienced modest employment gains.
- Agriculture; wholesale and retail trade; transportation and warehousing; educational services; health care and social assistance; information, culture and recreation; accommodation and food services; and other services all experience a significant decline in employment.



*The Conference Board of Canada, Key Economic Indicators, St. Catharines-Niagara*

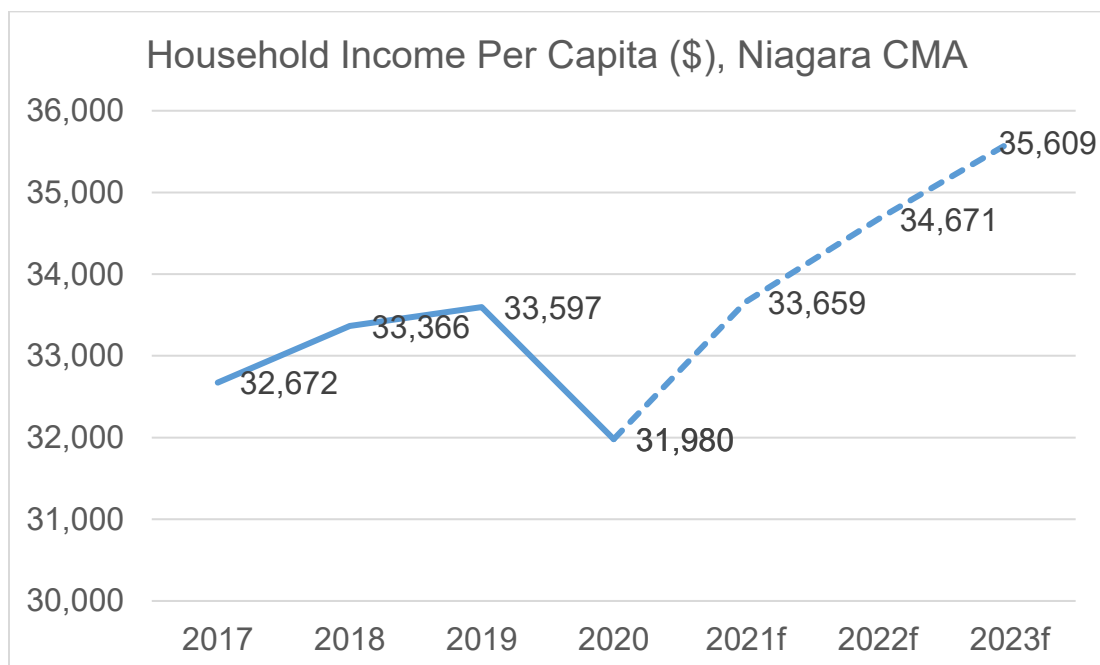
- Total housing income in Niagara was growing, but experienced a significant decline in 2020 of \$594.1 million or 4%.
- It is forecasted to recover through 2021 and be on a growth trajectory again in 2022.



*The Conference Board of Canada, Key Economic Indicators, St. Catharines-Niagara*

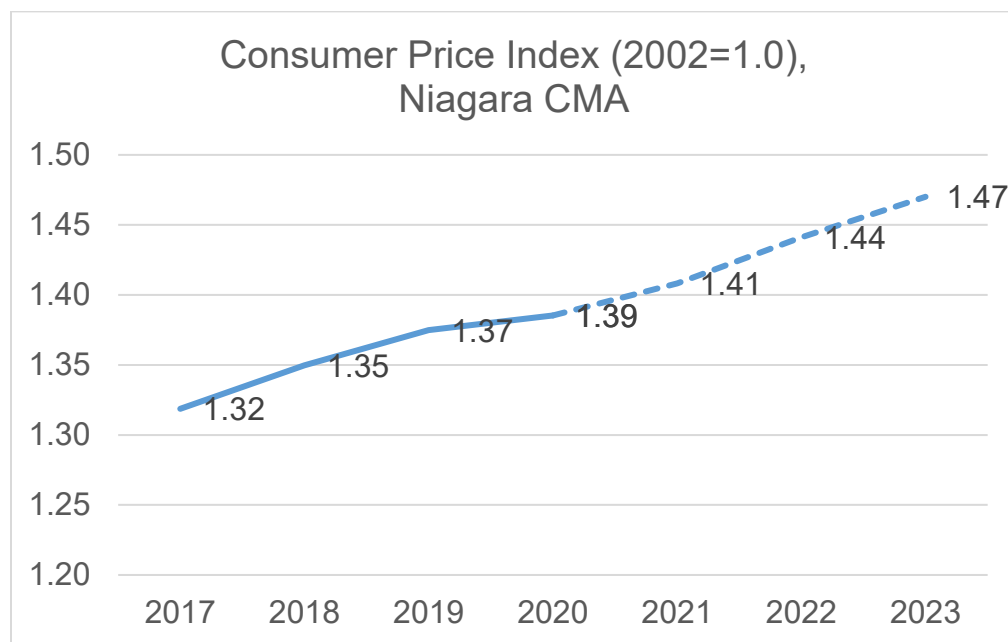
- From 2019 to 2020, total household disposable income actually grew significantly by \$1.2 billion or 8.7%.
- It is forecasted to decline over 2021 as the economy reopens and people with income begin spending their money again.





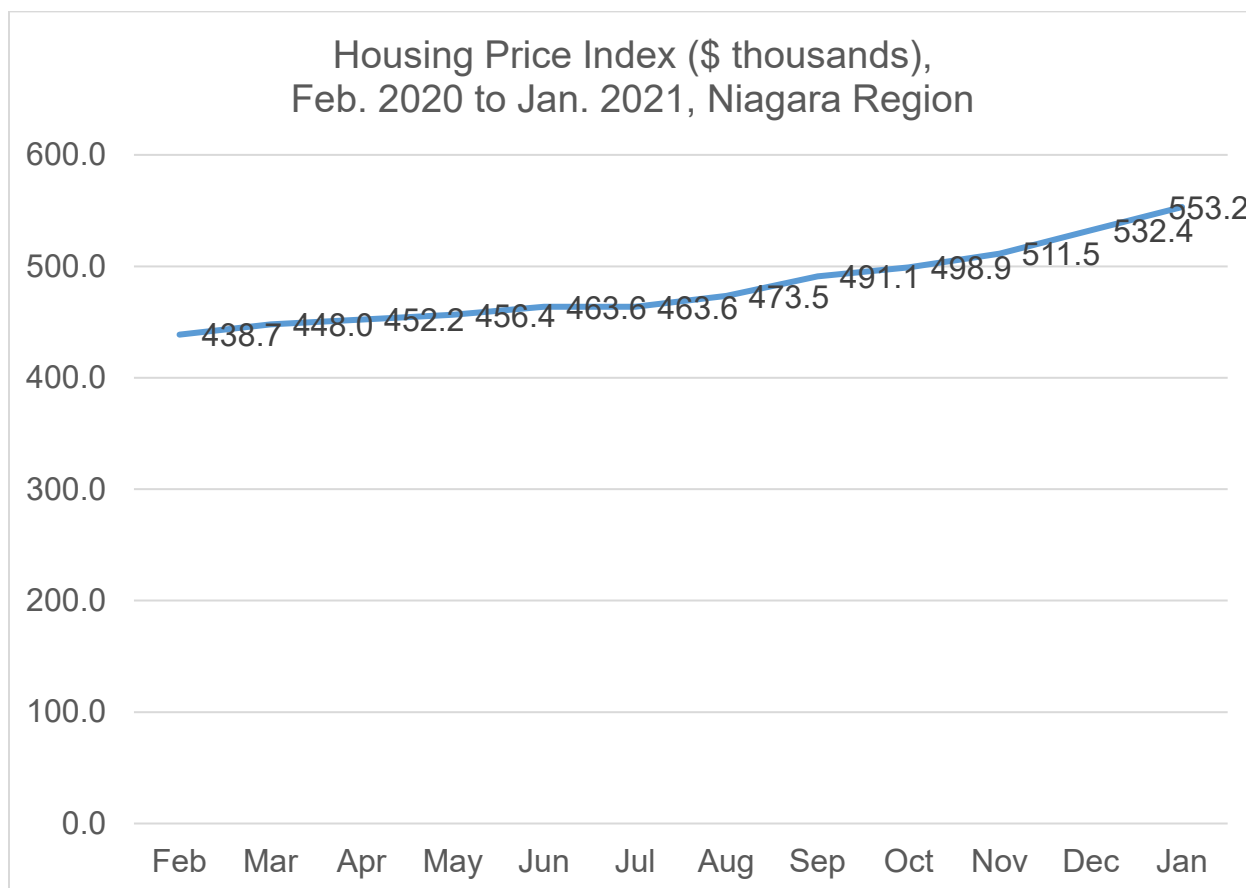
*The Conference Board of Canada, Key Economic Indicators, St. Catharines-Niagara*

- Household income per capita in Niagara also experienced a significant decline of \$1,617 or 4.8% from 2019 to 2020.
- It is forecasted to make a rapid recovery in 2021 with significant growth for 2022 and 2023.



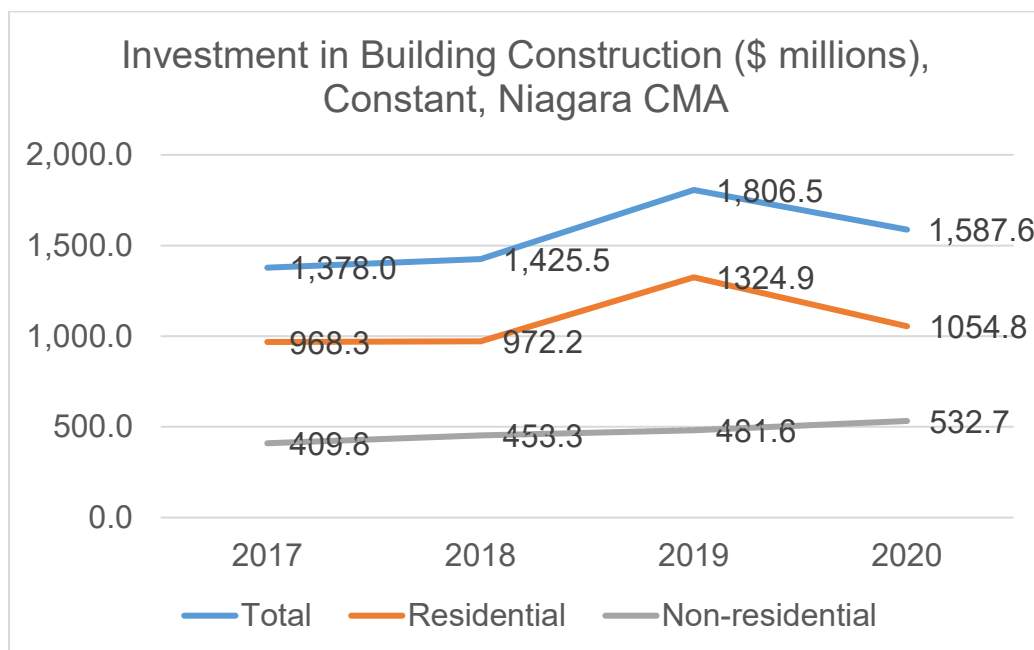
*The Conference Board of Canada, Key Economic Indicators, St. Catharines-Niagara*

- Consumer Price Index is a measurement of inflation. It remained stable from 2019 to 2020.
- It is forecasted to increase again in 2021 to 2023, and the cost of living is forecasted to increase by 6.1% from 2020 to 2023 compared to 5.1% increase from 2017 to 2020.



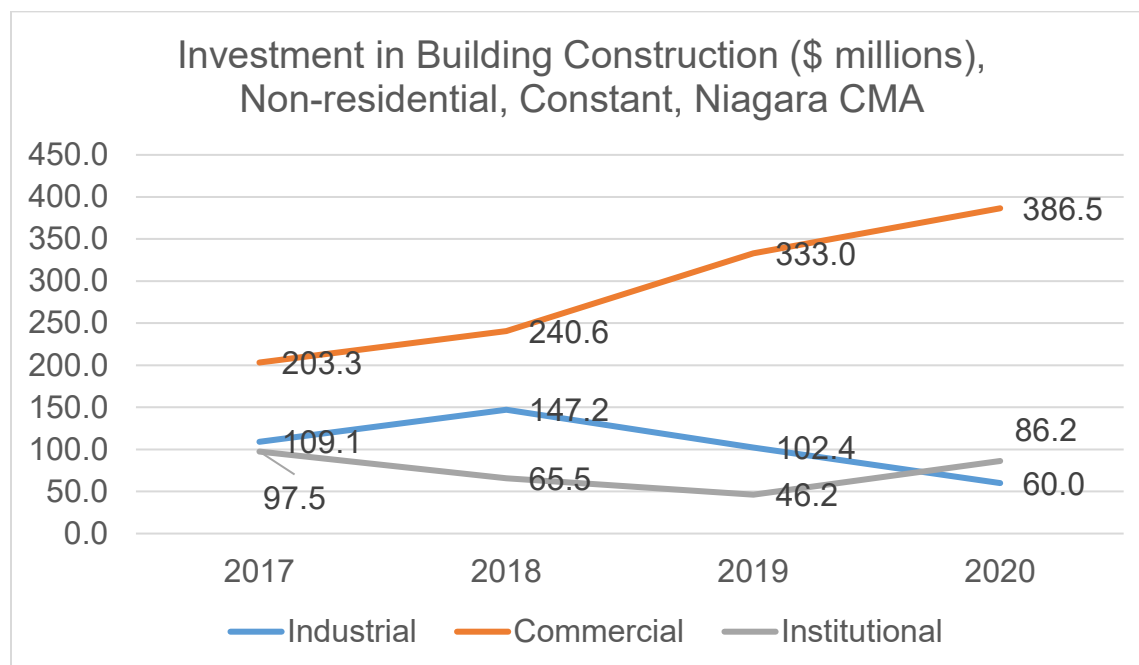
*Niagara Real Estate Association*

- Similar in concept to the consumer price index (CPI), the housing price index (HPI) measures the rate that housing prices change over time.
- Niagara benchmark housing price grew by \$114,500 or 26% from February 2020 to January 2021.



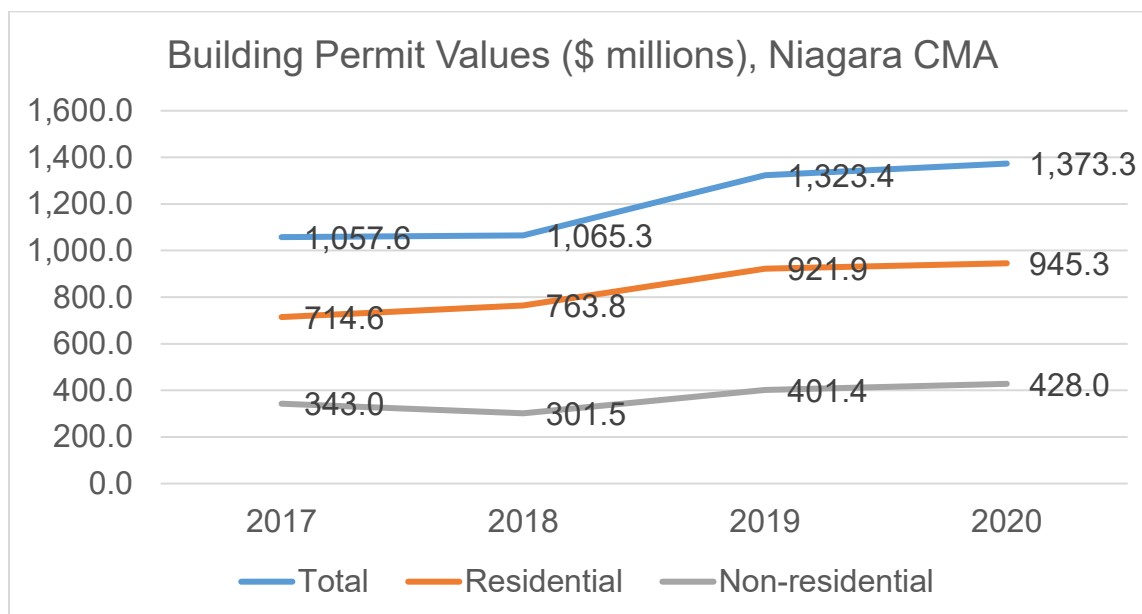
Statistics Canada, Table: 34-10-0175-01

- Despite COVID-19, investment in building construction in Niagara remained strong in 2020.
- Although total investment was down \$218.9 million or 12.1% in 2020, 2019 was a banner year and 2020 was still historically very strong.
- Investment in residential building construction was down \$270.1 million or 20%, but investment in non-residential building construction was actually up \$51.2 million or 10.6%.



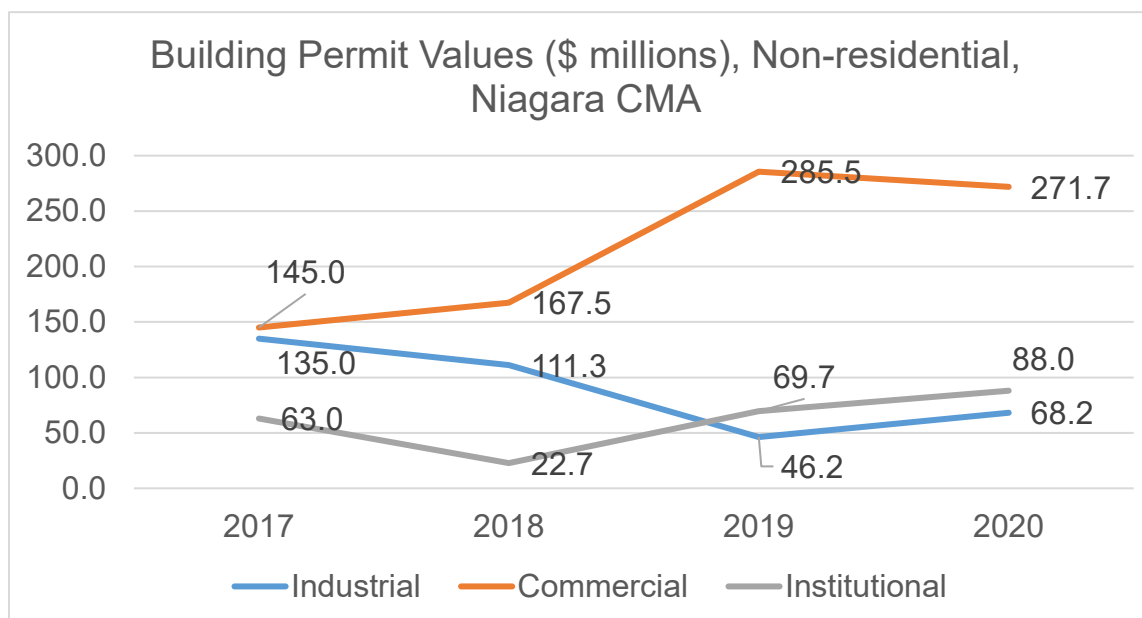
Statistics Canada, Table: 34-10-0175-01

- From 2019 to 2020, investment in commercial building construction grew by \$53.6 million or 16.1%.
- Investment in industrial building construction experienced a significant decline of \$42.4 million or 40%.
- Investment in institutional building construction grew by \$40.0 million or 86.5%.



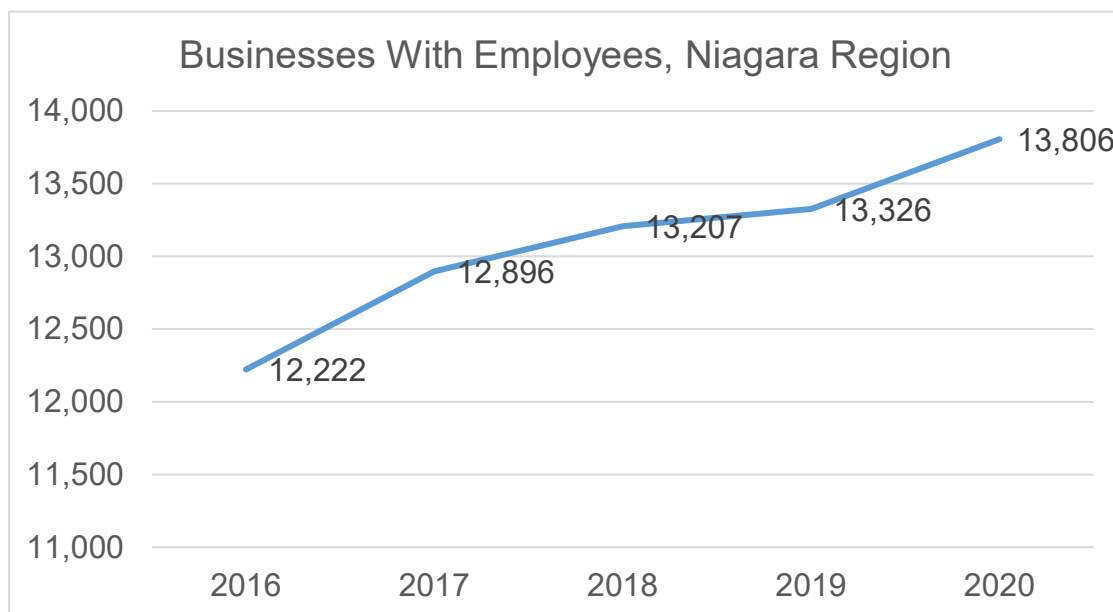
Statistics Canada, Table: 34-10-0066-01

- Building permit values for Niagara remained strong in 2020 at \$1.4 billion, which was \$50 million over 2019 or 3.8%.
- Residential building permit values grew by \$23.4 million or 2.5%, while non-residential building permit values grew by \$26.6 million or 6.6%.



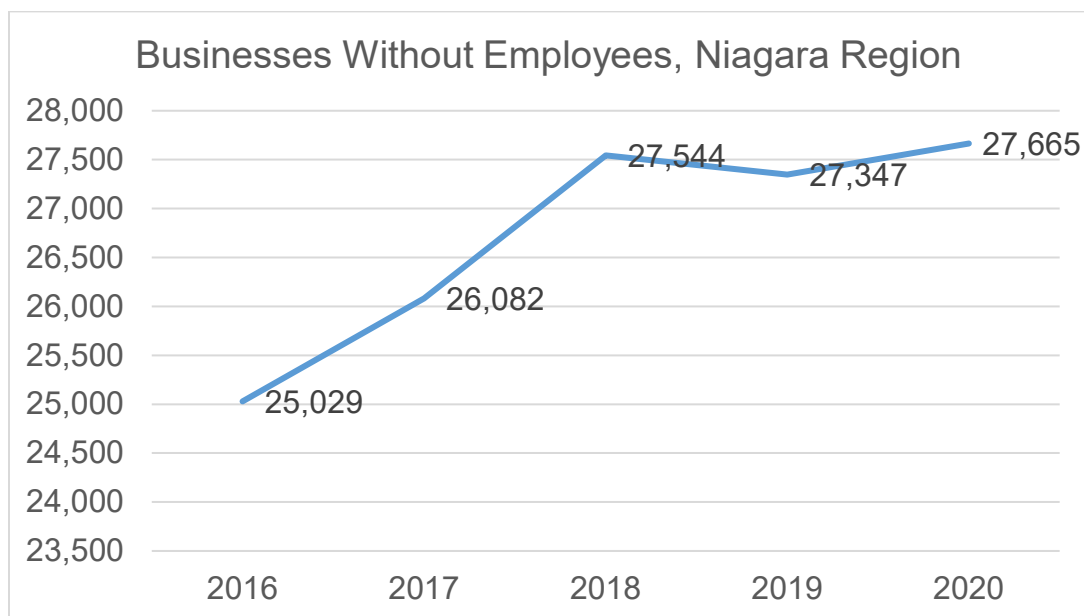
Statistics Canada, Table: 34-10-0066-01

- From 2019 to 2020, non-residential building permit values remained strong across all building types.
- Although commercial building permit values experienced a slight decline of \$13.8 million or 4.8%, industrial building permit values grew by \$22 million or 4.8%, and institutional building permit values grew by \$18.4 million or 26.4%.



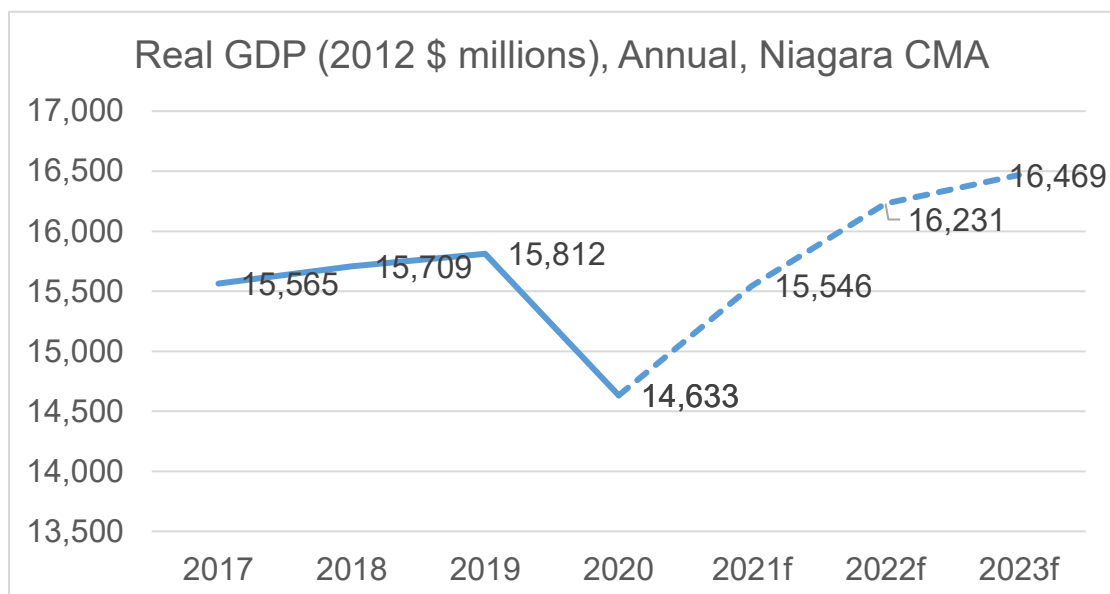
*Statistics Canada, Canadian Business Counts*

- From 2019 to 2020, Niagara actually gained 480 businesses with employees.
- However, it is important to note that this is not an accurate reflection of the impact of COVID-19 on business counts given the fluidity of the situation and lag in data collection. This data was collected before businesses may have closed as a result of the pandemic. This will eventually be reflected in the data as more is collected.



*Statistics Canada, Canadian Business Counts*

- From 2019 to 2020, Niagara gained 318 businesses without employees.
- However, as mentioned above, the impacts of the pandemic are not yet reflected in this data.

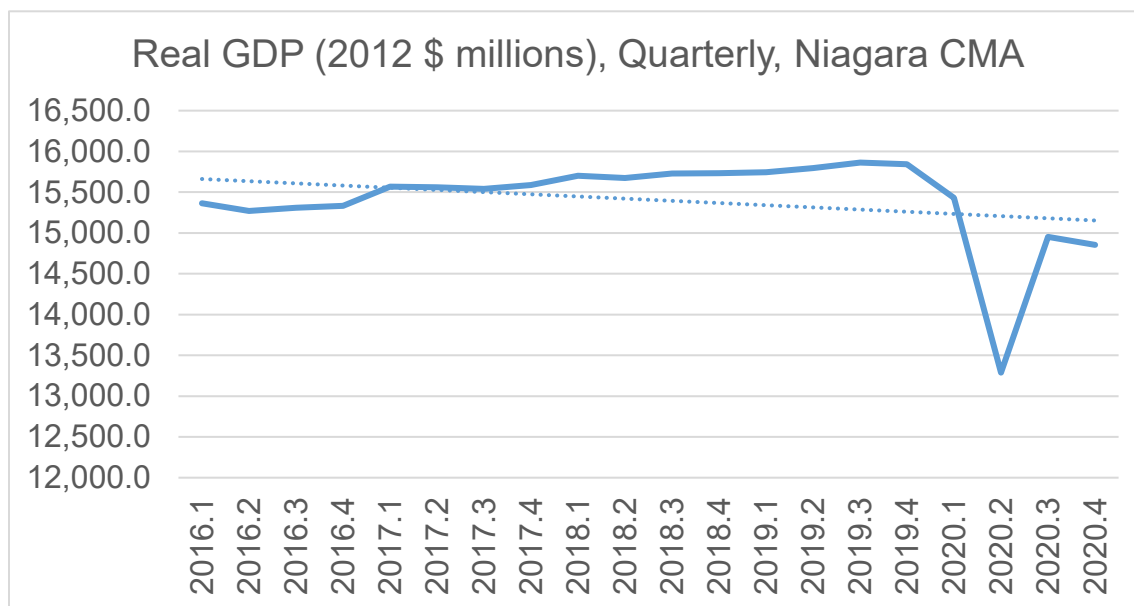


*The Conference Board of Canada, Key Economic Indicators, St. Catharines-Niagara*

- Real GDP experienced a drastic decline in 2020 of \$1.2 billion or 7.5%. This indicates a massive loss of productivity in the regional economy in 2020.

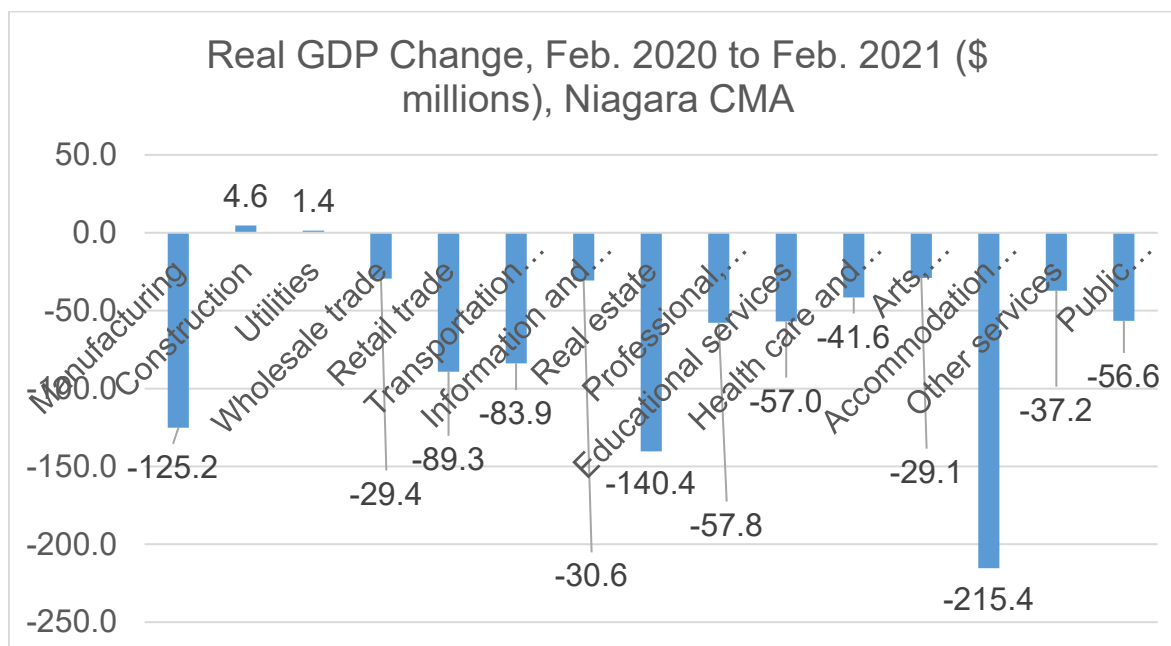


- For comparison sake, Niagara's GDP declined by \$440.0 million or 3.1% during the Great Recession in 2008 and 2009.
- However, since the current economic downturn is self-imposed due to the pandemic, GDP is forecasted to rebound quickly by 2022.



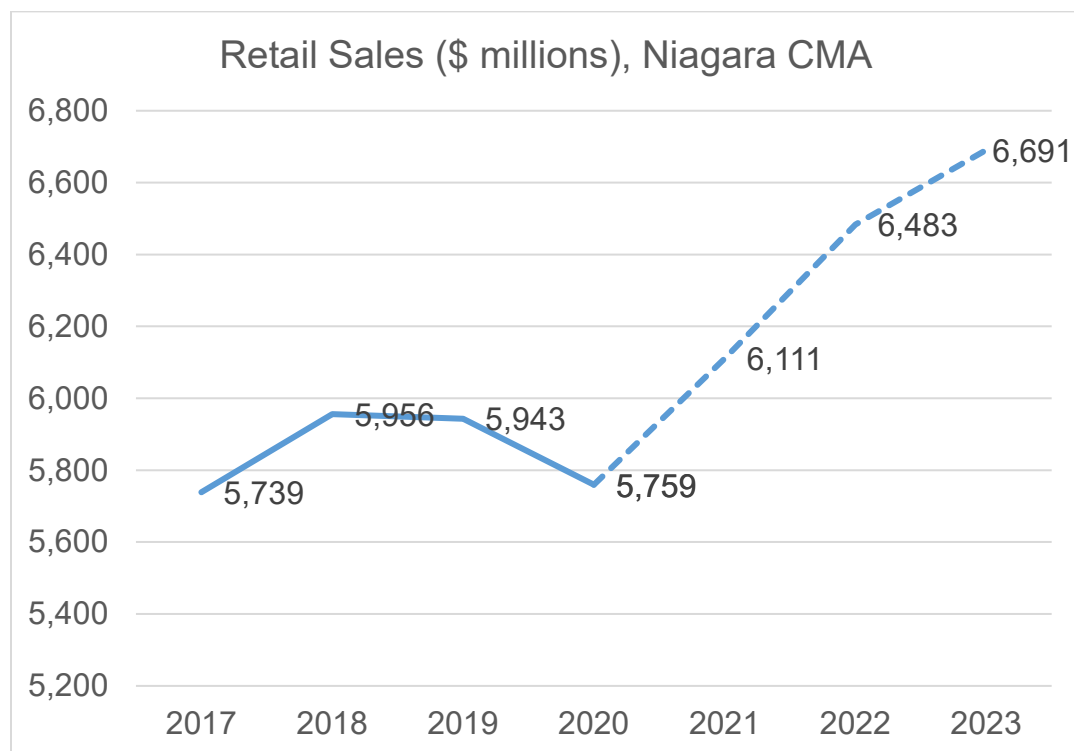
*The Conference Board of Canada, GDP at Basic Prices, St. Catharines-Niagara*

- Real GDP was strong going into 2020, but experienced a significant decline in Q1 and Q2 in 2020 where GDP declined by \$2.6 billion or 16%.
- GDP rebounded in Q3 of 2020, but then began to decline again in Q4 2020. This is a reflection of the impact of the COVID-19 lockdown measures and other COVID-19-related disruptions on the regional economy.



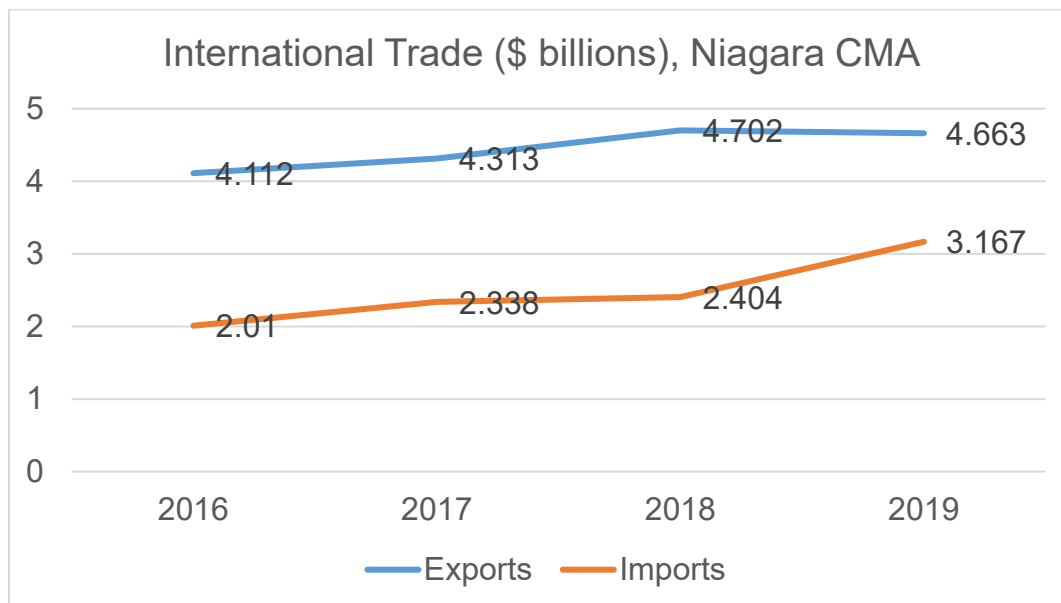
*The Conference Board of Canada, GDP at Basic Prices, St. Catharines-Niagara*

- From February 2020 to February 2021, all sectors lost GDP except for construction and utilities.
- Although some sector like manufacturing; real estate, rental and leasing; professional, scientific and professional services; and finance and insurance gained employment during this period, they still lost GDP, which is a reflection of the loss of productivity and/or market opportunities for these industry sectors in 2020.
- Accommodation and food services was impacted significantly harder than other industry sectors with a \$215.4 million in lost GDP.



*The Conference Board of Canada, Key Economic Indicators, St. Catharines-Niagara*

- Retail sales stagnated in Niagara in 2019 and then experienced a significant decline in 2020 of \$183.7 million or 3.1% in 2020.
- Given the pent up household disposable income, retail sales are forecasted to make a strong rebound in 2021 of \$351.0 million or 6.1% with substantial growth into 2023.



*Statistics Canada, Trade in Goods by Exporter and Importer Characteristics*

- In 2019, Niagara had a strong position in international trade with \$4.7 billion in export values, \$3.2 billion in import values, and a trade balance of \$1.5 billion.
- The 2020 figures are not yet available, but international trade will be an important component of Niagara's post-pandemic economic recovery.

## Conclusion

- Niagara's population continues to grow despite the pandemic with a continued growth trajectory.
- All labour indicators show that the pandemic is having a major negative impact on workers. 24,200 people in Niagara became unemployed during the pandemic with disproportionate affects on the youth (15 to 24 years) and female demographic.
- Prior to the pandemic, employers in Niagara had challenges recruiting and retaining employees. The pandemic may exacerbate this problem with more people not participating in the labour force.
- Accommodation and food services; retail trade; and, information, arts, culture and recreation saw much greater employment losses compared other sectors.
- Many sectors actually gained employment despite a loss in sector GDP. This indicates that relief programs such as Canada Emergency Wage Subsidy (CEWS) were effective at helping companies retain and grow their workforces

despite market challenges and a decline in productivity due to lockdowns, supply chain disruptions, etc.

- Total household income declined significantly while household disposable income actually grew by \$1.2 billion. This indicates that while many people lost income, those who retained income saved a significant amount of disposable income. This will help by providing an influx of capital into the economy when it reopens.
- Household income per capita reflect the true loss of income to the individual. This is forecasted to improve drastically once the economy is able to reopen and people in the hardest hit sectors are able to return to full employment.
- While inflation has remained relative stable from 2019 to 2020, it is forecasted to increase going forward, which will increase the cost of living.
- Housing prices in Niagara are also increasing at an astounding rate. Over the past year, prices increased on average by \$114,500 or 26%. This is the largest year-over-year increase on record. This is presenting many challenges in Niagara as incomes are not keeping pace and Niagara residents will struggle to be able to afford home ownership and housing.
- Despite the pandemic, investment in building construction, as well as building permit values remain very strong indicating that there is strong market demand for Niagara real estate.
- Business counts in Niagara remain stable, but this could change as business bankruptcies and closures are reflected in the data going forward.
- Real GDP in Niagara declined drastically with the onset of COVID-19. This is a result of the loss of productivity in almost all sectors in Niagara other than construction and utilities. The service-oriented sectors experienced the largest decline.
- Retail sales also declined significantly as a result of COVID-19 lockdowns, but is forecasted to recover rapidly and remain very strong into 2023 given the high level of pent up capital in the regional economy.
- International trade remained strong in 2019. The figures are not yet available for 2020, but given the loss in GDP and productivity, it is expected that international trade has also declined.

## **Alternatives Reviewed**

None applicable.

## **Relationship to Council Strategic Priorities**

This report supports the following Council Strategic Priority because it is essential to be aware of and understand the characteristics of Niagara's regional economy in order to make informed decisions pertinent to business and economic growth:

- Supporting Businesses and Economic Growth

## **Other Pertinent Reports**

- ED 16-2020 Niagara Economic Update
- ED 8-2021 COVID-19 Response and Business Continuity in Economic Development
- ED 5-2021 Economic Recovery Plan Update 3

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### **Prepared by:**

*Blake Landry, Ec.D.  
Manager, Economic Research &  
Analysis  
Economic Development*

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### **Recommended by:**

*George Spezza, Ec.D., CEcD  
Director  
Economic Development*

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### **Submitted by:**

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

## **Appendices**

None applicable.

# Students Going Digital

# The Economic Impact on Niagara

Planning and Economic Development Committee

ED10 - 2021

April 14, 2021

Vivian Kinnaird, CEO and Kevin McPhillips, Research Associate  
Niagara Workforce Planning Board



# **NIAGARA** **WORKFORCE** **PLANNING BOARD**

Students Going Digital – the economic  
impact on Niagara

Kevin McPhillips

**February 2021**



## Project Overview

- COVID-19 forced post-secondary institutions to shift many programs to a virtual model, greatly impacting the Niagara region
- A decline in enrollment and increased ability to remain at-home while studying virtually led to a significant decrease in post-secondary students living in Niagara

**This project quantifies the subsequent economic effect through the lens of post-secondary education in Niagara**

## Project Overview

This economic analysis is broken into four sections

- The first assesses the decrease in rental property demand;
- The second provides an overview of COVID-19's impact on Niagara's public transit system;
- The third measures the pandemic's impact on localized student spending, and
- The fourth outlines the impact on labour supply in both work-integrated learning placements and employment.

## Rental Property Demand

- COVID-19 led to a decrease of between 1,713 and 2,544 students renting a housing unit, a year-over-year decrease of 13.8% to 20.5%

Original Demand	Demand Decrease	Corresponding 2020 Demand	Difference in post-secondary renters
12,411	13.8%	10,698	-1,713
	20.5%	9,867	-2,544

- We also saw a decrease of 2,941 to 4,369 fewer students living in Niagara during the 2020-21 school year, representing a decrease of 23.7% to 35.2%

Original Demand	Decrease in Renters Living in Niagara	Corresponding 2020 Renters Living in Niagara	Difference in students living in Niagara
12,411	23.7%	9,470	-2,941
	35.2%	8,042	-4,369

## Niagara Region Public Transit

- The pandemic has led to a decline in student U-Pass payments of between \$2.9 million and \$3.3 million, a 79.6% decrease relative to 2019-20 totals.

	Lower Revenue Scenario			Higher Revenue Scenario		
Revenue Source	BUSU	NCSAC	Total	BUSU	NCSAC	Total
Pre-pandemic revenue	\$1,500,000	\$2,170,000	<b>\$3,670,000</b>	\$1,700,523	\$2,460,090	<b>\$4,160,612</b>
Fee decrease during pandemic	50%	100%	<b>79.6%</b>	50%	100%	<b>79.6%</b>
Pandemic revenue	\$750,000	\$0	<b>\$750,000</b>	\$850,261	\$0	<b>\$850,261</b>
Decrease in revenue due to pandemic	\$750,000	\$2,170,000	<b>\$2,920,000</b>	\$850,261	\$2,460,090	<b>\$3,310,351</b>

## Student Spending in Niagara

- We estimate that local student spending has seen a decrease of between \$2.8 and \$4.8 million monthly, representing 19.0% to 27.8% of pre-pandemic student spending

	Lesser Spending Estimate		Higher Spending Estimate	
	Lesser demand decrease	Higher demand decrease	Lesser demand decrease	Higher demand decrease
Rent cost per month	\$425.00	\$425.00	\$531.00	\$531.00
Rent demand decrease	1,713	2,544	1,713	2,544
Rent payment decrease	\$728,025.00	\$1,081,200.00	\$909,603.00	\$1,350,864.00
Non-rent cost per month	\$706.40	\$706.40	\$782.80	\$782.80
Decrease in renters actively living in Niagara	2,941	4,369	2,941	4,369
Student spending decrease	\$2,077,522.40	\$3,085,555.20	\$2,302,214.80	\$3,419,270.40
<b>Total monthly impact:</b>	<b>\$2,805,547.40</b>	<b>\$4,166,755.20</b>	<b>\$3,211,817.80</b>	<b>\$4,770,134.40</b>
<b>Total yearly impact</b>	<b>\$25,356,479.20</b>	<b>\$37,658,841.60</b>	<b>\$29,332,954.40</b>	<b>\$43,564,531.20</b>

## Student Employment

- The pandemic led to an estimated decrease in Niagara's GDP output of between \$37.1 and \$47.7 million due to a lack of student labour supply in the region.
- These totals suggest a decline between 15.8% and 20.3% of pre-pandemic student-driven GDP output.

	Low-impact estimate	High-impact estimate
Decrease in FTE students employed due to the pandemic	950.5	1221.2
GDP output per FTE employee, Niagara, 2019	\$41,076.71	
Total training cost savings	\$1,898,688.00	\$2,439,886.00
<b>Net impact on GDP output</b>	<b>\$37,135,428.36</b>	<b>\$47,711,048.14</b>

## Work-Integrated Learning

- Our data suggests that the pandemic decreased Niagara's GDP output by \$39.0 million due to a lack of student work-integrated learning placements within the region. This total suggests a reduction in work-integrated learning economic output of 32.2%.

	2020-21 Estimates
GDP output per WIL student, St. Catharines-Niagara CMA	\$12,965.78
Decrease in WIL students due to COVID-19	3,006
<b>Total expected decrease in GDP output</b>	<b>\$38,975,134.68</b>

## Effects outside the scope of this paper

- While this report provides insight into the economic impacts of virtual post-secondary education, other impacts that may be valuable to assess in future research include:
- Staff layoffs,
- Future capital expenditures placed on hold due to a lack of cash flow, and
- The loss of future localized earnings from students who may have remained in Niagara post-graduation had they physically lived within the region in 2020



## Overall Project Findings

- In total, this report suggests that the impact from the pandemic related to direct student engagement in Niagara's economy over the course of the 2020-2021 school year is between \$104.4 million and \$133.6 million.
- This range represents a relative reduction in post-secondary student economic output of between 21.2% and 25.8% compared to pre-pandemic estimates.

			U-Pass	Student Spending	GDP Output, Student Employment	GDP Output, WIL Engagement	Total
Estimated Decrease	Low-Impact	2019	\$3,670,000	\$133,433,143	\$235,099,655	\$121,031,096	\$493,233,895
		2020	\$750,000	\$108,076,664	\$197,964,227	\$82,055,961	\$388,846,852
		<b>Total Decrease</b>	<b>\$2,920,000</b>	<b>\$25,356,479</b>	<b>\$37,135,428</b>	<b>\$38,975,135</b>	<b>\$104,387,043</b>
	High-Impact	2019	\$4,160,612	\$156,805,538	\$235,099,655	\$121,031,096	\$517,096,902
		2020	\$850,261	\$113,241,007	\$187,388,607	\$82,055,961	\$383,535,836
		<b>Total Decrease</b>	<b>\$3,310,351</b>	<b>\$43,564,531</b>	<b>\$47,711,048</b>	<b>\$38,975,135</b>	<b>\$133,561,066</b>

# Thank you

Contact us:

Vivian Kinnaird – [vivian@nwpb.ca](mailto:vivian@nwpb.ca)

Kevin McPhillips – [kevin@nwpb.ca](mailto:kevin@nwpb.ca)

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**Subject:** Students Going Digital: The Economic Impact on Niagara

**Report to:** Planning and Economic Development Committee

**Report date:** Wednesday, April 14, 2021

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## **Recommendations**

1. That Report ED 10-2021 **BE RECEIVED** for information.

## **Key Facts**

- Niagara Economic Development contracted Niagara Workforce Planning Board to assess the economic impact of Niagara's post-secondary institutions shifting to a more virtual setting for the 2020-21 academic year.
- Economic impact was measured through the lens of the Niagara rental market, public transit ridership revenue, student spending in Niagara, and available labour supply.
- In total, this report suggests that the economic impact from the pandemic directly related to student engagement in Niagara's economy throughout the 2020-21 school year is between \$104.4 and \$133.6 million.
- This total represents an overall decline between 21.2% and 25.8% in post-secondary student economic engagement.

## **Financial Considerations**

All financial implications of contracting with the Niagara Workforce Planning Board to complete this research, as an action within the Economic Recovery Plan, are being funded by the operational budget of the Economic Development division

## **Analysis**

The COVID-19 pandemic forced post-secondary institutions to shift many programs to a virtual model, greatly impacting the Niagara region given the presence of both Niagara College and Brock University. Though certain aspects of the post-secondary experience remained in-person, declining enrollment and the ability to remain at-home while studying virtually led to a significant decrease in post-secondary students living in Niagara. Considering this, Niagara Workforce Planning Board was contracted to present

data identifying the subsequent economic effect through the lens of post-secondary education in Niagara.

Economic impact was measured through four lenses:

1. The Niagara rental market;
2. Public transit ridership revenue;
3. Student spending in Niagara, and
4. Available labour supply.

To estimate these impacts, sources included local survey data, previous reports on post-secondary economic impacts, and data from a range of sources including Statistics Canada and the Conference Board of Canada to analyze these impacts. Findings from this report estimate that the pandemic resulted in:

- A decrease of between 1,713 and 2,544 students renting a housing unit and 2,941 and 4,369 fewer students living in Niagara during the 2020-21 school year;
- A decline in student U-Pass payments of between \$2.9 million and \$3.3 million;
- A decrease in local student spending of between \$2.8 and \$4.8 million monthly, adjusted to between \$25.4 and \$43.6 million over the course of one year;
- A decrease in Niagara's GDP output of between \$37.1 million and \$47.7 million due to a lack of student labour supply in the region; and
- A decrease in Niagara's GDP output of \$39.0 million due to a lack of student work-integrated learning placements within the region.

Certain economic impacts were not included in this report, including staff layoffs, future capital expenditures placed on hold due to a lack of cash flow, and the loss of future localized earnings from students who may have remained in Niagara post-graduation had they physically lived within the region in 2020. Though these factors will have an economic ripple effect on Niagara over the short- to long-term, their direct economic impact is either outside the scope of this project or cannot currently be measured.

In total, this report suggests that the economic impact from the pandemic directly related to student engagement in Niagara's economy throughout the 2020-21 school year is between \$104.4 and \$133.6 million. This total represents an overall decline between 21.2% and 25.8% in post-secondary student economic engagement. It should be reiterated that this does not suggest that this represents the total impact of Brock University and Niagara College, or the entirety of the decreased impact from student engagement to Niagara due to the pandemic. It should be seen as the impact *from the*

*data Niagara Workforce Planning Board measured, fully understanding there are a number of realities outside the scope of this project (most notably staff layoffs).*

### **Alternatives Reviewed**

None applicable.

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

This research, which is an action within the ERRT Economic Recovery Plan, supports Council Strategic Priority “Supporting Businesses and Economic Growth”.

### **Other Pertinent Reports**

ED 11-2020 Economic Recovery Plan Update  
ED 15-2020 Economic Recovery Plan Update 2  
ED 5-2021 Economic Recovery Plan Update 3

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#### **Prepared by:**

Valerie Kuhns  
Associate Director  
Economic Development

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#### **Recommended by:**

George Spezza, Ec.D., CEcD  
Director  
Economic Development

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#### **Submitted by:**

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Vivian Kinnaird, Chief Executive Officer and Kevin McPhillips, Research Associate, Niagara Workforce Planning Board.*

## **Appendices**

Appendix 1   Students Going Digital 2020-2021 Report, Niagara Workforce Planning Board

## Students Going Digital: the economic impact on Niagara

Prepared for: Niagara Economic Development



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## Executive Summary

The COVID-19 pandemic forced post-secondary institutions to shift many programs to a virtual model, greatly impacting the Niagara region given the presence of both Niagara College and Brock University. Though certain aspects of the post-secondary experience remained in-person, declining enrollment and the ability to remain at-home while studying virtually led to a significant decrease in post-secondary students living in Niagara. Considering this, the purpose of this paper is to present data identifying the subsequent economic effect through the lens of post-secondary education in Niagara.

Economic impact was measured through the lens of the Niagara rental market, public transit ridership revenue, student spending in Niagara, and available labour supply. To estimate these impacts, sources included local survey data, previous reports on post-secondary economic impacts, and data from a range of sources including Statistics Canada and the Conference Board of Canada to analyze these impacts. Findings from this report estimate that the pandemic resulted in:

- A decrease of between 1,713 and 2,544 students renting a housing unit and 2,941 and 4,369 fewer students living in Niagara during the 2020-21 school year;
- A decline in student U-Pass payments of between \$2.9 million and \$3.3 million;
- A decrease in local student spending of between \$2.8 and \$4.8 million monthly, adjusted to between \$25.4 and \$43.6 million over the course of one year;
- A decrease in Niagara's GDP output of between \$37.1 million and \$47.7 million due to a lack of student labour supply in the region; and
- A decrease in Niagara's GDP output of \$39.0 million due to a lack of student work-integrated learning placements within the region.

While this report provides insight into the economic impacts of virtual post-secondary education, other impacts that may be valuable to assess in future research include:

- Staff layoffs,
- Future capital expenditures placed on hold due to a lack of cash flow, and
- The loss of future localized earnings from students who may have remained in Niagara post-graduation had they physically lived within the region in 2020

Though these factors will have an economic ripple effect on Niagara over the short- to long-term, their direct economic impact is either outside the scope of this project or cannot currently be measured and are therefore not part of this project's calculations.

In total, this report suggests that the economic impact from the pandemic directly related to student engagement in Niagara's economy throughout the 2020-21 school year is between \$104.4 and \$133.6 million. This total represents an overall decline between 21.2% and 25.8% in post-secondary student economic engagement.



## Introduction

This report looks to assess the economic impact of Niagara's post-secondary institutions shifting to a more virtual setting for the 2020-21 academic year. Though certain in-person activities have remained, the majority of coursework has taken place online. Moreover, enrollment rates have declined this year, as students have delayed their post-secondary education until after the pandemic. Due to this reality, many students who would otherwise be moving to Niagara are instead remaining at home.

Previous reports have suggested that prior to the pandemic Brock University and Niagara College each contributed between \$257.4 and \$807 million annually to the Niagara region's economy.<sup>1</sup> These estimates vary due to different aspects of output being measured and a reliance on different economic multipliers. Though the range is broad, it is nevertheless quite clear that both post-secondary institutions are regional economic drivers. As such, the Niagara region will undoubtedly see negative economic consequences of this pandemic-driven shift to virtual education. It is the goal of this paper to provide estimates regarding the economic effect of the pandemic forcing these institutions into a virtual environment. This shortened version of the full report focuses more heavily on the final results rather than the calculations specific to each figure. For a more detailed breakdown of the methodologies and calculations used in this report please refer to the full report.

This paper will be assessing four facets of economic activity typically impacted by post-secondary students. First, we will assess the decrease in rental property demand that has resulted due to the pandemic. Second, this report will provide an overview of the impact on Niagara's public transit system. Third, we will measure the pandemic's impact on localized student spending. Fourth, we will outline the changes to labour supply and the subsequent impact to regional GDP output by estimating the decline in work-integrated learning placements as well as employment by industry.

The fifth section of this report will note economic considerations outside the scope of this paper, including staff layoffs, future capital expenditures, and the loss of future localized earnings from students who may have remained in Niagara post-graduation. Though these factors will have an economic ripple effect on Niagara over the short- to long-term, for a number of reasons expounded upon in section five, they remain outside the purview of this analysis. Finally, this paper will conclude with an overall synopsis of the pandemic's impact on economic activity in Niagara.

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<sup>1</sup> This paper is distinct from these prior reports and the financial estimates are not comparable. Though this assessment touches upon specific aspects of their findings, the scope of each is different, and each measure different aspects of economic engagement. The figures within this paper are a result of the specific measurements we engaged with and are unique to this report.



## Section 1 – Niagara's Rental Market

The impact to the local residential rental market has been abrupt, resulting in serious negative consequences for Niagara's rental property owners. This section uses survey data from local rental property owners as well as Niagara's post-secondary students to estimate demand for rental units during the pandemic. Using previous research, this section will also establish a baseline estimate of rental demand during pre-pandemic years, to measure the estimated demand decrease due to COVID-19.

### Section 1.1 Rental Unit Survey Data

In a survey of rental property owners in Niagara from November 2020, 367 of their total 1,647 (22.3%) units were listed as currently available. This compares to only approximately 30 units (1.8%) being unfilled at this time during a "typical" November, an increase of 20.5% in unfilled units. We further identified that 64.3% of student renters were actively living in Niagara compared to a typical, pre-pandemic year. Considering that 77.7% of rooms were filled, that suggests an additional 13.4% of renters were renting a unit but not actively living in it. Though students who are renting a unit but living elsewhere would still be obligated to pay their rent, they would not be spending money, working, or be otherwise engaged in the Niagara economy.

A separate survey of 923 Niagara post-secondary students asking about their living arrangements show relatively similar declines, though not as extreme. Compared to 2019, these survey data show a decrease of 13.8% in demand for off-campus housing in Niagara during the 2020 fall semester (compared to the 20.5% decrease seen by extrapolating the property owners' data to the entire sector). The remainder of this report will consider these figures to be estimates providing a low- and high- end projection of the impact of the pandemic on Niagara's rental market. Table 1.1 presents these survey response data.

Table 1.1 Expected number of filled and unfilled rooms, compared to actual 2020 data, Niagara property owners and student survey response data

	Property Owners Data			Student Survey Data		
	2019	2020	Change	2019	2020	Change
Filled Rooms	98.2%	77.7%	<b>-20.5%</b>	100%	86.2%	<b>-13.8%</b>
Unfilled Rooms	1.8%	22.3%	<b>20.5%</b>	0%	13.8%	<b>13.8%</b>
Renters Actively Living in Units	100%	64.8%	<b>-35.2%</b>	100%	76.3%	<b>-23.7%<sup>2</sup></b>

<sup>2</sup> The student survey did not ask whether students renting properties were planning to live in these accommodations. We chose to imply that the difference between this data and the property owner data would be similar to the difference in "filled room" expectations.



## Section 1.2 The Impact of Niagara's Student Rental Demand Decrease

Previous reporting by Brock University and Niagara College indicated that in a typical year 39.0% of Niagara's post-secondary students reside off-campus, away from home, and within Niagara. Applying this percentage to 2019 enrollment data suggests that 12,411 of Niagara's 31,792 post-secondary students rented an off-campus housing unit during 2019. This section is only concerned with the rental market in Niagara and will therefore focus on these 12,411 students. Table 1.2 presents these estimates.

Table 1.2 2019 estimates of Niagara post-secondary students housing arrangements

Living Status	2019 Estimates	Percentage of Total
On-campus residence	2,875	9.0%
Off-campus in Niagara	12,411	39.0%
At home	16,506	51.9%
<b>Total</b>	<b>31,792</b>	<b>100.0%</b>

Tables 1.3. and 1.4 apply the scenarios from Table 1.1 to the estimated 2019 rental demand to present the potential change in rental unit demand and students actively living in Niagara. As can be seen, in the most dire estimate, 2,544 fewer students were looking for rental units in 2020 compared to 2019. Moreover, in this scenario, an additional 1,825 renters were not living in their rented unit, resulting in a total decrease of 4,369 post-secondary students living in Niagara compared to pre-pandemic totals.

Table 1.3 Estimated rental unit demand decrease in 2020 due to the pandemic

Original Demand	Demand Decrease	Corresponding 2020 Demand	Difference in post-secondary renters
12,411	13.8%	10,698	<b>-1,713</b>
	20.5%	9,867	<b>-2,544</b>

Table 1.4 Estimated decrease in post-secondary students living in Niagara in 2020

Original Demand	Decrease in Renters Living in Niagara	Corresponding 2020 Renters Living in Niagara	Difference in students living in Niagara
12,411	23.7%	9,470	<b>-2,941</b>
	35.2%	8,042	<b>-4,369</b>

These figures place a significant burden on Niagara's property owners and have left many in a precarious situation. One organization stressed that they were dealing with major financial constraints and that unlike other businesses and citizens, they had not been able to access government supports. As income from rental properties dwindles due to COVID-19, the property owner argued there would be two specific outcomes:

- First, many property owners, large and small, will be forced to sell properties;
- Second, for those who retain their properties, rent will have to be raised considerably, pushing the cost of renting in Niagara significantly higher for "the next three to four years, at a minimum."



## Section 2 – Student Public Transit Ridership in Niagara

Niagara's post-secondary students are eligible for a universal bus pass (U-Pass) through negotiated agreements with Niagara's local transit operators; for a mandatory fee, students gain access to busses operating throughout the Niagara region. During the pandemic, however, these fees have been reduced. This section estimates the subsequent decrease in revenue generated through U-Passes as a result of COVID-19.

### Section 2.1 Pre-pandemic U-Pass revenue

To calculate the revenue generated by U-Pass agreements prior to the onset of the pandemic we assessed regional transit reports to the Niagara Region Public Works Committee alongside estimates provided by Niagara Regional Transit officials. To begin, a report to the Public Works Committee, *Niagara Regional Transit Service Expansion Update*, dated October 8, 2019, suggests that overall funding for NRT received from negotiations with Niagara College, Brock University, and their respective student unions is approximately \$3.67 million.<sup>3</sup> These data are presented in Table 2.1.

Table 2.1 2019 NRT Revenue attributable to U-Pass agreements, October 8, 2019 report estimates

	Brock Student Fees Revenue	Niagara College Student Fees Revenue	Total Revenue from U-Pass Agreement, NRT
Pre-Pandemic	\$1,500,000	\$2,170,000	<b>\$3,670,000</b>

To validate this data we received estimates from Niagara Region Transit Services officials. In 2019, according to a March 10, 2020 report to the Niagara Region's Public Works Committee, the Region's share of revenue for NRT grew to \$4,894,838. In consultations, officials suggested that "close to 85% [of this 2019 revenue] was from the U-Pass agreements," resulting in approximately \$4,160,612 in revenue being attributable to U-Pass agreements. These data are presented in Table 2.2.

Table 2.2 2019 NRT Overall revenue attributable to U-Pass agreements, March 10, 2020 estimates

	NRT Revenue	Approximate percentage of revenue attributable to U-Pass	Revenue Attributable to U-Pass Agreements
Pre-Pandemic	\$4,894,838	85%	<b>\$4,160,612</b>

Acknowledging that these figures are estimates, we will rely on these data as the range of potential pre-pandemic revenue generated by U-Pass agreements. As such, we expect that between \$3.7 million and \$4.2 million was generated by U-Pass agreements prior to the pandemic.

<sup>3</sup> This estimate is derived from a series of calculations based on data within the committee report. For a detailed breakdown of how we arrived at this total, please see our full report.



## Section 2.2 Assessing the impact of the COVID-19 pandemic on U-Pass revenue

As revenue agreements are negotiated between Niagara College, Brock University, their respective student unions, and Niagara Regional Transit alongside other local transit partners, definitive assessments of the impact of the pandemic on U-Pass revenue is unattainable at this time. However, information is available regarding the costs passed on from student unions to the students of Brock University and Niagara College. By applying those revenue decreases to the pre-pandemic figures assessed in Section 2.1, we can estimate the potential losses incurred during the pandemic.

To begin, Niagara College students are not being charged any U-Pass fee for either semester during the pandemic, while Brock University students are only being charged 50% of the traditional fee. To translate these net decreases to financial totals, we must separate the revenue estimates from Section 2.1 to account for each post-secondary institution's respective portions.

Table 2.1 noted that \$2.17 million of the \$3.67 million (59.1%) total revenue was attributable to Niagara College's students. As we do not have a breakdown per institution for the data presented in Table 2.2, we will apply this same ratio to that data. Table 2.3 then applies the expected revenue decreases noted above to the two pre-pandemic U-Pass revenue estimates to measure possible outcomes regarding the total economic impact of the pandemic on U-Pass revenue.

Table 2.3 Estimated U-Pass revenue decrease due to the pandemic

Revenue Source	Lower Revenue Scenario			Higher Revenue Scenario		
	BUSU	NCSAC	Total	BUSU	NCSAC	Total
Pre-Pandemic Revenue	\$1,500,000	\$2,170,000	<b>\$3,670,000</b>	\$1,700,523	\$2,460,090	<b>\$4,160,612</b>
Pandemic Decrease	50%	100%	<b>79.6%</b>	50%	100%	<b>79.6%</b>
Pandemic Revenue	\$750,000	\$0	<b>\$750,000</b>	\$850,261	\$0	<b>\$850,261</b>
Revenue Decrease	\$750,000	\$2,170,000	<b>\$2,920,000</b>	\$850,261	\$2,460,090	<b>\$3,310,351</b>

As can be seen, it is estimated that Niagara College and Brock University students will collectively pay between \$2,920,000 and \$3,310,351 less towards U-Pass fees during the pandemic, a decrease of approximately 79.6% compared to pre-pandemic levels.





## Section 3 – Student Spending in Niagara

In an effort to measure the expected monthly expenses of post-secondary students in Niagara, we compared three separate reports on post-secondary spending. The first report is Economic Modelling Specialists Int'l's (EMSI) *Economic Impact Report 2016*, updated in 2018, which measured the local impact of Niagara College. Second, we used a 2018 report produced by the Niagara Community Observatory (NCO) titled *The Brock University Effect: How thousands of students and millions of dollars energize the economy of Niagara Communities*.<sup>4</sup> Finally, we consulted Maclean's 2018 Student Expenses poll, which surveyed 23,384 Canadian post-secondary students.<sup>5</sup>

### Section 3.1 Previous Reports' Estimates

The EMSI Economic Impact report's methodology is proprietary, so only the final figures are known. Meanwhile, the Brock Effect utilized Brock University's fee estimator<sup>6</sup> as well as the Niagara Poverty Reduction Network's (NPRN) paper *Calculating the Cost of Living in the Niagara Region, 2017*<sup>7</sup> while the Maclean's Student Expenses poll surveyed 23,384 post-secondary students across Canada.

The findings of each of the three papers were quite similar. The EMSI report calculated that 5,071 students relocated to Niagara in 2014-2015 and collectively spent approximately \$53.3 million locally (approximately \$10,510.7 per student), amounting to monthly spending of \$1,313.8 per student. Comparatively, the NCO report projected students to spend \$1,131.4 per month, while the Maclean's Student Expenses poll projected monthly spending of \$1,257. Table 3.1 presents these spending estimates.<sup>8</sup>

Table 3.1 Prior reports' monthly spending estimates, Niagara's post-secondary students

	Report		
	EMSI Economic Impact Report	Niagara Community Observatory Report	Maclean's Student Survey
Non-Rent Expenses	N/A	\$706.4	\$726.0
Rent	N/A	\$425.0	\$531.0
<b>Total</b>	<b>\$1,313.8</b>	<b>\$1,131.4</b>	<b>\$1,257.0</b>

<sup>4</sup> Boggs, J. & Peddle, L. Niagara Community Observatory. 2018. *The Brock University Effect: How thousands of students and millions of dollars energize the economy of Niagara Communities*.

<sup>5</sup> Brown, M. Maclean's Magazine, 2018. Education Hub – Maclean's 2018 Student Survey.

<sup>6</sup> Brock University Student Accounts & Financial Aid. <https://brocku.ca/safa/undergraduate-fees-estimator/>

<sup>7</sup> The Niagara Poverty Reduction Network. *Calculating the Living Wage for Niagara Region*, 2017.

<sup>8</sup> Our references to the data captured in the EMSI Analyst and NCO papers do not use multipliers, our data only measure the gross totals.



### Section 3.2 Rental Costs

As Table 3.1 shows, the Niagara Community Observatory (NCO) report projects rent expenses to total approximately \$425 per month (rent, utilities, and laundry)<sup>9</sup>, while the Maclean's student survey suggests total rent expenses average \$531 per month for post-secondary students in Niagara.<sup>10</sup> The authors of the NCO report acknowledge the conservative nature of this estimate, noting that their findings are "based on the most conservative assumptions" as they preferred "to undercount rather than inflate Brock's economic impact".<sup>11</sup> Considering this, we will consider the \$425 monthly rent expense as a more conservative estimate of monthly rent expenses for students and the average rent expense of \$531 for a larger spending estimate.

### Section 3.3 Non-rent spending estimates

To estimate the conservative spending estimate for non-rent spending, we will again rely on the NCO report's estimates. To address the higher-spending estimate, we will combine the EMSI Economic Impact findings with the Maclean's Student Survey. We have chosen not to rely specifically on the Maclean's Student Survey because it used an average of monthly expenses for students across Canada, rather than expenses specific to Niagara. As such, their data on non-rent expenses are representative of national proportions from a range of Canadian cities and post-secondary institutions.<sup>12</sup> Combining these data allows for us to mitigate potential errors in terms of extrapolating the spending habits of one post-secondary demographic to another.

### Section 3.4 Total spending estimates

Table 3.2 combines the low- and high- end estimations regarding non-rent and rent expenses for post-secondary students in Niagara. As reported above, our lesser spending estimate suggests that students in Niagara spend approximately \$706.4 on non-rent expenses and \$425 on rent, for total expenses of \$1,131.4 monthly. In comparison, our higher spending estimate suggests non-rent expenses of \$782.8 per month and \$531.0 on rent, for total student spending of \$1,313.8 monthly.

Table 3.2 Adjusted monthly spending estimates, Niagara post-secondary students<sup>13</sup>

	Lesser spending estimate	Higher spending estimate
Non-Rent Expenses	\$706.4	\$782.8
Rent	\$425.0	\$531.0
<b>Total</b>	<b>\$1,131.4</b>	<b>\$1,313.8</b>

<sup>9</sup> Boggs, J. & Peddle, L. *The Brock University Effect*. Page 9.

<sup>10</sup> Maclean's Magazine. Education Hub - Maclean's University Guide 2018: Build Your Own Ranking.

<sup>11</sup> Boggs, J. & Peddle, L. *The Brock University Effect*. Page 4.

<sup>12</sup> While this amalgamation is not ideal, given the data constraints outlined and the need to separate non-rent and rent expenses to calculate economic impact, we feel that this procedure is acceptable.

<sup>13</sup> As in Section 1, expenses accrued by students living at home are not measured here, because a shift to virtual learning will not change their living situation.





Referring to the data presented in Section 1, it was estimated that between 2,941 and 4,369 fewer post-secondary students are *living* off-campus in Niagara, and of that group between 1,713 and 2,544 fewer students are renting a place to live. To measure the total economic impact of the pandemic on post-secondary spending in Niagara, we can multiply the suggested monthly expenditures of students presented in Table 3.2 by these figures. These potential scenarios are presented in Table 3.3.

Table 3.3 Estimated economic impact of COVID-19 on student spending in Niagara

	Lesser Spending Estimate		Higher Spending Estimate	
	Lesser demand decrease	Higher demand decrease	Lesser demand decrease	Higher demand decrease
Rent cost per month	\$425.00	\$425.00	\$531.00	\$531.00
Rent demand decrease	1,713	2,544	1,713	2,544
Rent payment decrease	\$728,025.00	\$1,081,200.00	\$909,603.00	\$1,350,864.00
Non-rent cost per month	\$706.40	\$706.40	\$782.80	\$782.80
Decrease in renters actively living in Niagara	2,941	4,369	2,941	4,369
Spending decrease	\$2,077,522.40	\$3,085,555.20	\$2,302,214.80	\$3,419,270.40
<b>Total monthly impact:</b>	<b>\$2,805,547.40</b>	<b>\$4,166,755.20</b>	<b>\$3,211,817.80</b>	<b>\$4,770,134.40</b>
<b>Total yearly impact<sup>14</sup></b>	<b>\$25,356,479.20</b>	<b>\$37,658,841.60</b>	<b>\$29,332,954.40</b>	<b>\$43,564,531.20</b>

As presented in Table 3.3, if our more conservative estimates are accurate, then we can expect that the pandemic led to a monthly decrease in total student spending of \$2.8 million, for a yearly decrease of \$25.4 million (representing a decrease of 19.0%) relative to pre-pandemic spending. If, instead, our higher-impact scenario more accurately presents the pandemic's impact, then we will see a total monthly decrease in student spending in Niagara of \$4.8 million, for a yearly decrease in student spending of \$43.6 million (or 27.8% compared to pre-pandemic levels).

With the expectation that in both instances the exact number is not at one of the polar ends of the spectrum but rather somewhere in the middle, we estimate that the economic implications with regard to COVID-19 and student spending in Niagara is between \$25.4 million and \$43.6 million, or a decrease between 19.0% and 27.8% of pre-pandemic post-secondary student spending.

<sup>14</sup> The yearly economic impact is relative to 12 months of rental costs and eight months of student spending. The calculation is done this way because post-secondary students typically sign a 12 month lease but only live in the unit for approximately eight months (two school terms).



## Section 4 – Student Labour Force Engagement

The economic impact of students on Niagara's economy is not solely generated by their spending and rental habits. Post-secondary students further engage in Niagara's economy through employment within the general labour force as well as work-integrated learning (WIL) programs. This section breaks down the impact that the shift to virtual school has had on the number of students engaged in WIL placements as well as the broader labour force, and the resulting economic implications for Niagara.

### Section 4.1 Student Employment

Specific data regarding student employment is difficult to ascertain; Statistics Canada considers full-time students to be not in the labour force when measuring youth engagement and does not differentiate between post-secondary students and youth more broadly. At the same time, because these activities take place off campus, it is difficult for post-secondary institutions to track this information. This subsection utilizes a number of estimates regarding student employment and employee output per industry to provide an approximation of the decrease in gross domestic product (GDP) output attributable to the decrease in students living in Niagara during the pandemic.

#### Section 4.1.1 Number of students working in Niagara

Statistics Canada presents annual data at a provincial level on the estimated percentage of post-secondary students who are working, by age cohort and type of institution attended (high-school, college, or university). Table 4.1 presents the percentage of post-secondary students within each cohort who are working as well as post-secondary enrollment in Ontario by cohort. It further applies these Ontario rates to Niagara's 2019 post-secondary enrollment figures to estimate the number of Niagara's students active in the local labour force.

Table 4.1 Employment of Niagara post-secondary students, based on Ontario trends, 2019

Age Cohort	Enrollment by age group, Ontario	Niagara post-secondary students	Percentage of employed students, Ontario	Employed students, Niagara post-secondary
15 to 19	29.8%	9,489	35.0%	3,321
20 to 24	54.9%	17,466	43.1%	7,534
25 to 29	15.2%	4,837	52.0%	2,514
<b>Total</b>	<b>100%</b>	<b>31,792</b>	<b>42.0%</b>	<b>13,368</b>

Source: Statistics Canada Tables 37-10-0106-01 and 37-10-0015-01

As can be seen, based on rates of employment for Ontario's post-secondary students, we expect approximately 13,368 Niagara post-secondary students to have been employed in 2019. This number would have been expected to be similar in 2020, notwithstanding the impact from the pandemic.



Calculations in Section 1 estimated that between 2,941 and 4,369 fewer students were living off-campus in Niagara during the pandemic compared to pre-pandemic levels. Moreover, survey data suggested a decrease of 2,090 students residing on-campus. Together, that would project a decrease of between 15.8% and 20.3% of the total student population eligible for working in Niagara in 2020.<sup>15</sup> Applying this to the 2019 estimate of 13,368 students working in Niagara would suggest that between 2,112 and 2,714 fewer students will be engaging in Niagara's labour force due to the pandemic. However, it is important to note that these students do not all work full-time.<sup>16</sup>

A study involving over 8,500 students found that the average employed student worked 18 hours per week, equivalent to 0.45 hours of a full-time equivalent (FTE) employee (a full-time equivalent employee is classified as one working 2,080 hours annually, or 40 hours per week for 52 weeks).<sup>17</sup> If we apply this rate of employment to the change in student employment then we can expect that the pandemic has led to a decrease of between 950.5 and 1221.2 FTE positions. These calculations are presented in Table 4.2.

Table 4.2 Estimated full-time equivalent decrease in student employment due to COVID-19

	Low-impact estimate	High-impact estimate
Decrease in students employed	2,112	2,714
Average hours worked per student	18 hours (.45 FTE)	18 hours (.45 FTE)
<b>Decrease in FTE students employed</b>	<b>950.5</b>	<b>1221.2</b>

Anecdotally, this estimated decrease is support through discussions with local businesses. Consultations with retail stores that traditionally rely upon post-secondary students to buttress their other staff identified that stores were struggling to fill job openings in fall 2020. In one specific instance a retail store within Fairview Mall noted that they had to stay closed more than once during fall 2020 because they could not fully staff their store. The store manager asserted that this was due to a lack of students, though with the acceptance that the general population was also less inclined to work in a public-facing role during the pandemic. At a minimum, among businesses we consulted with it was unanimous that the lack of post-secondary students was making the general administration of the store more difficult.

<sup>15</sup> These decreases differ from those used in Sections 1 and 3, as those sections were only interested in students living off-campus. However, students living off-campus, on-campus, and at-home are all captured in the data in Table 4.1 regarding working in Niagara and are therefore included here.

<sup>16</sup> Employers have suggested that students who are working in Niagara during the pandemic are both working more and working fewer hours during the pandemic. We do not have access to data that can confirm either of these assertions and will therefore instead maintain previous hourly work estimates.

<sup>17</sup> Canadian University Survey Consortium. 2011. *2011 Undergraduate University Student Survey Master Report*. Page 26. [https://www.cusc-ccreu.ca/publications/CUSC\\_2011\\_UG\\_MasterReport.pdf](https://www.cusc-ccreu.ca/publications/CUSC_2011_UG_MasterReport.pdf)



Next, we use Statistics Canada youth employment data to estimate the percentage of youth working in each industry in Ontario. Taking these figures and multiplying by each industry's location quotient in Niagara allows for an estimation of the percentage of employed youth *in Niagara* who work in that industry. Finally, we can apply these percentages to the 13,368 students who worked in Niagara in 2019 to get an estimate of the students who would have worked in each industry in Niagara prior to the pandemic, as well as the FTE figures. These data can be seen in Table 4.3.

Table 4.3 Estimated post-secondary students employed by industry, Niagara, 2019

	Percentage of Niagara Total	2019 Jobs	2019 FTE Jobs
Accommodation and food services	27.2%	3,639	1,637
Retail trade	22.0%	2,941	1,323
Construction	7.9%	1,053	474
Health care and social assistance	7.7%	1,023	461
Finance and Insurance, Real Estate and Rental and Leasing, and Building, Business and Other Support Services	6.3%	838	377
Manufacturing	5.9%	784	353
Educational services	5.6%	745	335
Other services (except public administration)	4.2%	560	252
Information, culture and recreation	3.8%	511	230
Primary (agriculture, forest, fishing, mining, quarrying, oil and gas) and utilities	3.0%	395	178
Professional, scientific and technical services	2.3%	301	135
Wholesale trade	1.6%	220	99
Transportation and warehousing	1.4%	189	85
Public administration	1.3%	169	76
<b>Total</b>	<b>100.0%</b>	<b>13,368</b>	<b>6,016</b>

Source: NWPB Custom Calculation utilizing Statistics Canada Table: 14-10-0023-01 and Table: 14-10-0098-01.



Next, we are able to use the FTE jobs by industry data presented in Table 4.3 and assess the subsequent FTE jobs by industry *during the pandemic*, relative to the high and low impact scenarios presented in Table 4.2. For example, prior to the pandemic approximately 1,323 FTE (22.0% of the entire population of student employees) students worked within the retail trade sector. If the impact from COVID-19 is evenly distributed across industries retail trade would see 22.0% of the subsequent labour supply decrease. Complete industry data are presented in Table 4.4.

Table 4.4 Potential FTE job loss due to pandemic, post-secondary students, per industry, Niagara

	FTE Jobs Estimate, 2019	Low-impact (15.8% decrease in students) scenario		High-impact (20.3% decrease in students) scenario	
		FTE Jobs Lost	2020 Jobs	FTE Jobs Lost	2020 Jobs
Accommodation and food services	1,637	259	1,379	332	1,305
Retail trade	1,323	209	1,114	269	1,055
Construction	474	75	399	96	378
Health care and social assistance	461	73	388	93	367
Finance and Insurance, Real Estate and Rental and Leasing, and Building, Business and Other Support Services	377	60	317	77	300
Manufacturing	353	56	297	72	281
Educational services	335	53	282	68	267
Other services (except public administration)	252	40	212	51	201
Information, culture and recreation	230	36	194	47	183
Primary (agriculture, forest, fishing, mining, quarrying, oil and gas) and utilities	178	28	150	36	142
Professional, scientific and technical services	135	21	114	27	108
Wholesale trade	99	16	83	20	79
Transportation and warehousing	85	13	72	17	68
Public administration	76	12	64	15	60
<b>Total</b>	<b>6,016</b>	<b>950</b>	<b>5,065</b>	<b>1,221</b>	<b>4,795</b>

As with our other assessments, and considering that these are provincial approximations of youth employment that are subject to local fluctuations, we will utilize these figures as low- and high- end estimates of the impact of COVID-19 pandemic.



### Section 4.1.2 Gross Domestic Product Impact

To quantify the impact from this decrease we estimated the net GDP output per employee in each industry. This short report presents the final GDP per employee totals; for a detailed breakdown of this calculation please see our full report.

We are able to apply the net GDP output per employee, per industry, to the number of students estimated to be lost from each industry due to the pandemic. Table 4.5 presents the implications of the low and high end estimates regarding post-secondary student labour supply decreases as well as the resulting impact to Niagara's GDP.

Table 4.5 Impact of COVID-19 on St. Catharines-Niagara CMA GDP output, post-secondary student labour supply decrease

	GDP output per FTE employee	Low-impact scenario		High-impact scenario	
		FTE labour supply decrease	Economic Impact	FTE labour supply decrease	Economic Impact
Accommodation and food services	\$26,559.59	259	\$6,871,815.62	332	\$8,828,891.35
Retail trade	\$23,124.14	209	\$4,834,904.40	269	\$6,211,872.96
Construction	\$16,901.65	75	\$1,265,497.09	96	\$1,625,907.47
Health care and social assistance	\$14,415.53	73	\$1,048,996.86	93	\$1,347,748.52
Finance and Insurance, Real Estate and Rental and Leasing, and Building, Business and Other Support Services	\$185,810.74	60	\$11,068,071.80	77	\$14,220,230.70
Manufacturing	\$50,125.25	56	\$2,795,116.34	72	\$3,591,158.42
Educational services	\$41,757.13	53	\$2,212,959.22	68	\$2,843,204.42
Other services (except public administration)	\$3,598.75	40	\$143,290.73	51	\$184,099.57
Information, culture and recreation	\$33,583.62	36	\$1,221,124.17	47	\$1,568,897.24
Primary (agriculture, forest, fishing, mining, quarrying, oil and gas) and utilities	\$93,558.23	28	\$2,627,690.28	36	\$3,376,049.83
Professional, scientific and technical services	\$2,322.57	21	\$49,674.29	27	\$63,821.40
Wholesale trade	\$81,502.97	16	\$1,276,166.44	20	\$1,639,615.42
Transportation and warehousing	\$12,316.36	13	\$165,265.52	17	\$212,332.72
Public administration	\$49,373.51	12	\$591,891.60	15	\$760,460.84
<b>Total</b>	<b>\$41,076.71</b>	<b>950</b>	<b>\$39,034,116.36</b>	<b>1,221</b>	<b>\$50,150,934.14</b>



One final adjustment is still required; to finalize the net GDP output we must calculate the savings that employers will accrue by not having to train new post-secondary employees. A 2019 report by Deloitte identified that, on average, Canadian businesses spent \$899 per employee on training.<sup>18</sup> We will apply this figure to the total labour supply decrease presented in Table 4.4. Note that this calculation does not rely on a FTE figure, because each employee, regardless of the average number of hours worked per week, would need to undergo training. These calculations are presented in Table 4.6.

Table 4.6 Net decrease to GDP output due to COVID-19, after adjusting for training cost savings

	Low-impact scenario	High-impact scenario
2020 Economic Impact	\$39,034,116.36	\$50,150,934.14
Labour supply decrease	2,112	2,714
Total training cost savings	\$1,898,688.00	\$2,439,886.00
Net impact on GDP output	<b>\$37,135,428.36</b>	<b>\$47,711,048.14</b>

As can be seen, we are estimating that the adjusted annual impact to GDP output due to COVID-19 and the implications for post-secondary students is between \$37.1 million and \$47.7 million. This GDP output decrease represents a decrease of between 15.8% and 20.3% when compared to pre-pandemic post-secondary totals in Niagara. This total stems from a decrease in labour output resulting from a lack of post-secondary employees able to staff available positions.

<sup>18</sup> Deloitte Canada, 2019. *University of Waterloo Economic Impact Assessment*. Page 28.





## Section 4.2 Work-Integrated Learning

Similar to general employment, post-secondary students support Niagara businesses through a wide array of work-integrated learning (WIL) programs, including apprenticeships, clinical placements, co-ops, fieldwork, and course-based research. These work-integrated learning programs span a wide range of fields including medicine, law, business administration, culinary management, and hospitality. However, unsurprisingly, the number of students participating in WIL programs has declined during the pandemic. This subsection measures this decrease based on available data and then quantifies the corresponding economic impact to Niagara.

### Section 4.2.1 Decrease in student WIL participation

Prior to the pandemic, in 2019, approximately 10,804 post-secondary students participated in work-integrated learning programs in Niagara.<sup>19 20</sup> Using enrollment data alongside data from Co-operative Education and Work-Integrated Learning Canada (CEWIL), we are able to estimate the decrease in the supply of post-secondary WIL students actively engaged within the Niagara economy.

To begin, available data suggests that WIL programs at Niagara College and Brock University have seen a 12.2% decrease since the beginning of the pandemic. Students who are actively enrolled in a WIL program during the pandemic are also having greater difficulties finding placements. Specifically, data trends from post-secondary institutions that are members of CEWIL suggest successful placements have decreased by 19.7% for Niagara's WIL students. Table 4.7 applies these data to the estimated 10,804 students enrolled in WIL programs prior to the pandemic.

Table 4.7 Estimated decrease in Niagara post-secondary WIL placements due to COVID-19

	2019	2020	Change, 2019 to 2020
Enrollment, WIL programs	10,804	9,485	<b>-1,319</b>
Successful Placement %	86.4%	66.7%	<b>-19.7%</b>
Successful Placements	9,331	6,325	<b>-3,006</b>

As can be seen, these estimates suggest that there are 1,319 fewer students enrolled in WIL programs in Niagara in 2020. Moreover, these data further suggest that work-integrated learning students at Niagara's post-secondary institutions saw 3,006 fewer placements in 2020-21 due to the pandemic, when compared to pre-pandemic levels of engagement.

<sup>19</sup> Niagara College, 2020. *At a Glance*. <https://www.niagaracollege.ca/wp-content/uploads/At-a-Glance-1312020.pdf>

<sup>20</sup> Brock University, 2019-2020. *Brock Facts*. [https://brocku.ca/institutional-analysis/wp-content/uploads/sites/90/Brock-Facts-2019-2020\\_WithOSAP\\_2020.09.18.pdf](https://brocku.ca/institutional-analysis/wp-content/uploads/sites/90/Brock-Facts-2019-2020_WithOSAP_2020.09.18.pdf) and <https://brocku.ca/ccee/co-op-education/>





### Section 4.2.2 Economic impact of student WIL participation decreases

Similar to the employment data in Section 4.1, we can attempt to quantify the impact that this work-integrated learning shortage will have on Niagara's gross domestic product. Utilizing a 2019 report by Deloitte on the University of Waterloo's economic impact, we are able to estimate that each WIL student in Niagara generates approximately \$12,965.78 in net GDP output.<sup>21</sup> As with the section on general employment, for a detailed breakdown of this calculation please see our full report.

To quantify the suggested total economic impact of the decrease in work-integrated learning students, we must now take this output estimate of \$12,965.78 and apply it to the decrease in students who successfully found a placement in 2020 (3,006 students). Table 4.8 combines these data to present a total expected decrease in GDP output.

Table 4.8 Estimated decrease in GDP output due to decrease in placed WIL students, 2020-21

	2020-21 Estimates
GDP output per WIL student, St. Catharines-Niagara CMA	\$12,965.78
Decrease in WIL students due to COVID-19	3,006
<b>Total expected decrease in GDP output</b>	<b>\$38,975,134.68</b>

As can be seen, the total estimated impact of the pandemic with regard to output generated by WIL students in Niagara is \$38,975,134.68. Compared to pre-pandemic estimates, this figure suggests that COVID-19 has led to a decrease in GDP output of 32.2% from work-integrated learning programs during the 2020-21 post-secondary school year.

<sup>21</sup> Deloitte Canada, 2019. *University of Waterloo Economic Impact Assessment*. Page 28.



## Section 5 – Considerations outside the scope of this report

We have endeavoured here to provide a thorough assessment of the economic ramifications of post-secondary education temporarily moving online, specifically related to the subsequent lack of students moving to, and spending money within, the Niagara region. There are nevertheless additional economic measures that are too cumbersome to be assessed here. These measures include staff layoffs, projected capital expenditures over the medium-term as well as the loss of future localized earnings from students who would have remained in Niagara post-graduation.

We are acutely aware that the impact from receding revenue sources during this pandemic has led to the reduction in many part- and full- time staff at Brock University and Niagara College. Though this will have a significant impact on Niagara's economy, this report is focused solely on the impact that is arising from a lack of student spending and direct labour force engagement. As such, the staffing changes of non-students, even as they relate to fewer students moving to Niagara, are not included here.

We are further aware that capital expenditures are a net-positive to the local community. Nevertheless, it is not accounted for in this paper due to the inability to ascertain the pandemic's direct impact. It is likely that the effects on capital expenditures will have a multi-year lag effect, meaning that the impact will not be known until after the pandemic subsides. Though we are able to assess revenue impacts and enrollment decreases, it would be disingenuous to attempt to apply a direct correlation between current revenue decreases and future capital investments.

Finally, one of the major economic benefits to having local post-secondary institutions is the ability to "showcase" local career opportunities; when students do not live in the region while pursuing their degree this effect is inherently dampened. The 2018 EMSI Economic Impact report calculated that former students generated \$679.3 million in added income to the region. This total includes "higher wages that students earned during the year, the increased output of the businesses that employed the students, and the multiplier effects that occurred as students and their employers spent money at other businesses". It is likely that losing (at a minimum) one year of studying in Niagara will result in a tangible decrease in the number of students remaining in the region after graduation. However, similar to capital expenditures, this effect will remain unclear for a significant period of time and is therefore not assessed here.

Undoubtedly there are other economic impacts from COVID-19 and the shift to virtual post-secondary learning that are not mentioned here. However, the direct economic impact of these factors is either outside the scope of this project or unknowable in the short term, and are therefore not part of this project's calculations.



## Concluding assessments

The COVID-19 pandemic forced post-secondary institutions to shift a large portion of their programs to a virtual model, which greatly impacted the Niagara region's economy given the presence of both Niagara College and Brock University. Though certain aspects of the post-secondary experience remained in-person, the decline in enrollment coupled with some students choosing to remain at-home while studying virtually led to a significant decrease in post-secondary students living in Niagara. This report has assessed the economic impact of this shift to virtual learning through the lens of the Niagara rental market, public transit ridership, declines in localized student spending, and a decrease in available labour supply.

This paper found that the pandemic resulted in:

- A decrease of between 1,713 and 2,544 students (decreases of 13.8% and 20.5%, respectively) renting a housing unit in Niagara and 2,941 and 4,369 fewer students (23.7% and 35.2%) living in Niagara;
- A decline in student U-Pass payments of between \$2.9 million and \$3.3 million, representing a decrease in 79.6% of expected U-Pass payments;
- A decrease in local student spending between \$2.8 and \$4.8 million monthly, adjusted to between \$25.4 and \$43.6 million over the course of one year, totaling approximately 19.0% and 27.8% of pre-pandemic spending;
- A decrease in Niagara's GDP output of between \$37.1 million and \$47.7 million (15.8% and 20.3% of pre-pandemic student-driven GDP output) due to a lack of student labour supply in the region, and
- A decrease in Niagara's GDP output of \$39.0 million due to a lack of student work-integrated learning placements within the region, a reduction in WIL student output of 32.2%.

In total, the facets of economic activity assessed within this report suggest that the impact from the pandemic related to direct student engagement in Niagara's economy over the course of the 2020-2021 school year is between \$104.4 million and \$133.6 million. This range represents a relative reduction in post-secondary student economic output of between 21.2% and 25.8% compared to pre-pandemic estimates.

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**Subject:** Regional Nomination to the Federation of Canadian Municipalities

**Report to:** Members of Regional Council

**Report date:** Thursday, April 22, 2021

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## **Recommendations**

1. That Council **ENDORSE** Councillor Diana Huson as Niagara Region's representative to stand for election on the Federation of Canadian Municipalities (FCM) National Board of Directors (Ontario) for the period starting June 2021 and ending June 2022.
2. That Council **CONFIRM** it will assume all costs associated with the representative's attendance at FCM's Board of Directors meetings and Annual Conference.

## **Key Facts**

- The purpose of this report is to seek Council's endorsement of a Regional Councillor's nomination to the Board of Directors for the Federation of Canadian Municipalities.
- FCM is seeking nominations for Directors representing Ontario.
- The Board of Directors sets policy priorities that reflect the concerns of municipal governments and affiliate members.
- The FCM Board consists of elected municipal officials committed to championing local priorities at the national level on behalf of the FCM membership.
- A key benefit to Regional participation is increased advocacy opportunities to influence public policy and strengthen its relationship with the provincial and federal levels of government.
- The estimated cost for participation on the FCM Board for 2021-2022 is between \$678 - \$5,000.
- Nominations close on May 21, 2021.
- Notification was sent to Regional Council on April 1, 2021, CWCD 2021-81, and Councillor Huson was the only Councillor expressing interest in pursuing this opportunity.

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## Financial Considerations

With many of the quarterly board meetings and the annual conference occurring virtually due to ongoing travel restrictions from the COVID-19 pandemic, travel and accommodations will be significantly reduced. The costs to represent the Region on FCM's Board of Directors for 2021-2022, including the registration fee at the virtual Annual Conference from May 31-June 4, 2021, is expected to be between \$678 - \$5,000. Generally costs to participate are between \$9,000- \$11,000. At this time quarterly meetings are scheduled in September 14-17, 2021, Brandon, MB (subject to change), November 2021 – location to be determined, March 2022 – location to be determined.

## Analysis

### About the Federation of Canadian Municipalities Board of Directors

The Federation of Canadian Municipalities Board of Directors is comprised of 74 elected municipal officials and affiliate members representing each province and territory in Canada. Ontario is allotted sixteen members with one selected among the six regional governments.

The Board of Directors sets policy priorities that reflect the concerns of municipal governments and affiliate members. It meets three to five days, three times per year to develop policy positions on key national municipal issues.

During meetings, the various standing committees meet to discuss and develop policy positions on these key issues. These recommendations are then forwarded to the Board of Directors who discuss and adopt the recommendations.

### Election Process

The election of FCM Board Members will occur during the FCM virtual conference on June 2, 2021. Members of FCM are eligible to vote online on June 2, after which the results will be announced live during the FCM Annual General Meeting on June 4.

To qualify for this position, Regional Council must endorse the candidate's nomination by resolution (See Appendix 1). Additionally, the prospective nominee is required to complete the [on-line Consent Form](https://fcm.ca/en/about-fcm/board-directors/fcm-) (<https://fcm.ca/en/about-fcm/board-directors/fcm->

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elections/board-directors-election-consent-form). FCM deadlines for nominations are on May 21, 2021. All candidates registered will have the opportunity to post an election campaign ad on FCM's website.

### **Benefits of Board Representation**

The presence of a Niagara Region representative as an FCM Board of Director for Ontario offers the Region increased advocacy opportunities to influence public policy and strengthen its relationship with the provincial and federal levels of government. In addition, as a Board member, the Region can increase its visibility and enhance our image as a leader in municipal government among its local government counterparts. Participation at Board meetings will give Regional priorities a voice at the national level, enable networking opportunities with other municipalities, and share innovations in municipal governance.

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

This recommendation aligns with the 2019-2022 Strategic Plan under 4.2 Enhanced Communication. In addition, this role advances the principles of Good Governance by demonstrating municipal leadership and increasing awareness of Regional priorities as a means of generating support and partnerships to address these priorities. Ultimately, this will build Niagara's reputation as an innovative, collaborative, and forward-looking municipal partner.

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#### **Submitted by:**

Ron Tripp, P.Eng.

Acting Chief Administrative Officer

*This report was prepared by Gina Van den Burg, Government & Stakeholder Relations Specialist and reviewed by Natalie Early, Director, Corporate Strategy & Innovation.*

### **Appendices**

Appendix 1      Resolution to endorse Nomination for standing on the Federation of Canadian Municipalities Board of Directors

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**Appendix 1**

**FEDERATION OF CANADIAN MUNICIPALITIES –  
ELECTION TO THE BOARD OF DIRECTORS**

**WHEREAS** the Federation of Canadian Municipalities (FCM) represents the interests of member municipalities on policy and program matters that fall within federal jurisdiction;

**WHEREAS** FCM's Board of Directors is comprised of elected municipal officials from all regions and sizes of communities to form a broad base of support and provide FCM with the united voice required to carry the municipal message to the federal government; and

**WHEREAS** FCM's virtual Annual Conference and Trade Show will be held June 1 to 4, 2021, during which time the Annual General Meeting will be held and followed by the election of FCM's Board of Directors;

**BE IT RESOLVED** that Council of the **REGIONAL MUNICIPALITY OF NIAGARA** endorse Councillor Diana Huson to stand for election on FCM's Board of Directors for the period starting in June 2021 and ending June 2022; and

**BE IT FURTHER RESOLVED** that Council assumes all costs associated with Councillor Diana Huson attending FCM's Board of Directors meetings.

**In accordance with the notice and submission deadline requirements of Sections 18.1(b) and 11.3, respectively, of Niagara Region's Procedural By-law, the Regional Clerk received from Regional Chair Bradley a motion to be brought forward for consideration at the March 25, 2021 Council meeting respecting Support Local Journalism and News Media.**

WHEREAS a healthy and strong local media is essential for the proper functioning of our democracy;

WHEREAS the role of the fourth estate ensures that residents are well informed, and elected officials are held accountable for their actions and decisions;

WHEREAS local sources of journalism have struggled financially in recent years due to a decline of traditional revenue sources;

WHEREAS newspapers across Canada continue to have their content republished on online platforms (including social media) with little to no compensation, further disadvantaging local news media by exploiting their content;

WHEREAS local newspapers across Canada have been forced to significantly downsize, reduce coverage, and in many cases, cease production all together;

WHEREAS Niagara's local radio stations have been forced to reduce their coverage of local news, replacing it with less relevant syndicated content;

WHEREAS the importance of local news media has never been more important than during the COVID-19 crisis, as residents turn to trusted news sources for vital information and content;

WHEREAS the decline of trusted, balanced local news media across Canada, staffed by ethical journalists with integrity, has created a vacuum that has been filled by disinformation and slanted coverage, often fueled by social media;

WHEREAS nearly two out of every three Canadians support sending financial aid to struggling news providers, according to a Nanos Research poll of April 2020; and

WHEREAS the federal government allocated nearly \$600 million in aid for Canadian media over five years in its 2019 budget, including a 25-per-cent tax credit for newsroom salaries; a 15-per-cent tax credit for digital media subscribers; and charitable tax status for non-profit news outlets.

NOW THEREFORE BE IT RESOLVED:

1. That Niagara Regional Council **FORMALLY RECOGNIZE** that a healthy, professional news media is essential to the proper functioning of democracy in the region and encourage residents to support local sources of credible news;



2. That Niagara Regional Council **ENDORSE** legislation and regulations to support and rejuvenate news outlets across Canada;
3. That the Regional Chair **BE DIRECTED** to write a letter to the federal government urging them to move quickly to pass legislation to ensure an ecosystem for a healthy news media to serve all Canadians; and
4. That the Regional Clerk **BE DIRECTED** to forward this motion to the local area municipalities, local MPs and MPPs, the Federation of Canadian Municipalities and the Association of Municipalities of Ontario.

## **BROKEN OR DAMAGED RECYCLING BIN FUNDING RECONSIDERATION**

WHEREAS given that progress has been made during this term of Council with regards to waste management, particularly in the area of recycling within our communities;

WHEREAS based on reports received at the Public Works Committee, increased recycling has been happening in Niagara, which delivers on one of the key principles in the new waste management policy;

WHEREAS a decision was made during our 2021 budget process to eliminate the waiving of fees for recycling containers (including blue bins, gray bins, green bins, organic kitchen catchers) that have been broken or damaged, reducing the budget impact by approximately \$111,000;

WHEREAS this change has had an unintended consequence of creating challenges at municipalities with regards to accounting and enforcement, given the various conditions that have now come into play for the replacement of recycling bins, which is now costing municipalities additional time and staff resources to deliver; and

WHEREAS this change may have had the further unintended consequence of creating a barrier for people in our communities when it comes to recycling bin replacement, which would be unfortunate given the community adoption of the new processes.

NOW THEREFORE BE IT RESOLVED:

1. That the Region of Niagara **REINSTATE** the broken or damaged recycling bin program that had been eliminated through the 2021 budget process;
2. That this program, which is expected to cost approximately \$111,000, **BE REESTABLISHED** back into base budget;
3. That for 2021, the cost **BE FUNDED** from the Operational stabilization fund; and
4. That staff **BE DIRECTED** to prepare the required budget amendment and present this to Council, including the required public notice.

## **Motion to Enhance and Support Niagara Region's Public Facing Communications**

WHEREAS timely, accurate and effective two-way communications with elected officials and the public are of vital importance at all times;

WHEREAS the importance of these communications had been heightened since the onset of the COVID-19 pandemic;

WHEREAS the provision of high-quality, exceptional communications between the Niagara Region and elected officials and members of public is dependent on internal coordination, information sharing and adherence to established strategies guiding all regional departments;

WHEREAS successful public communications are also dependent on strong relationships with external partners such as the Niagara Health, Brock University, Niagara College, the school boards, the provincial and federal government, the private sector and, most importantly, the 12 local area municipalities;

WHEREAS the Region's Strategic Communications and Public Affairs division provides a full suite of services to all Regional Departments (with the exception of Public Health) with a total staff compliment of 9 Full Time Equivalents (FTEs);

WHEREAS the Public Health Communications Team, whose services are limited to their department, has a current total staff compliment of 13 FTEs (with some of these positions being on contract for the duration of the pandemic);

WHEREAS a number of the communication positions in Public Health are funded all or in-part by provincial dollars;

WHEREAS Regional Council accepts the proposition that it is an important priority to ensure that communications with the public and other elected officials occur in the most efficient, effective and timely way possible;

WHEREAS Regional Council respects the need at times for all departments to be able to communicate in a confidential manner potentially sensitive information in the interest of the public's health, safety and general wellbeing;

WHEREAS it is critical during a time of pandemic that the messaging and communications emanating from all departments be aligned and respond to the need for the public and elected officials to receive timely, consistent, concise and comprehensible information;

WHEREAS the reporting structure of communications at Niagara Region can be rationalized without detrimentally affecting the ability of the Acting Medical Officer of Health to exercise his legislative authority under the Health Promotions and Protections Act; and

WHEREAS a reorganization of the Region's FTEs with a core public relations and communications responsibility into a consolidated department would enhance the objective of a strong communications team by allowing for a better sharing of resources, a reduction in silos within the organization thereby expediting the decision making process, a more streamlined interface for key stakeholders and partners, increased cooperation in regards to strategic planning and a strong potential for increased operational efficiency.

NOW THEREFORE BE IT RESOLVED:

1. That Niagara Regional Council/Board of Health **DIRECTS** the Acting Chief Administrative Officer and Acting Medical Officer of Health to ensure the immediate alignment of messaging and communications emanating from the Niagara Region Public Health Department and the Niagara Region on all matters related to the current COVID-19 pandemic and provide a progress report at the May 2021, Committee meetings; and
2. That Regional Council **DIRECTS** the Acting Chief Administrative Officer to:
  - a) Provide a report to the Corporate Services Committee for its May 12, 2021, meeting on the potential reorganization of the core communication resources found in all departments of Niagara Region, including Public Health, with a view to creating a unified strategic communications entity; and
  - b) Determine what memorandums of understanding and/or service level agreements may be necessary to satisfy the needs of provincial funders in regards to any communications positions in public Health paid for, wholly or partially, by the Ministry of Health.

THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO ACCEPT, ASSUME AND DEDICATE  
PART OF LOT 201, CP PLAN 4, IN THE TOWN OF GRIMSBY  
AS PART OF REGIONAL ROAD NO. 81 (MAIN STREET EAST)

WHEREAS it is in the interest of Council for The Regional Municipality of Niagara to accept a road widening from Sunny Peach Inc.;

WHEREAS it is deemed expedient to accept, assume and dedicate the lands hereinafter described as part of the public highway being Regional Road No. 81 (Main Street East).

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

1. That the following land be and the same is hereby accepted, assumed and dedicated as public highway forming part of the said Regional Road No. 81 (Main Street East):

Part Lot 201, CP Plan 4, Town of Grimsby, Regional Municipality of Niagara designated as Part 2 on Reference Plan 30R-15379.

2. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: < >

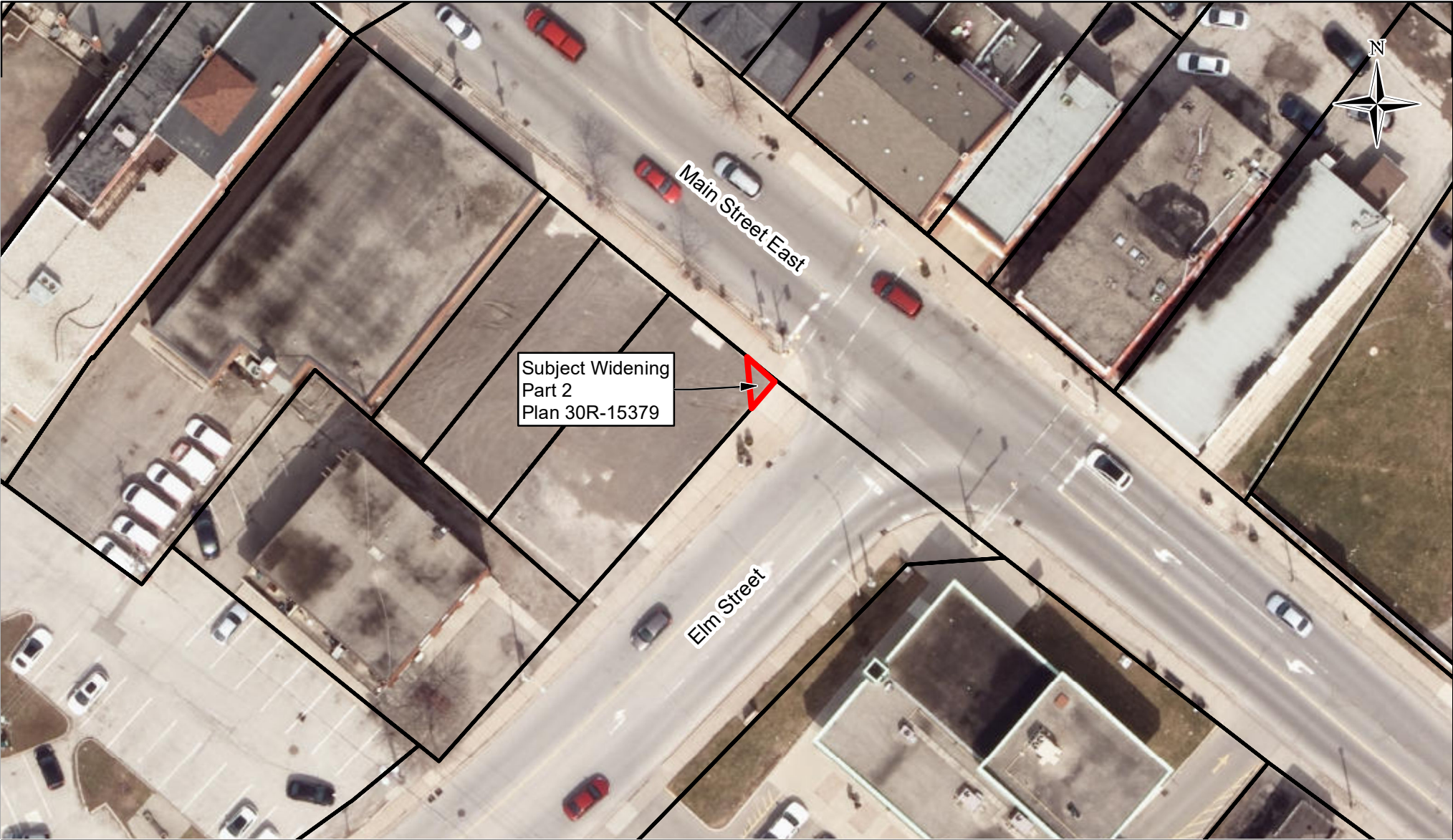


ILLUSTRATION SHOWING APPROXIMATE LOCATION OF WIDENING  
12 MAIN STREET EAST - REGIONAL ROAD 81  
TOWN OF GRIMSBY

- LEGEND:

  - DENOTES TERANET MAPPING
  - DENOTES SUBJECT WIDENING
- CAUTION:

  - This is not a Plan of Survey

DISCLAIMER  
This map was compiled from various sources and is current as of 2020.  
The Region of Niagara makes no representations or warranties whatsoever, either expressed or implied,  
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THE REGIONAL MUNICIPALITY OF NIAGARA

BY-LAW NO. <>

A BY-LAW TO ACCEPT, ASSUME AND DEDICATE PART OF LOT 5, CON 4  
IN THE CITY OF PORT COLBORNE AS PART OF  
REGIONAL ROAD NO. 98 (WILHELM ROAD)

WHEREAS it is in the interest of Council for The Regional Municipality of Niagara to accept a road widening from Canada Lands Company CLC Limited;

WHEREAS it is deemed expedient to accept, assume and dedicate the lands hereinafter described as part of the public highway being Regional Road No. 98 (Wilhelm Road).

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

1. That the following land be and the same is hereby accepted, assumed and dedicated as public highway forming part of the said Regional Road No. 98 (Wilhelm Road):

Part Lot 5, Con 4, City of Port Colborne, Regional Municipality of Niagara designated as Part 15 on Reference Plan 59R-1854.

2. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: <>






**ILLUSTRATION SHOWING APPROXIMATE LOCATION OF ROAD WIDENING  
ALONG REGIONAL ROAD 98 (WILHELM ROAD) SOUTH OF FORKES ROAD  
CITY OF PORT COLBORNE**

**LEGEND:**

 - DENOTES TERANET MAPPING

 - DENOTES SUBJECT PROPERTY

**CAUTION:**

- This is not a Plan of Survey

**DISCLAIMER**

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Scale 1:2,500  
0 20 40 80 Metres

Niagara Region

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Transportation Services  
Surveys & Property Information  
21-103 Date: 2021-03-24



## THE REGIONAL MUNICIPALITY OF NIAGARA

## BY-LAW NO. &lt;&gt;

A BY-LAW TO SET TAX RATIOS AND TAX RATE  
REDUCTIONS FOR PRESCRIBED PROPERTY  
SUBCLASSES FOR REGIONAL PURPOSES AND AREA  
MUNICIPAL PURPOSES FOR THE YEAR 2021

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WHEREAS pursuant to Section 308 (5) of the *Municipal Act, 2001*, S.O. 2001, c. 25 as amended (referred hereinafter as “the *Municipal Act, 2001*”), The Regional Municipality of Niagara (referred hereinafter as “The Regional Corporation”) may establish the tax ratios for The Regional Corporation and the Area Municipalities;

WHEREAS the tax ratios determine the relative amount of taxation to be borne by each property class;

WHEREAS the property classes have been prescribed by the Ministry of Finance pursuant to Section 7 of the *Assessment Act*, R.S.O. 1990, c. A.31, as amended;

WHEREAS pursuant to Section 313 (1) of the *Municipal Act, 2001*, The Regional Municipality of Niagara may establish tax reductions for prescribed property subclasses for The Regional Corporation and the Area Municipalities; and

WHEREAS the property subclasses for which tax rate reductions are to be established are in accordance with Section 8 of the *Assessment Act*.

NOW THEREFORE the Council of The Regional Municipality of Niagara enacts as follows for the 2021 taxation year:

1. That the tax ratio for property in:
  - a. The residential property class is 1.000000;
  - b. The new multi-residential property class is 1.000000;
  - c. The multi-residential class is 1.970000;
  - d. The commercial property class is 1.734900;
  - e. The industrial property class is 2.630000;
  - f. The pipelines property class is 1.702100;
  - g. The farm property class is 0.250000;
  - h. The managed forest property class is 0.250000;
  - i. The landfill property class is 2.940261.

2. That the municipal purpose tax reduction for:
  - a. The vacant land and excess land subclasses in the commercial property class is 22.5%;
  - b. The vacant land and excess land subclasses in the industrial property class is 22.5%;
  - c. The first class of farmland awaiting development in the residential, multi-residential, commercial or industrial property classes is 25%;
  - d. The second class of farmland awaiting development in the residential, multi-residential, commercial or industrial property classes is 0%.
3. That for the purposes of this bylaw:
  - a. The industrial property class includes all properties classified as industrial and large industrial as per Ontario Regulation 282/98;
  - b. The first class of farmland awaiting development and the second class of farmland awaiting development consists of land as defined in accordance with Ontario Regulation 282/98.
4. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: <date>

## THE REGIONAL MUNICIPALITY OF NIAGARA

## BY-LAW NO. &lt;&gt;

A BY-LAW TO SET AND LEVY THE RATE OF TAXATION  
FOR REGIONAL GENERAL AND SPECIAL PURPOSES  
FOR THE YEAR 2021

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WHEREAS the Regional Council of The Regional Municipality of Niagara (hereinafter referred to as "The Regional Corporation") has prepared and adopted a budget including estimates of all sums it required during the year 2021 for the purposes of the Regional Corporation pursuant to Section 289 (1) of the Municipal Act 2001, S.O. 2001, c. 25, as amended (hereinafter referred to as the "Municipal Act");

WHEREAS Regional Council by By-Law No. 2020-94 adopted the 2021 Waste Management Budget, and by By-Law No. 2021-07 adopted the 2021 Operating Budget and Tax Levy;

WHEREAS for the purposes of raising the general levy for the Regional Corporation, the Regional Corporation shall pass a by-law directing each Lower-Tier Municipality to levy a separate tax rate, as specified in the by-law, on the assessment in each property class in the Lower-Tier Municipality ratable for the purposes of The Regional Corporation, pursuant to Section 311 (2) of the Municipal Act;

WHEREAS the tax ratios and the tax rate reductions for prescribed property classes for the 2021 taxation year have been set out in By-Law No. 2021-25 of The Regional Corporation dated the 22nd of April 2021;

WHEREAS The Regional Corporation is responsible for providing Waste Management services pursuant to By-Laws 8280-96, 8281-96, 8282-96 and 8283-96;

WHEREAS Regional Council is desirous of imposing a special levy for Waste Management purposes and the sums required by taxation in the year 2021 for the said purposes are to be levied by separate rates by the applicable Area Municipalities as directed by Regional by-law pursuant to Subsection 311 (4) of the Municipal Act; and,

WHEREAS Regional Council established tax rates for property classes, and other decisions consistent with setting and levying rates of taxation for regional purposes for 2021.

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

1. That for the year 2021 in The Regional Municipality of Niagara the lower-tier municipalities shall levy upon the property tax classes set out in Schedule "A" the property tax rates applicable thereto.
2. That payment of all amounts directed to be levied pursuant to the provisions of this by-law and due to The Regional Municipality of Niagara shall be due and payable in the amounts and at the times shown on Schedule "B" attached to this by-law.
3. That for the year 2021 in The Regional Municipality of Niagara, the Town of Niagara-on-the-Lake be required to pay \$1,758,444 to the Regional Corporation as the charges for Waste Management purposes set out in Schedule "C". The remaining area municipalities shall levy upon the property tax classes and applicable subclasses the tax rates for Waste Management purposes set out in Schedule "C" attached to this by-law.
4. That if a lower-tier municipality fails to make any payment or portion thereof as provided in this by-law, the lower-tier municipality shall pay to the Regional Corporation interest due on the amount in default at the rate of fifteen (15) per cent per annum from the due date of the payment until the payment is made.
5. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: <date>

**Schedule A – 2021 Tax Ratios, Sub-Class Reductions, and Rates**

<b>Property Classification</b>	<b>Tax Ratio</b>	<b>Sub-Class Reduction</b>	<b>Tax Rate by Class</b>
Residential	1.000000		0.00587571
New Multi-Residential	1.000000		0.00587571
Multi-Residential	1.970000		0.01157515
Commercial	1.734900		0.01019377
Commercial - Excess	1.734900	22.5%	0.00790017
Commercial - Vacant	1.734900	22.5%	0.00790017
Landfill	2.940261		0.01727612
Industrial	2.630000		0.01545312
Industrial - Excess	2.630000	22.5%	0.01197617
Industrial - Vacant	2.630000	22.5%	0.01197617
Pipelines	1.702100		0.01000105
Farmland	0.250000		0.00146893
FAD 1	1.000000	25%	0.00440678
FAD 2	Class Ratio		Class Rate
Managed Forests	0.250000		0.00146893

**Schedule B – 2021 GENERAL TAX LEVY****2021 Upper-Tier General Levy and Dates by Local Municipality (Taxable Levy Only)**

<b>Municipality</b>	<b>Interim Payment Due March 10, 2021</b>	<b>Interim Payment Due May 12, 2021</b>	<b>Final Payment Due August 4, 2021</b>	<b>Final Payment Due October 13, 2021</b>	<b>2021 Approved General Levy</b>	<b>Regional Depts.</b>	<b>Niagara Regional Police</b>	<b>Niagara Regional Housing</b>	<b>Niagara Peninsula Conserv. Authority</b>	<b>Court Services</b>
Fort Erie	6,062,754	6,062,754	6,527,700	6,527,700	25,180,908	13,052,265	10,006,494	1,796,247	368,161	(42,259)
Grimsby	7,516,889	7,516,889	7,938,700	7,938,700	30,911,178	16,022,491	12,283,613	2,205,008	451,941	(51,875)
Lincoln	5,833,404	5,833,404	6,395,290	6,395,290	24,457,388	12,677,236	9,718,979	1,744,635	357,583	(41,044)
Niagara Falls	20,700,592	20,700,592	22,025,537	22,025,537	85,452,258	44,293,299	33,957,374	6,095,624	1,249,367	(143,406)
Niagara-on-the-Lake	8,506,826	8,506,826	9,038,808	9,038,808	35,091,268	18,189,198	13,944,714	2,503,189	513,057	(58,890)
Pelham	4,094,715	4,094,715	4,479,864	4,479,864	17,149,157	8,889,089	6,814,803	1,223,312	250,732	(28,780)
Port Colborne	3,141,768	3,141,768	3,362,601	3,362,601	13,008,738	6,742,946	5,169,466	927,961	190,196	(21,831)
St. Catharines	25,634,978	25,634,978	26,734,934	26,734,934	104,739,824	54,290,811	41,621,947	7,471,477	1,531,363	(175,774)
Thorold	3,923,644	3,923,644	4,451,753	4,451,753	16,750,794	8,682,602	6,656,500	1,194,896	244,907	(28,111)
Wainfleet	1,485,405	1,485,405	1,577,646	1,577,646	6,126,102	3,175,402	2,434,416	436,997	89,568	(10,281)
Welland	8,123,257	8,123,257	8,670,376	8,670,376	33,587,266	17,409,614	13,347,048	2,395,903	491,067	(56,366)
West Lincoln	3,118,117	3,118,117	3,304,745	3,304,745	12,845,724	6,658,449	5,104,687	916,333	187,813	(21,558)
<b>Regional Total Taxable Only</b>	<b>98,142,349</b>	<b>98,142,349</b>	<b>104,507,954</b>	<b>104,507,954</b>	<b>405,300,605</b>	<b>210,083,402</b>	<b>161,060,041</b>	<b>28,911,582</b>	<b>5,925,754</b>	<b>(680,174)</b>

**Schedule C – 2021 WASTE MANAGEMENT TAX RATES & LEVY****2021 Upper-Tier Special Levy (Waste Management) and Dates by Local Municipality (Taxable Levy Only)**

<b>Municipality</b>	<b>Interim Payment Due March 10, 2021</b>	<b>Interim Payment Due May 12, 2021</b>	<b>Final Payment Due August 4, 2021</b>	<b>Final Payment Due October 13, 2021</b>	<b>2021 Approved Special Levy</b>
Fort Erie	738,469	738,469	802,973	802,973	3,082,884
Grimsby	530,215	530,215	585,530	585,530	2,231,490
Lincoln	442,593	442,593	484,450	484,450	1,854,085
Niagara Falls	1,903,785	1,903,785	2,072,505	2,072,505	7,952,580
Niagara-on-the-Lake	420,597	420,597	458,638	458,638	1,758,470
Pelham	335,669	335,669	367,988	367,988	1,407,314
Port Colborne	486,563	486,563	534,306	534,306	2,041,738
St. Catharines	2,954,087	2,954,087	3,201,909	3,201,909	12,311,992
Thorold	410,601	410,601	457,398	457,398	1,735,998
Wainfleet	150,179	150,179	162,568	162,568	625,494
Welland	1,088,826	1,088,826	1,177,884	1,177,884	4,533,420
West Lincoln	243,785	243,785	271,940	271,940	1,031,450
<b>Regional Total Taxable Only</b>	<b>9,705,369</b>	<b>9,705,369</b>	<b>10,578,089</b>	<b>10,578,089</b>	<b>40,566,915</b>

**Schedule C – 2021 WASTE MANAGEMENT TAX RATES & LEVY**

<b>Fort Erie</b>			
<b>Property Classification</b>	<b>2021 Roll Return CVA</b>	<b>Tax Rate by Class</b>	<b>Waste Management Levy by Class</b>
Residential	3,567,293,085	0.00071936	2,566,168
New Multi-Residential	47,900	0.00071936	34
Multi-Residential	42,015,200	0.00141714	59,541
Commercial	251,095,717	0.00124802	313,372
Commercial - Excess	4,946,888	0.00096721	4,785
Commercial - Vacant	20,149,100	0.00096721	19,488
landfill	0	0.00211511	-
Industrial	43,634,391	0.00189192	82,553
Industrial - Excess	765,300	0.00146624	1,122
Industrial - Vacant	4,221,600	0.00146624	6,190
Pipelines	16,079,000	0.00122442	19,687
Farmland	53,994,200	0.00017984	9,710
FAD 1	0	0.00053952	-
Managed Forests	1,299,300	0.00017984	234
<b>Taxable Total</b>	<b>4,005,541,681</b>		<b>\$3,082,884</b>

<b>Grimsby</b>			
<b>Property Classification</b>	<b>2021 Roll Return CVA</b>	<b>Tax Rate by Class</b>	<b>Waste Management Levy by Class</b>
Residential	4,410,164,148	0.00042417	1,870,659
New Multi-Residential	0	0.00042417	-
Multi-Residential	28,810,000	0.00083561	24,074
Commercial	330,535,985	0.00073589	243,238
Commercial - Excess	11,558,625	0.00057032	6,592
Commercial - Vacant	14,869,500	0.00057032	8,480
landfill	0	0.00124717	-
Industrial	50,228,300	0.00111557	56,033
Industrial - Excess	3,829,400	0.00086456	3,311
Industrial - Vacant	4,140,600	0.00086456	3,580
Pipelines	8,277,000	0.00072198	5,976
Farmland	89,103,995	0.00010604	9,449
FAD 1	0	0.00031813	-
Managed Forests	922,600	0.00010604	98
<b>Taxable Total</b>	<b>4,952,440,153</b>		<b>\$2,231,490</b>



**Schedule C – 2021 WASTE MANAGEMENT TAX RATES & LEVY**

<b>Lincoln</b>			
<b>Property Classification</b>	<b>2021 Roll Return CVA</b>	<b>Tax Rate by Class</b>	<b>Waste Management Levy by Class</b>
Residential	3,277,341,979	0.00044543	1,459,826
New Multi-Residential	0	0.00044543	-
Multi-Residential	24,195,200	0.00087750	21,231
Commercial	214,071,974	0.00077278	165,431
Commercial - Excess	8,847,300	0.00059890	5,299
Commercial - Vacant	4,784,500	0.00059890	2,865
landfill	0	0.00130968	-
Industrial	97,631,058	0.00117148	114,373
Industrial - Excess	2,870,900	0.00090790	2,606
Industrial - Vacant	9,291,000	0.00090790	8,435
Pipelines	20,900,000	0.00075817	15,846
Farmland	521,395,936	0.00011136	58,063
FAD 1	0	0.00033407	-
Managed Forests	985,900	0.00011136	110
<b>Taxable Total</b>	<b>4,182,315,747</b>		<b>\$1,854,085</b>

<b>Niagara Falls</b>			
<b>Property Classification</b>	<b>2021 Roll Return CVA</b>	<b>Tax Rate by Class</b>	<b>Waste Management Levy by Class</b>
Residential	9,031,444,248	0.00054682	4,938,574
New Multi-Residential	14,798,500	0.00054682	8,092
Multi-Residential	324,378,589	0.00107724	349,434
Commercial	2,386,402,851	0.00094868	2,263,933
Commercial - Excess	38,763,167	0.00073523	28,500
Commercial - Vacant	145,047,100	0.00073523	106,643
landfill	3,152,500	0.00160779	5,069
Industrial	104,789,136	0.00143814	150,701
Industrial - Excess	6,847,357	0.00111456	7,632
Industrial - Vacant	35,614,600	0.00111456	39,695
Pipelines	45,968,000	0.00093074	42,784
Farmland	82,709,600	0.00013671	11,307
FAD 1	0	0.00041012	-
Managed Forests	1,576,600	0.00013671	216
<b>Taxable Total</b>	<b>12,221,492,248</b>		<b>\$7,952,580</b>

**Schedule C – 2021 WASTE MANAGEMENT TAX RATES & LEVY**

<b>Niagara-on-the-Lake</b>			
<b>Property Classification</b>	<b>2021 Roll Return CVA</b>	<b>Tax Rate by Class</b>	<b>Waste Management Levy by Class</b>
Residential	N/A	N/A	N/A
New Multi-Residential	N/A	N/A	N/A
Multi-Residential	N/A	N/A	N/A
Commercial	N/A	N/A	N/A
Commercial - Excess	N/A	N/A	N/A
Commercial - Vacant	N/A	N/A	N/A
landfill	N/A	N/A	N/A
Industrial	N/A	N/A	N/A
Industrial - Excess	N/A	N/A	N/A
Industrial - Vacant	N/A	N/A	N/A
Pipelines	N/A	N/A	N/A
Farmland	N/A	N/A	N/A
FAD 1	N/A	N/A	N/A
Managed Forests	N/A	N/A	N/A
Taxable Total			\$1,758,444

<b>Pelham</b>			
<b>Property Classification</b>	<b>2021 Roll Return CVA</b>	<b>Tax Rate by Class</b>	<b>Waste Management Levy by Class</b>
Residential	2,616,394,467	0.00048218	1,261,573
New Multi-Residential	544,000	0.00048218	262
Multi-Residential	18,604,000	0.00094989	17,672
Commercial	100,245,889	0.00083653	83,859
Commercial - Excess	764,111	0.00064831	495
Commercial - Vacant	3,553,000	0.00064831	2,303
landfill	0	0.00141774	-
Industrial	4,215,800	0.00126813	5,346
Industrial - Excess	45,100	0.00098280	44
Industrial - Vacant	101,000	0.00098280	99
Pipelines	17,725,000	0.00082072	14,547
Farmland	172,072,933	0.00012055	20,743
FAD 1	0	0.00036164	-
Managed Forests	3,079,300	0.00012055	371
Taxable Total	2,937,344,600		\$1,407,314

**Schedule C – 2021 WASTE MANAGEMENT TAX RATES & LEVY**

<b>Port Colborne</b>			
<b>Property Classification</b>	<b>2021 Roll Return CVA</b>	<b>Tax Rate by Class</b>	<b>Waste Management Levy by Class</b>
Residential	1,641,046,580	0.00092220	1,513,373
New Multi-Residential	913,000	0.00092220	842
Multi-Residential	39,208,000	0.00181673	71,230
Commercial	135,597,288	0.00159992	216,945
Commercial - Excess	301,600	0.00123994	374
Commercial - Vacant	2,377,700	0.00123994	2,948
landfill	0	0.00271151	-
Industrial	76,446,127	0.00242539	185,412
Industrial - Excess	2,072,441	0.00187967	3,896
Industrial - Vacant	8,276,400	0.00187967	15,557
Pipelines	10,739,000	0.00156968	16,857
Farmland	56,954,800	0.00023055	13,131
FAD 1	1,407,700	0.00069165	974
Managed Forests	863,000	0.00023055	199
<b>Taxable Total</b>	<b>1,976,203,636</b>		<b>\$2,041,738</b>

<b>St. Catharines</b>			
<b>Property Classification</b>	<b>2021 Roll Return CVA</b>	<b>Tax Rate by Class</b>	<b>Waste Management Levy by Class</b>
Residential	12,356,852,373	0.00069068	8,534,631
New Multi-Residential	82,197,920	0.00069068	56,772
Multi-Residential	678,449,568	0.00136064	923,126
Commercial	1,989,896,971	0.00119826	2,384,414
Commercial - Excess	12,795,100	0.00092865	11,882
Commercial - Vacant	17,926,800	0.00092865	16,648
landfill	0	0.00203078	-
Industrial	156,714,088	0.00181649	284,670
Industrial - Excess	4,925,360	0.00140778	6,934
Industrial - Vacant	23,327,100	0.00140778	32,839
Pipelines	31,196,000	0.00117561	36,674
Farmland	135,530,300	0.00017267	23,402
FAD 1	0	0.00051801	-
Managed Forests	0	0.00017267	-
<b>Taxable Total</b>	<b>15,489,811,580</b>		<b>\$12,311,992</b>

**Schedule C – 2021 WASTE MANAGEMENT TAX RATES & LEVY**

<b>Thorold</b>			
<b>Property Classification</b>	<b>2021 Roll Return CVA</b>	<b>Tax Rate by Class</b>	<b>Waste Management Levy by Class</b>
Residential	2,157,704,360	0.00060894	1,313,912
New Multi-Residential	70,409,800	0.00060894	42,875
Multi-Residential	42,550,000	0.00119961	51,043
Commercial	169,005,018	0.00105645	178,545
Commercial - Excess	3,905,613	0.00081875	3,198
Commercial - Vacant	8,394,500	0.00081875	6,873
landfill	0	0.00179044	-
Industrial	48,723,413	0.00160151	78,031
Industrial - Excess	3,794,465	0.00124117	4,710
Industrial - Vacant	17,451,300	0.00124117	21,660
Pipelines	26,690,000	0.00103648	27,664
Farmland	48,654,840	0.00015224	7,407
FAD 1	0	0.00045671	-
Managed Forests	528,600	0.00015224	80
<b>Taxable Total</b>	<b>2,597,811,909</b>		<b>\$1,735,998</b>

<b>Wainfleet</b>			
<b>Property Classification</b>	<b>2021 Roll Return CVA</b>	<b>Tax Rate by Class</b>	<b>Waste Management Levy by Class</b>
Residential	934,620,038	0.00059993	560,707
New Multi-Residential	0	0.00059993	-
Multi-Residential	457,000	0.00118186	540
Commercial	18,997,470	0.00104082	19,773
Commercial - Excess	948,800	0.00080663	765
Commercial - Vacant	372,500	0.00080663	300
landfill	0	0.00176395	-
Industrial	4,321,700	0.00157782	6,819
Industrial - Excess	85,300	0.00122281	104
Industrial - Vacant	132,000	0.00122281	161
Pipelines	5,642,000	0.00102114	5,761
Farmland	201,914,715	0.00014998	30,283
FAD 1	0	0.00044995	-
Managed Forests	1,871,600	0.00014998	281
<b>Taxable Total</b>	<b>1,169,363,123</b>		<b>\$625,494</b>

**Schedule C – 2021 WASTE MANAGEMENT TAX RATES & LEVY**

<b>Welland</b>			
<b>Property Classification</b>	<b>2021 Roll Return CVA</b>	<b>Tax Rate by Class</b>	<b>Waste Management Levy by Class</b>
Residential	4,310,286,156	0.00079307	3,418,359
New Multi-Residential	12,113,500	0.00079307	9,607
Multi-Residential	151,792,900	0.00156235	237,154
Commercial	375,547,493	0.00137590	516,716
Commercial - Excess	7,304,967	0.00106632	7,789
Commercial - Vacant	23,093,900	0.00106632	24,625
landfill	455,400	0.00233183	1,062
Industrial	127,455,020	0.00208577	265,842
Industrial - Excess	3,634,400	0.00161647	5,875
Industrial - Vacant	8,191,800	0.00161647	13,242
Pipelines	21,254,000	0.00134988	28,690
Farmland	21,394,900	0.00019827	4,242
FAD 1	0	0.00059480	-
Managed Forests	1,092,900	0.00019827	217
<b>Taxable Total</b>	<b>5,063,617,336</b>		<b>\$4,533,420</b>

<b>West Lincoln</b>			
<b>Property Classification</b>	<b>2021 Roll Return CVA</b>	<b>Tax Rate by Class</b>	<b>Waste Management Levy by Class</b>
Residential	1,765,999,000	0.00047179	833,181
New Multi-Residential	0	0.00047179	-
Multi-Residential	7,074,000	0.00092943	6,575
Commercial	75,438,100	0.00081851	61,747
Commercial - Excess	732,500	0.00063434	465
Commercial - Vacant	3,087,300	0.00063434	1,958
landfill	0	0.00138719	-
Industrial	36,948,100	0.00124081	45,846
Industrial - Excess	305,200	0.00096163	293
Industrial - Vacant	1,177,000	0.00096163	1,132
Pipelines	29,128,000	0.00080303	23,391
Farmland	480,132,100	0.00011795	56,632
FAD 1	0	0.00035384	-
Managed Forests	1,948,100	0.00011795	230
<b>Taxable Total</b>	<b>2,401,969,400</b>		<b>\$1,031,450</b>

## THE REGIONAL MUNICIPALITY OF NIAGARA

## BY-LAW NO. &lt;&gt;

AUTHORIZATION OF TILE DRAINAGE LOAN FOR THE  
TOWN OF LINCOLN

WHEREAS By-law No. 5988-90 authorizes The Regional Municipality of Niagara to borrow an amount not exceeding \$4,657,000 and to issue debentures therefore, payable to the Treasurer of Ontario pursuant to The Tile Drainage Act, 1980, upon application of an area municipality from time to time;

WHEREAS an Area Municipality, or Area Municipalities as the case may be, have applied to the Council under the Tile Drainage Act, R.S.O. 1990, Chapter T.8, O. Reg.382/12, for loans for the purpose of constructing surface drainage works on lands located in the Area Municipality, or Area Municipalities as the case may be;

WHEREAS the Council has upon their application lent the Area Municipality, or Area Municipalities as the case may be, the total sum of \$50,000 to be repaid with interest by means of rates hereinafter imposed.

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

1. That the annual rates as set out below, are hereby imposed upon the Area Municipality, or Area Municipalities as the case may be, as described, for a period of ten years:

<b>Description of Land Drained</b>	<b>Proposed Date of Loan</b>	<b>Sum to be Loaned \$</b>	<b>Annual Rate to be Imposed \$</b>
Concession 2, Lot 6, Town of Lincoln  Roll No. 2622044000405600.0000	May 1, 2021	\$50,000.00	\$6,793.40
TOTAL PRINCIPAL OF DEBENTURE AND TOTAL SUM SHOWN ON BY-LAW		\$50,000.00	\$6,793.40

2. That this by-law shall come into force and effect on the day upon which it is passed.

THE REGIONAL MUNICIPALITY OF NIAGARA

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Jim Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: <date>

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 APRIL 22, 2021

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 April 22, 2021, 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 Local Planning Appeal Tribunal 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

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James Bradley, Regional Chair

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Ann-Marie Norio, Regional Clerk

Passed: < >